



# MBA (FM)-I

# SEMESTER



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Management and Organizational Behavior

**Course Code:** MBAFM18101CR  
**MBA (FM) 1<sup>st</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40%

**Course Objectives:** - The objective of this paper is to enable the students to understand the multiplicity of interrelated factors which influence the behavior and performance of people as members of work organizations.

### Unit I:

Evolution of management Thought-Classical, Behavioral and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for understanding organizations; Application of Management thought to the current scenario; Fundamental Concepts of Organizational Behavior; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations.

### Unit II:

Foundations of Individual Behavior-Personality-Meaning; Development of Personality; Personality Determinants; the “Big Five” Personality Traits; Emotional Intelligence. Perception;- Nature and importance; Factors influencing perception; Managing the Perception Process.

### Unit-III:

Learning- Components of learning process; Theoretical process of learning- Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory. Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change.

### Unit-IV:

Motivation in organizations: Nature and importance; The motivational framework; The content theories of work motivation- Maslow’s Need Hierarchy Theory; The Dual Structure Theory of Motivation; Process theory of work motivation- Vroom’s Expectancy Theory; J. Stacy Adam’s Equity Theory.

**Note:- The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.**

### Suggested Readings:

1. *Fundamentals of Management* by Griffin, Houghton Mifflin Company, Boston New York, U.S.A
2. *Essentials of Management* by Andrew J/ DuBrin THOMSON-South western Management of Organizational Behavior by Hersey/Balanchard/Johnson Pearson Education-New Delhi
3. *Organizational Behavior* By Stephen Robins- Pearson Education-New Delhi *Organizational Behavior* By Fred Luthans- McGraw-Hill
4. *Organizational Behavior* By Debra/ James – Thomson-South-Western



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Accounting for Managers

**Course Code: MBAFM18102CR**  
**MBA(FM) 1<sup>st</sup> Semester**  
**Credits: 4**

**Cont. Assessment: 20**  
**Term End Exam: 80**  
**Min. Pass Marks: 40%**

**Course Objectives:** The basic objective of this course is to develop an insight into postulates, principles and techniques of accounting that help in planning, decision-making and control.

### Unit-I

Financial Accounting - Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope.

### Unit-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

### Unit- III

Cost Accounting - Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis – Computation of break even point, margin of safety. Profit graphs. Responsibility Accounting – Concept and Objectives, Responsibility Centres.

### Unit-IV

Standard costing – organization and establishing a standard costing system. Variance Analysis- Classification of variances, Material cost, Labour cost, Overhead cost and sales variances. Causes and Disposition of variances. Inflation Accounting – concept, impact of inflation on corporate financial statements. Techniques of inflation accounting – Replacement cost and Current purchasing power. Human Resource Accounting – Concept and Approaches.

**Note:- This paper shall have 70% numerical and 30% theoretical questions.**

**Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. *Batacharya S.K. & Dearden J. Accounting for Management- Text and Cases. Vikas New Delhi*
2. *Heitger LE and Matulich Serge Financial Accounting. McGraw Hill, New York.*
3. *Horngren C T, Sundem G L and Stratton W. Introduction to Management Accounting. Prentice Hall of India New Delhi.*
4. *Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.*
5. *Sahaf M A Management Accounting – Principles & Practice, New Delhi, Vikas Publishing House*



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Quantitative Methods

**Course Code:** MBAFM18103CR  
**MBA(FM) 1<sup>st</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40%

**Course Objectives:** - The objective of the course is to make the students familiar with some basic mathematical, statistical and operations research techniques. The main focus, however, is in their applications in business decision making.

### Unit I

Mathematical basis of Managerial decisions - An overview; Nature and Scope of Quantitative methods in management; Scientific approach to Quantitative techniques; Functions and their managerial application (linear & quadratic functions); Concept of Derivative of functions and its managerial applications for finding maxima and minima (functions of single variable only); Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to  $2 \times 2$ )

### Unit II

Basic concepts of Probability, Applications of addition rule and multiplication rule of probability- simple situation problems; Numerical problems on Bayes' theorem- the special case of multiplication rule; Elementary characteristics and simple situation applications of discrete and continuous probability distribution:- Binomial, Poisson and Normal probability Distribution only; Queuing theory: Elementary characteristics and simple situation applications

### Unit III

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems, Big M method; Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Introductory concepts in Assignment problems – Hungarian assignment method for optimal assignment.

### Unit IV

Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks- finding earliest times, latest times and floats for events and activities; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis; Decision theory: criteria for managerial decisions under uncertain and probabilistic kinds of decision making environments; Calculation of EMV and EVPI.

**Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

- 1 *Quantitative techniques in Management/Vohra, N.D., Tata McGrawHill, New Delhi*
- 2 *Mathematics for Management/ Ragavachari, M. Tata McGrawHill, New Delhi*
- 3 *Business Statistics/Gupta, SP and Gupta, MP Sultan Chand, New Delhi*
- 4 *Basic Statistics for Business & Economics/Kazmier L.J & Pohl, NF McGrawHill, New York*
- 5 *Statistics for Management/Levin Richard I & RubinDavid Prentice Hall Inc*



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Managerial Economics

**Course Code: MBAFM18104CR**

**MBA(FM) 1<sup>st</sup> Semester**

**Credits: 4**

**Course Objectives:** - *The objective of this course is to acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature to business firms in the context of globalization.*

### Unit-I

Managerial Economics - Concept and Role in Business Analysis; Concept of Demand, Elasticity of Demand- Types and its measurement. Demand Forecasting: Managerial uses of Demand Forecasting, Utility Analysis.

### Unit-II

Concepts of Production- production function, Iso-Quant and its properties. Law of Diminishing Returns, Economies of scale, Cost analysis- Classification of costs, average- marginal relationship, long-run and short-run cost functions.

### Unit-III

Introduction to Macro-Economics, Market Structures- perfect competition and its features: imperfect market structure and its forms, Discriminating Monopoly and decrease of discrimination, Circular flow of national income.

### Unit-IV

National Income analysis- measures, measurement and problems in measurement of NI, Inflation- causes, consequences and methods of control, Business cycle – features and phases, causes and control of business cycle.

**Note: The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.**

### Suggested Readings:-

1. *Principles of Microeconomics/ H L Ahuja, S Chand & Sons, New Delhi*
2. *Business Economic /Adhikary Excel Books, New Delhi.*
3. *Economic Theory & Operations Analysis/ Baumol WJ Prentice Hall Inc., New Delhi.*
4. *Managerial Economics/ Chopra, TATA McGraw Hill, New Delhi.*
5. *Managerial Economics/ Keat, Paul G. And Philips K.Y. Young Prentice Hall, New Jersey.*
6. *Modern Micro Economics/ Koutsoyiannis Macmillan, New York.*



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Computer Applications in Management

**Course Code: MBAFM18106DCE**  
**MBA(FM) 1<sup>st</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40%**

**Course Objectives:** - This course aims at making students conversant with the basic concepts of computers, various input, output, and storage devices, softwares and operating systems and MS-office.

### Unit-I

- Introduction to computers, Block Diagram of Computer, Advantages and Disadvantages of computers
- Evolution (Generations) and classification of computers (super, mainframe, Mini, Micro etc)
- Common I/O devices and their characteristics.
- Primary and secondary memory: RAM and ROM, Hard Disk, Magnetic Tape and Optical devices.

### Unit-II

- Computer software: Classification and Types.
- Generations of computer Languages Operating System: Functions, types-Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems.
- Booting process

### Unit-III

- Windows Basics: The Desktop, My Computer, Working with files and Folders.
- Windows Explorer, Windows Help and Support centre.
- Searching in Windows and System utilities.
- Start Menu, Accessories like Notepad, Paint and WordPad.

**Note:-Practical work and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. ITLES, "Introduction to Information Technology", Pearson Education.
2. Peter Norton, "Introduction to Computers", PHI.
3. Sanders M, "Computers in Business: An introduction" Mcgraw Hill



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Business Communication

**Course Code:** MBAFM18107DCE  
**MBA(FM) 1<sup>st</sup> Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** The objective of this paper is to equip the students with Business Communication Skills to enable them to effectively communicate and present the technical report/presentations.

### UNIT – I:

Communication in Business, the process of communication, models of communication, principles of communication, barriers of communication, Strategies for overcoming Barriers.

### UNIT–II:

Channel effectiveness, Channel limitations. Media of communication, approaches to effective communication, Essentials of non verbal communication, types: kinesics, proxemics, paralanguage, time language, color, report writing organization and techniques, Short & Long Formal Reports.

### UNIT–III:

Group communication through committees, conference and other formal communication with public at large, interviews, seminar, symposia and conferences. Specific business communication: essentials of effective business communication .structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

**Note:-Case studies and other assignment will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. Lesikar, Petit & Lesikar's, *Basic Business*, Tata McGraw
2. Poe & Fruchling, *Basic Communication*, AITBS
3. Diwan & Aggarwal *Business Communication Excel*
4. Baugh, Frayer & Thomas, *How to write first class Business Correspondence*, Viva Books



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Business Law

**Course Code** MBAFM18108DCE  
**MBA(FM) 1<sup>st</sup> Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** *The objective of the course is to acquaint the students with the basic understanding of business law and enable them to provide an insight into the legal aspect of the business.*

### Unit-I:

Indian Contract Act 1872– General principles– Essentials and types of contract - Offer, Acceptance and Consideration –Free Consent - Competency of the parties- Legality of object and consideration – Quasi contracts- Performance , termination breach and remedies

### Unit-II:

Law of Sale of Goods. Sale vs agreement to sell- Goods, price, time , conditions and warranties – Doctrine of caveat Emptor- Unpaid seller - Partnership act 1932, Essentials of partnership – definition, formation of partnership, dissolution of partnership.

### Unit-III:

Company Law : Introduction: Companies Act , 2013 – Characteristics and kinds of companies – Registration – Meetings – Types of meetings – Insolvency and Winding up of Companies - Consumer protection Act 1986: General introduction, definition, constitution of forms – their functions and powers.

**Note:-** Case studies and other assignments will be provided by the concerned faculty in the class.

### Suggested readings:-

1. Shukla, M.C. (2007). – A manual of mercantile Law. S. Chand
2. Kapoor, N.D. (2009). – Mercantile Law. Sultan Chand & sons.
3. Avtar singh (1980). Law of Contract. Eastern Book Co.
4. Singh.A. (1966). Indian Company Law. Eastern Book Company.





# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Insurance Management

**Course Code:** MBAFM18001GE

**MBA(FM) 1<sup>st</sup> Semester**

**Credits:** 2

**Term End Exam:** 50

**Min. Pass Marks:** 40%

**Course Objectives:** The objective of the course is to familiarize the students with the various concepts and products of insurance sector.

### Unit – I

Nature, purpose and need of insurance. Functions of insurance. The concept of risk - Kinds and classification of risks - Assessment - Transfer. Recent developments in insurance—Malhotra committee recommendations. Role and functions of IRDA. Basic principles of Insurance - Utmost Good faith - Insurable Interest - Material facts - Indemnity – Proximate Cause. Economic principles of Insurance - Sharing - Subrogation - Contribution; Insurance company operations; rate making; underwriting; production; claims management

### Unit – II

Plans of Life Insurance - Basic elements - Some popular plans (Limited payment plan, participating policies, convertible plans, joint life policies, Children's' plans, educational annuity plans, variable Insurance plans, riders for the Handicapped, Miscellaneous.

Annuities - Nature of annuities, types. Group Insurance - Nature of Group Insurance - Types - Group gratuity schemes. IRDA Regulations on Management of Life Insurance Services/products.

General Insurance forms - Proposal of Insurance - Cover notes - Motor Vehicle Coverage - Fire & Marine Policies and Coverage - Standard policies - Reinstatement value policies - Declaration policy - Floating policy. Policy document in General Insurance. IRDA Regulations on Management of General Insurance Services/products.

**Note:-**Case Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. Majumdar, P.I and Diwan, M.G, *Principles of Insurance*, Insurance Institute of India, Mumbai.
2. Pai, V.A and Diwan, M.G, *Practice of General Insurance* Insurance Institute of India, Mumbai.
3. Pai, V.A and Diwan, M.G, *Practice of Life Insurance*, Insurance Institute of India, Mumbai.
4. Sharma, R.S, *Insurance: Principles and Practice*, Vohra Publications, New Delhi

**Course Instructor:** Mr. Irshad Ahmad Malik



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Operations Research

**Course Code:** MBAFM18002GE

**MBA(FM) 1<sup>st</sup> Semester**

**Credits:** 2

**Term End Exam:** 50

**Min. Pass Marks:** 40%

**Course Objectives:** - The objective of the course is to make the students familiar with some basic operations research techniques that have wide applications in business and economics. The main focus, however, is in their applications in decision making.

### Unit-I

Mathematical basis of Managerial decisions - An overview; Nature and Scope and Scientific approach of Quantitative methods in management;

Decision theory: criteria for decisions under uncertain and probabilistic kinds of decision making environments; EMV and EOL criterion and estimating EVPI;

Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to  $2 \times 2$ ), Dominance Rule

### Unit-II

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems, Big M method;

Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Assignment Problem: Introductory concepts, Hungarian assignment method for optimal assignment;

**Note:-**Case Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Reading:-

1. *Basic Statistics for Business & Economics*/Kazmier L.J & Pohl, NF/1988 McGrawHill, New York
2. *Statistics for Management*/Levin Richard I & Rubin David S/1995 Prentice Hall Inc
3. *Linear Programming and Decision Making*/Narag, AS/1995 Sultan Chand, New Delhi
4. *Fundamentals of Operations Research*/Sharma JK/2001 Macmillian, New Delhi
5. *Quantitative techniques in Management*/Vohra, N.D., Tata McGrawHill, New Delhi

**Name of Course Instructor:** Prof. Iqbal Ahmad Hakim



# **MBA (FM)-II**

# **SEMESTER**



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Human Resource Management

**Course Code:** MBAFM18201CR  
**MBA (FM) 2<sup>nd</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40%

**Course Objectives:** The basic objective of this course is to help the students to acquire and develop decision making skills in relation to managing people in organizations and to create an understanding of the various policies and practices of human resource management.

### Unit -I

Human Resource Management. - Nature, Philosophy, significance and core values of HRM, Evolution of HRM; Challenges facing HRM and impact of technology on HRM practices. Role of HR managers. The qualities of good HR managers and determining personal effectiveness & sense of efficacy. who am I exercise.

### Unit-II

Human Resource Planning-Concept and process. Job Analysis, methods and purpose of job analysis- job description, job specification and job evaluation. Recruitment Search-process, sources and methods of recruitment. Selection Process. Placement, induction, internal mobility and separations.

### Unit-III

Performance Appraisal System(PAS)-Concept, objectives and uses of PAS. PAS Methods and sources. Appraisal errors. Discipline and grievance handling Mechanism. Industrial relations, Causes for good and poor industrial relations.

### Unit-IV

Manpower Training and Development – Concept, objectives and significance. Determination of training needs. Methods for operatives training and management development programmes. Stages of Training programmes. Evaluation of effectiveness of training programmes.

**Note:- The case studies/ presentations will be announced by the course instructor during the semester.**

### Suggested Readings:

1. E. Schuster *Human Resource Management ,Concept ,Cases And Readings ,PHI*
2. GargDessler , *Human Resource Management, Pearson Education ,13th Edition*
3. UdaiPareek ,*Training Instruments In Hrd And Od ,Tata Mac Graw Hill 2nd Edition*
4. M.S. Saiyadian , *Human Resource Management, Tata Mac Graw Hill 3rd Edition*
5. Shell/Bohlander , *Human Resource Management, Cengage Learning*



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Marketing Management

**Course Code:** MBAFM18202CR

**MBA (FM) 2<sup>nd</sup> Semester**

**Credits:** 4

**Cont. Assessment:** 20

**Term End Exam:** 80

**Min. Pass Marks:** 40%

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

### Unit-I

Nature, Significance and scope of Marketing; Company Orientations towards the market place; Marketing concepts, Trends and Tasks; Strategic Marketing planning; Scanning the Marketing Environment; Marketing Research; Creating customer value, Satisfaction, and loyalty.

### Unit-II

Consumer Behaviour; Factors influencing consumer Behaviour and Buying decision process; Segmenting consumer and business Markets; Market Targeting; Building Strong Brands-Dealing with competition, Creating Brand Equity; Crafting Branding positions; Product Management; Product life cycle, New product and Decisions; Product packaging and labelling.

### Unit-III

Pricing objectives and approaches; Factors affecting pricing decisions; Pricing Strategies; Price Changes;. Marketing channels and value Networks; Role of Marketing channels; Channel design and channel Management Decisions; Factors affecting distributors decisions; Channel conflict and its Management. Growth in Retailing Industry and Strategic decisions in Retail business.

### Unit-IV

Marketing communications, Developing effective communications, Advertising, Sales promotion, public Relations; Personal Selling and Direct Marketing; Internal Marketing; Socially Responsible Marketing.

**Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. Gary Armstrong and Philip Kotler, "Marketing: An Introduction" Prentice Hall;
2. Philip Kotler, and Keller, "Marketing Management" Prentice Hall;
3. Ramaswamy, V.S. and Namakumari, S, "Marketing Management, Planning, Control" Macmillian, New Delhi;
4. Stanton, William,J.Fundamentals of Marketing, New York, McGraw Hill ;
5. Rajan Saxena, "Marketing Management" McGraw Hill Companies.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Managerial Finance

**Course Code:** MBAFM18203CR  
**MBA (FM) 2<sup>nd</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40%

**Course Objectives:** To acquaint students to the fundamental concepts of managerial finance and policy with view to apply rich body of financial theory in corporate decision making and in creating value for shareholders.

### Unit – I

Introduction to Finance: concept, principles that form the basics in financial management, scope, goal of the firm; Time value of money- future value and present value computation, comparing P.V. with F.V; Cost of Capital- concept, significance, determining cost of specific sources of capital, the weighted average cost of capital.

### Unit: II

Capital Investment Decisions: concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:-pay-back period and post pay-back method, present value and net present value method, internal rate of return:

### Unit: III

Capitalization and Capital Structure -Meaning, theories of capitalization, over and under capitalization; concept of capital structure, factors affecting capital structure, relevance of capital structure –net income approach and traditional approach , Irrelevance of capital structure-net operating income approach and MM hypothesis, EBIT EPS analysis, Indifference point computation; Leverage: Financial, Operating Leverage and total leverage, Analysis and impact of leverage.

### Unit – IV

Dividend Decision: Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model, Gordon's Model; Dividend relevance theories- M.M.Hypothesis; Valuation: Corporate dividend behavior and value of firm, Valuation of shares and bonds.

**Note:-This paper shall have 60% numerical and 40% theoretical questions.**

**Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Reading:

1. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
2. Arnold G. "Corporate Finance", Pearson Education, New Delhi.
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial Management" Tata McGraw Hill



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Productions and Operations Management

**Course Code: MBAFM18204CR**  
**MBA (FM) 2<sup>nd</sup> Semester**  
**Credits: 4**

**Cont. Assessment: 20**  
**Term End Exam: 80**  
**Min. Pass Marks: 40%**

**Course Objectives:** The course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operations function, productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

### Unit-I

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location

### Unit-II

Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis; Production Process Planning and Design: factors affecting process design; Concept of Line Balancing; Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs

### Unit-III

Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Materials Management: An overview; Basic concepts of Material Handling; Material Planning and Inventory Control; Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis: Just in Time (JIT); Materials Requirement Planning (MRP); Economic Order Quantity Model (E.O.Q with deterministic Demand) and practical problems on EOQ.

### Unit-IV

Quality Management and Quality Assurance: Statistical process control–Control Charts for Attributes and Variables; Acceptance sampling: - Concept and significance; Six Sigma: concept & significance; Total Quality Management (TQM) ; ISO-9000- Concept and Significance; Value Engineering:- Basic Concepts; Maintenance Management – Preventive and Breakdown Maintenance; Purchase Management and Purchasing Procedure;

**Note:-The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.**

### Suggested Readings:

1. Adam, E.E. & Ebert, R.J. *Production and Operations Management*. 6th ed., New Delhi, Prentice Hall of India
2. Amrine Harold T. etc. *Manufacturing Organizations and Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Buffa, E.S. *Modern Production Management*, New York, John Wiley
4. Chary, S.N. *Production and Operations Management*, New Delhi, Tata McGraw Hill
5. Dobler, Donald W and Lee, Lamar. *Purchasing and Materials Management*. New York, McGraw Hill



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## *Research Methodology*

**Course Code:** MBAFM18206DCE  
**MBA (FM) 2<sup>nd</sup> Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** The objective of the course is to make the students familiar with some basics research techniques.

### **Unit-I:**

Research Methodology - Epistemology Nature and Scope, Scientific Research, Building Blocks, Concepts, Construct, Parsimony, variables, attributes, validity concept, theory building in research, Research Process, Marketing research, value and cost of information – Bayesian Decision Theory, Ethical issues in Marketing Research.

### **Unit-II:**

Research Design – types – Exploratory, Descriptive and Casual, Experimental Design-Concept and types, Experimentation –Validity Measurement and Scaling – Comparative and Non-Comparative Thurston's V-Scale Model, OS good's Semitic differential scale, Likert scale, Q-sort scale.

### **Unit III:**

Data Source- Primary, Secondary Questionnaire – Concept, design and types , Sampling Techniques- probability and non-probability, sample size, Sampling Errors. Hypothesis Formulation & Testing - Parametric tests- one sample and two sample tests for means and properties of large samples Z –Test, T-Tests, ANOVA one way and two way. Chi- Square test for independence of attributes and goodness of fit. Kolmogrov – Smirnow test and goodness of fit, Correlation and regression Analysis concept and application-Application of SPSS package.

**Note:-Case studies and other assignments will be provided by the concerned faculty in the class.**

### **Suggested Readings:**

1. *Withian G.Zikmund Business Research Methods, CENGAGE Learning.*
2. *Mark Saunders, Philp Lewis and Adrian Thorn Hill- Research Methods For Business students, Pearson Education.*
3. *N. Malhotra Marketing Research.*
4. *Pal Green-Marketing Research, Mac- Graw Hill.*
5. *Levin Robin Statistics for Management Practices Hall India.*





# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Public Administration

**Course Code:** MBAFM18207DCE  
**MBA (FM) 2<sup>nd</sup> Semester**  
**Credits:** 3

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40%**

**Course Objectives:** - The Key objective of this course is to acquaint the students with planning, executions, monitoring and controlling of activities in the public administration to train them in public administration decisions. The candidates are also expected to appreciate the role public servants play in the welfare and development of public and nation building.

### Unit I

Public Administration- Evolution and significance; Wilson's vision of Public Administration; Weber's bureaucratic model and post-Weberian Developments; Participative Management (R. Likert, C. Argyris, D. McGregor); Riggsian models; Evolution of Indian Administration: Kautilya's Arthashastra; Mughal administration; Legacy of British rule in politics and administration; Good Governance, Impact of liberalisation on administration in developing countries.

### Unit II

Administrative Law, Delegated legislation; Administrative Tribunals; Right to Information; Development administration; 'Antidevelopment thesis'; Bureaucracy, democracy and development; Models of policy-making; State theories and public policy formulation; Public borrowings and public debt; Budgets – types and forms; Budgetary process; Financial accountability; Parliamentary control of public expenditure; Role of Controller General of Accounts and Comptroller and Auditor General of India.

### Unit III

Union Government and Administration (Indian): Executive, Parliament, Judiciary-Functions; Cabinet Secretariat; Prime Minister's Office; Central Secretariat; Ministries and Departments; Boards; Planning Commission, National Development Council; Process of plan formulation at Union and State levels; Union-State administrative, legislative and financial relations; Finance Commission; State administration and District Administration-structure; Civil Services;

**Note:-Case Studies and other assignments will be provided by the concerned faculty in the class.**

#### **Suggested Readings:**

1. *Avasthi A. 1980. Central Administration: Tata Mc graw Hill: New Delhi.*
2. *Basu, D. D. 2004. Introduction to the Constitution of India; Prentice Hall: New Delhi*
3. *Khera, S.S. 1975. The Central Executive: Orient Longman: New Delhi.*
4. *Singh Hoshier and Singh Mohinder, 1989. Public Administration in India: Theory and Practice;*
5. *Sterling Publishers Private Ltd., New Delhi.*
6. *A.R. Tyagi 1962 Public Administration, Atma Ram, Original from the University of Michigan*



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Entrepreneurship Development

**Course Code: MBA18208DCE**  
**MBA 2<sup>nd</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40%**

**Course Objectives:** The objective of this course is to equip students with the basic understanding of entrepreneurship development and to enable them to provide an insight into the entrepreneurship development and new venture management.

### Unit I

Introduction to Entrepreneurship: Concept and Meaning; Evolution and development of entrepreneurship; Challenges of entrepreneurship, Functions of an Entrepreneur; Entrepreneurial skills; Entrepreneurial Motivational Training(EMT); Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurial opportunities; Innovations and Entrepreneurship.

### Unit-II

Nature and characteristic of small business; steps for starting a small industry; Forms of ownership-Sole proprietorship, partnership, company and cooperative society; Factors influencing the choice; Procedure and formalities for registration; incentives and subsidies –need and problems; Incentives for development of backward areas. Institutions assisting entrepreneurs.

### Unit-III

Role of an entrepreneur in economic growth as an innovator; Generation of employment opportunities; Entrepreneurial growth in India; sources of entrepreneurship in India; Entrepreneurial development programmes - concept, need and phases; Recent Trends in entrepreneurial development with special reference to Start-up India; Problems in institutional framework; evaluating development programmes.

**Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. David A.Kir by, “ Entrepreneurship “ Tata McGRaw Hills
2. Jasmer singh Sain, *Entrepreneurship and small Business*” Deep and Deep publication
3. Holt- *Entrepreneurship: New Venture Creation* , Prentice-Hall.
4. Singh P and Bhanderkar A- *Winning the Corporate Olympiad: The Renaissance Paradigm*, Vikas
5. Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business*, Palgrave.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Corporate Valuation and Restructuring

**Course Code:** MBAFM18003GE  
**MBA (FM) 2<sup>nd</sup> Semester**  
**Credits:** 2

**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** - The main objective of this course is to develop an understanding of the significance of various Financial Management decision areas like, capital structure decision, dividend policy, and mergers & acquisitions in the maximization of shareowners wealth and application of analytical techniques to evaluate these decisions based on the philosophy of creating superior value.

### Unit – I

Corporate Valuation Concept of Corporate Valuation: Methods of measuring corporate value: Adjusted book value approach, stock & debt approach, direct comparison approach, discounted cash flows approach.

### Unit – II

Value Based Management Marrakon approach, AI-Car approach, McKinsey approach, economic value added approach, BCG approach

**Note:** - Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Reading:

1. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
2. Arnold G. "Corporate Finance", Pearson Education, New Delhi.
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial Management" Tata Mcgraw Hill.

**Course Instructor: Mr. Irshad Ahmad Malik**



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Corporate Accounting and Reporting

**Course Code:** MBAFM18004GE  
**MBA (FM) 2<sup>nd</sup> Semester**  
**Credits:** 2

**Term End Exam: 50**  
**Min. Pass Marks: 40%**

**Course Objectives:** To familiarize students with basic aspects of corporate accounting and reporting.

### Unit: I

*Formation of a Company:* Incorporation of a company; Meaning and types of company; Share and share capital- meaning, nature and types; *Accounting for share capital*-issue and allotment of equity and preference shares, private placement and public subscription of share capital, over subscription and under subscription, issue at par, premium and at discount, calls in advance, calls in arrears, interest on calls in advance and arrears, issue of shares for consideration other than cash; *Forfeiture of share*-accounting treatment, reissue of forfeited shares; Disclosure of share capital in company's balance sheet.

### Unit: II

*Issue of Debentures:-*Meaning and types of debentures, issue of debentures at par, at premium, and at discount, issue of debentures for consideration other than cash, issue of debenture as a collateral security; *Redemption of debentures:* meaning, sources of funds for redemption of debentures; Methods of Redemption of Debentures: in lump sum at the end of stipulated period, by draw of lots, by purchasing in the open market, by conversion into new debentures or shares; Disclosure of debentures in company's balance sheet.

**Note: - This paper shall have 60% numerical and 40% theoretical questions.**

**Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Reading:

1. Tulsain, P.C. , *Accountancy Part II*, RatnaSagar P. Ltd. New Delhi.
2. Narang, K.L. and Jain S. P., *Advanced Accounting*, Kalyani Publishers, New Delhi.
3. Earl, K. Stice and James D. Stice, *Financial Accounting: Reporting and Analysis*, Thomson, New Delhi.

**Course Instructor: Dr. Bashir Ahmad Joo**



# **MBA (FM)-III**

# **SEMESTER**



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Strategic Management

**Course Code:** MBAFM18301CR  
**MBA (FM) 3<sup>rd</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40%

**Course Objectives:** The objectives of this course are to integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of the enterprise and critical business skills needed to plan and manage strategic activities effectively.

### Unit: I

Nature, scope, and relevance of strategic management; strategy vs operation decisions, Strategic decision-making process. Building organisation's vision, mission,; Porras's BHAG framework-core purpose and core value, Prahalad's concept of Strategic intent. Hamel's framework of Core-competence.

### Unit: II

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques SWOT(strengths, weaknesses, opportunities & threats). Industry level analysis: Porter's five forces model(modified). Methods and techniques used for organizational appraisal: Porter's Value chain analysis

### Unit: III

Role of resources and capabilities in strategy formulation. Appraising resources and capabilities in strategy formulation. Corporate level strategies: Stability, Expansion, Retrenchment and Combination strategies. Corporate level analysis (BCG, GE Nine-cell).

Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies.

### Unit: IV

Strategic control and operational Control; Organization Structure and Strategy as implementation-Control tool; Strategic Leadership: Development & Implementation, Corporate Culture: Execution and Control.

**Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. Michael E. Porter, "What Is Strategy?" *Harvard Business Review* 74, no. 6 (November– December 1996), pp. 65–67.
2. Cynthia A. Montgomery, "Putting Leadership Back into Strategy," *Harvard Business Review* 86, no. 1 (January 2008).
3. James C. Collins and Jerry I. Porras, "Building Your Company's Vision," *Harvard Business Review* 74, no. 5 (September–October 1996), pp. 65–77;
4. Jim Collins and Jerry Porras, *Built to Last: Successful Habits of Visionary Companies* (New York: HarperCollins, 1994);
5. Henry Mintzberg, Bruce Ahlstrand, and Joseph Lampel, *Strategy Safari: A Guided Tour through the Wilds of Strategic Management* (New York: Free Press, 1998);



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Security Analysis & Portfolio Management

**Course Code:** MBAFM18302CR  
**MBA (FM) 3<sup>rd</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40 %

**Course Objectives:** -This course aims at to acquaint the students with the working of security market and principles of security analysis and also to develop the skill required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions in the light of standard finance theory vis-à-vis to behavioral finance theory.

### Unit – I

Introduction: Properties of financial assets, Meaning and Concept of investment, characteristics and objectives of investments, role of security market in economy, various securities and their characteristics, mechanics of security trading: Security Market Indices- computation through market value method, price weighted method and equal weighted method, sensitive index of equity prices; Various types of security markets and their functions.

### Unit – II

Efficient Capital Markets Theory-Need for efficient capital markets, efficient market hypothesis – weak form, semi strong and strong form; capital asset pricing model; stock market volatility; Risk and Return- historical and expected rates of return, mean and measurement of risk of expected and historical return, common measures of risk and return; Market Efficiency and Behavioral Finance- explanation of biases and Fusion Investing Theory; review of the efficient market paradigm and analyses of the behavioral challenge staged against it.

### Unit – III

Fundamental Security Analysis: Economic analysis – purpose, sources of information and techniques; Industry Analysis – objectives, sources of information, and techniques; Company Analysis- objectives, company analysis through financial ratio analysis.

### Unit: IV

Portfolio Theory and Management-concept, objectives, principles, portfolio return, portfolio risk, covariance, correlation and variance, determination of portfolio beta and alpha, optimum portfolio, two asset portfolio, Markowitz portfolio theory, finding the efficient frontier and investors' utility, Sharpe's Index Model of Optimization.

**Note: This paper shall have 50% numerical & 50% theoretical questions.**

**Case Studies and other assignments will be given by the concerned faculty in the class.**

### Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
3. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
4. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.
5. Chandra, Prasanna: Investment Analysis & Portfolio Management, Tata McGraw Hill Publishing House.





# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Indian Financial System

**Course Code:** MBAFM18303CR  
**MBA (FM) 3<sup>rd</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40%

**Course Objectives:** - This Course aims at making students conversant with the latest conceptual understanding about various aspects of a financial system with particular reference to Indian Financial System and to grasp mechanics of various financial instruments, financial services and institutions.

### Unit - I

Financial Systems: Significance, Functions and structure of financial system, Indian financial system, Financial Dualism. Financial instruments: Debentures, Shares, ADRs, GDRs and ECBs. Derivative trading – Futures & options contracts

### Unit - II

Money Market: Meaning and Functions, Constituents of Money Market: Call Money Market, Treasury Bill Market, Certificate of Deposit Market, Commercial Bills Market and Commercial Paper Market. Method of Auction of Treasury bills, RBI's Negotiated Dealing System, CCIL and its role as inter-bank market maker, FIMMDA and its role in money market.

### Unit – III

Capital Market : Concept; Structure and Functions of Capital Market; Primary Market its role & Functions, Methods of selling securities in Primary Market, SEBI Guidelines for different types of issues, procedures for Pricing of new issues, Appointment & role of Merchant Bankers, Underwriters, Lead Managers, Brokers, Bankers & Registrars. Allotment of shares, Secondary Market – Role & Organisation of stock exchanges. Types of stock exchanges. Listing & De-listing of securities. Screen based Trading System and Settlement.

### Unit – IV

Financial Institutions: Commercial Banks: Functions and management. Reserve Bank of India – Role & Functions. Development Financial Institutions: Types, Role, functions, Non-Banking Financial Companies (NBFCs) : Concept, Types, Role and functions, RRBs : Role & Functions.

**Note:** - Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. Pathak, Bharti V. *The Indian Financial System, 2nd Edition*; Pearson Education, India
2. Khan, M. Y. *Indian Financial System*; Tata McGraw Hill New Delhi
3. Bhole, L. M. *Indian Financial System*; Tata McGraw Hill New Delhi
4. Bhole, L. M. *Financial Institutions & Markets Structure, Growth & Innovations*; Tata McGraw Hill New Delhi
5. Varshney, P.N. *Indian Financial System* Sultan Chand & Sons, New Delhi





# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Macro-Economic Policy and Analysis

**Course Code:** MBAFM18305DCE  
**MBA (FM) 3<sup>rd</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40%

**Course Objectives:** -The objective of the paper is to enhance the level of knowledge of the students so as to enable them in the application of tools and techniques of macroeconomic Theory & Policy in business decision making.

### Unit – I

Concepts of Macroeconomics. Monetary Standards - Gold and Paper Standards. Value of Money- Measurement and its Standards, Index Numbers - Classification, Construction and difficulties in construction and its Significance.

### Unit – II

Monetary Policy- Tools of monetary policy, Targets and effectiveness, Monetary Policy Transmission Mechanism, Fiscal Policy- Instruments and application. Role of Fiscal policy in stabilization- Automatic Stabilizers, Integration of fiscal and monetary policy.

### Unit – III

Demand for Money- Constituents and determinants. Supply of Money: Concept, Constituents and determinants. Velocity of Money- Determinants and factors influencing Velocity, Theories of Velocity of Money. Money multiplier, Quantity theory of Money- Fisher's approach and Cambridge Cash balance approach.

### Unit – IV

Saving Function- Meaning and determinants. The Paradox of Thrift. Consumption Function- Meaning, technical attributes, determinants, significance. Measures to raise propensity to consume. Investment Function- Concept of capital and investment. Classification and determinants. Investment multiplier. MEI and MEC. Measures to stimulate investment.

**Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. R. R. Paul: *Monetary Economics*, Himaliya Publishing House,
2. D. M. Mithani: *Money, Banking, International Trade and Public Finance*, Himaliya Publishing House.
3. Gibson Williams: *Macro-Economic Theory and Policy*, Tata McGraw Hills.
4. Raj Kumar: *Managerial Economics*, UDH Publishers and Distributors Limited.
5. M. L. Jhingan and J. K. Stephenson, Vrinda Publications (Pvt) Ltd.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Working Capital Management

**Course Code:** MBAFM18306DCE  
**MBA (FM) 3<sup>rd</sup> Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** The objective of the course is to acquaint students with the importance of the working capital and the techniques used for effective working capital management.

### Unit I

Working Capital – Concepts. Components of Working Capital. Objectives of Working Capital. Determinants of Working Capital. Estimating Working Capital needs. Operating Environment of Working Capital. Approaches to Working Capital Investment – Walters approach and Trade off approach. Financing of Working Capital.

### Unit II

Management of cash and marketable securities – Objectives and Decisions. Motives for holding cash. Managing cash flows – problems and issues. Cash forecasting – preparation of cash budget. Investment in marketable securities. Optimization models for short term investments - Baumol model, Miller-Orr model and Stone model.

### Unit III

Management of Inventory. Components of inventory. Objectives of inventory control. Costs in inventory system. Techniques of inventory management – determination of order point, Analysis of quality discounts and safety level. Selective inventory control techniques – ABC analysis, VED analysis, FSN analysis. Emerging trends in inventory management.

### Note:-

1. This paper shall have 50% numerical and 50% theoretical questions.
2. Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. Bhalla, V.K. *Working Capital Management: text and cases*, , Delhi, Anmol Publications,
2. Hampton J.J. and C.L.Wagner *Working capital management*, John wiley and sons,
3. Rao K V. *Management of Working Capital*. New Delhi, Deep & Deep.
4. Scherr F C. *Modern Working Capital Management*, Prentice hall,.
5. Smith, Keith V and Gallinger G. W.. *Readings on Short-term Financial Management*, West Pub. Co.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Management of Commercial Banks

**Course Code:** MBAFM18307DCE  
**MBA (FM) 3<sup>rd</sup> Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** The objective of the course is to understand essence of commercial banking business; to examine latest trends and regulations in commercial banking arena; and to become proficient in management of various aspects of commercial banking.

### Unit I

Introduction to Commercial Banking, Nature and Composition of bank balance sheet and income statement, types of deposit liabilities and loan assets, bank credit, types, features, credit process, modes of credit delivery, legal aspects of lending. Off-Balance sheet items. Bank investment, objectives, components, role of treasury, treasury investment products, valuation of investment.

### Unit II

Management of reserves: Primary and secondary reserves, nature, composition and purpose of reserves, factors influencing reserves; estimation of secondary reserves. Regulatory reserves: Significance, management of CRR & SLR investment. Liquidity management, Theories of liquidity management. Management of capital funds in commercial banks: Meaning, function and necessity of adequate capital funds, risk based capital standards, Basel regulations, constituents of capital funds, calculation of capital ratios.

### Unit III

Management of income, asset quality and operational efficiency, various sources of income and expenditure, determination of income, concept of Non- performing assets(NPAs), causes of NPAs, prudential norms, classification of loans, provisioning requirements, recognition of income and non-performing loans, measurement of operational efficiency and parameters.

**Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. Benton E. Gup & James W. Kolari: *Commercial Banking, The management of risk*, Wiley India Pvt Ltd,
2. Jinkay, Joseph F. Jr.: *Commercial Banks Financial Management*, Prentice Hall, New Delhi,
3. Mishkin Frederics S.: *The Economics of Banking & Financial Markets*, Harper Collins, New York,
4. Padmalatha Suresh & Justin Paul, *Management of Banking and Financial Services*, 2nd Ed, 2010, Pearson India.
5. Peter S. Rose & Milton H Marquis: *Money & Capital Markets*, McGraw-Hill International,



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Management Control System

Course Code: MBAFM18308DCE  
MBA (FM) 3<sup>rd</sup> Semester  
Credits: 3

Cont. Assessment: 15  
Term End Exam: 60  
Min. Pass Marks: 40%

**Course Objectives:** - The objective of this paper is to enable the students to have a good knowledge of various techniques for planning and controlling the activities of an organisation; to learn how these techniques are actually applied in real life business situations so far as managerial planning and control is concerned.

### Unit – I

Nature of Management Control Systems: Basic concepts; boundaries of management control systems: Strategic planning, management control and operational control. Strategies: Corporate level and business unit strategies. Goal congruence: Factors of goal congruence. Formal management control system: design, implementation and administration. Informal management controls.

### Unit – II

Management Control Structure: Decentralized organization and responsibility accounting. Responsibility centres: Concept and characteristic. Types of responsibility centres: Expense centres, revenue centres, administrative and support centres, R&D centres and marketing centres. Profit centres: General considerations, role and performance measurement. Transfer pricing; different methods. Investment centres: Performance measure of investment centres.

### Unit – III

Management Control Process: Strategic planning, programming and budgeting. Controlling through Operating Budgets: Budget Formulation and Settlement Process. Incremental, Performance and Zero Base Budgeting. Performance Monitoring and Review. Behavioral Implications of Budgeting. Interactive controls.

**Note:-** The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

### Suggested Readings:

1. Anthony Robert N Govindrajana Vijay, *Management Control Systems*; Tata McGraw-Hill publishing House
2. Anthony Robert N, Young David W., *Management Control in Non-Profit Organisations*; McGraw-Hill higher Education, New York
3. Merchant K C, *Modern Management Control Systems*, Printice Hall
4. Hersy, P and Blanchard, H B *Management of Organization Behavior: Utilizing Human Resources*. New Delhi, Prentice Hal of India.
5. Maciariello, J A and Kirby C J. *Management Control System*. Englewood Cliffs, New Jersy, Prentice Hall Inc.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Corporate Tax Planning & Management

**Course Code:** MBAFM18309DCE  
**MBAFM 3<sup>rd</sup> Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** -This course aims at making students conversant with the concept of corporate tax planning and management, as also their implications for corporate financial decision making.

### Unit-I

*Assessment of Companies:* Meaning and kinds of companies under Income Tax Act, Determination of Residential Status of Companies, Computation of taxable income (Income from business and other sources only) and tax liability of companies. *Advance Tax Payment for Companies:* Pay as you earn scheme, Computation of advance tax and interest payable on shortfall of advance tax.

### Unit-II

*Corporate Tax Planning :* Concept & Scope; Tax planning differentiated from tax evasion and tax avoidance; Tax shifting and its types; Areas of tax planning; Significance, methods and problems of tax planning. *Minimum Alternate Tax (MAT):* Scheme of MAT in brief; Concept of Zero Tax Company; Computation of book profits U/S 115JB; Computation of tax liability under MAT provisions.

### Unit-III

*Tax Planning with regard to Specific Management Decision:* Lease or buy; ii) Retain or replace; iii) New capital investment (with practical problems). *Tax Planning & Financial Management Decisions:* Tax planning and tax implications in developing capital structure; Tax considerations in dividend policy (with practical problems).

**Note:** This paper shall have 60% numerical and 40% theoretical questions.

Case Studies and other assignments will be given by the concerned faculty in the class

### Suggested Readings:

1. Lal, B.B and Vashist, N., "Income Tax and Central Sales Tax-Law and Practice" Pearson Education, New Delhi
2. Income Tax Act, BARE Act, Taxman Publications, New Delhi.
3. Singhanian, V. K. "Direct Tax Planning & Management", Taxman Publications, New Delhi.
4. Srinivas, E. A. "Corporate Tax Planning", Tata McGraw Hill Publishing Co. Ltd. New Delhi.
5. Wealth Tax Act, BARE Act, Taxman Publications, New Delhi.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Introduction to Data Analysis for Research

**Course Code:** MBAFM18005GE

**MBA 3<sup>rd</sup> semester**

**Credits:** 2

**Term End Exam:** 50

**Min. Pass Marks:** 40 %

**Course Objectives:** To familiarize students with basic aspects of data analysis for research.

### Unit-I

Over view of Business Analytics: Introduction and significance of analytics, sources of data, Importance of data quality, Data Classification- nominal, ordinal, interval, ratio, Concept and types of variables, Measurement of variables, Dealing with missing or incomplete data, Descriptive and Analytical statistics, Introduction to different analytical tools and softwares.

### Unit-II

Introduction to business modeling, descriptive and predictive models; concepts and applications of regression, model fit statistics, logistic regression, correlation, factor analysis, cluster analysis, structural equation modeling; Related Softwares.

**Note:-**Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested readings:

1. *Research design and statistical analysis*, Myers, J.L., & Well, A.D., & Lorch, R.F., Jr. (3rd Edition)(2010). Mahwah, NJ: Erlbaum.
2. *Statistics in Plain English*, Urdan, T. 3rd Edition (2010). New York: Routledge Psychology Press.
3. *Statistics for Management*, Gerald Keller, Cengage Learning
4. *Statistics for Management*, Richard I. Levin, David S. Rubin, Prentice Hall India

**Name of Course Instructor:** Dr. Ishtiaq Hussain Qureshi



# **MBA (FM)-IV**

# **SEMESTER**



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Project Appraisal , Finance and Management

**Course Code: MBAFM18401CR**

**MBA (FM) 4<sup>th</sup> Semester**

**Credits: 4**

**Cont. Assessment: 20**

**Term End Exam: 80**

**Min. Pass Marks: 40%**

**Course Objectives:** To familiarize students with basic aspects of corporate accounting and reporting.

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

### Unit I

Capital Investment - Importance and Difficulties; Project classification and dimensions. Stages of Project Feasibility Analysis – Identification, Pre-selection, Analysis, Evaluation and Decision. Generation and Screening of Project Idea; Corporate Appraisal; Profit Potential of Industries – Porter Model.

### Unit II

Market Demand and Situational Analysis; Forecast future market demand. Market Risk. Technical Analysis – Preliminary information requirements, Steps of the technical analysis. Social Cost Benefit Analysis. Environmental Appraisal of Projects. Network Techniques for Project Management; Project Review and Administrative Aspects.

### Unit III

Financial Appraisal of Projects. Project costing and financing. Estimating Total Project Cost. Working Capital Requirements. Financing the projects - long term and short term. Financial Projections- Profitability Estimates, Cash flow Estimates, Projected Balance sheets.

### Unit IV

Analyzing Financial Projections- Techniques – Ratio Analysis, Break Even analysis, Average rate of return, Payback period, Net present value and Internal rate of return. Risk Analysis for Projects. Sensitivity analysis. Project Implementation. Time and cost overruns.

**Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Reading:

1. Bhalla, V.K. *Financial Management and Policy*. New Delhi, Anmol.
2. Chandra Prasanna. *Project; Planning, Analysis, Financing, Implementation and Control*, New Delhi, Tata McGraw Hill.
3. Chitale V P. *Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability*, New Delhi, Vikas Publishing House.
4. Patel B M. *Project Management – Strategic Financial Planning, Evaluation and Control*. New Delhi, Vikas Publishing House.
5. Rao P C K. *Project Management and Control*. New Delhi, Sultan Chand & Sons.





# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Corporate Valuation and Restructuring

**Course Code:** MBAFM18402CR  
**MBA (FM) 4<sup>th</sup> Semester**  
**Credits:** 4

**Cont. Assessment:** 20  
**Term End Exam:** 80  
**Min. Pass Marks:** 40%

**Course Objectives:** - The main objective of this course is to develop an understanding of the significance of various Financial Management decision areas like, capital structure decision, dividend policy, and mergers & acquisitions in the maximization of shareowners wealth and application of analytical techniques to evaluate these decisions based on the philosophy of creating superior value.

### Unit – I

Corporate Valuation Concept of Corporate Valuation: Methods of measuring corporate value: Adjusted book value approach, stock & debt approach, direct comparison approach, discounted cash flows approach.

### Unit – II

Value Based Management Marrakon approach, AI-Car approach, McKinsey approach, economic value added approach, BCG approach

### Unit – III

Mergers and Acquisitions Types of combinations, reasons for mergers. Costs & benefits of mergers. Valuing the target company. Exchange ratio & form of compensation. Regulations for takeovers & mergers. Defensive strategies, signs of takeovers. Leveraged buyouts.

### Unit – IV

Corporate Re-structuring & Divestiture Reasons for corporate restructuring; dynamics of restructuring; financial restructuring, organizational restructuring, divestitures and joint ventures.

**Note:-** Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Reading:

1. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
2. Arnold G. "Corporate Finance", Pearson Education, New Delhi.
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial Management" Tata Mcgraw Hill.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Internship and Training Project

**Course Code: MBAFM18404CR**

**MBA(FM) 4<sup>th</sup> Semester**

**Credits 6**

**Max. Marks: 150**

**Min. Pass Marks: 40%**

All MBA (FM) students shall undergo 06 to 08 weeks of internship in any sector/company/organization of their choice. This internship not only bridges the gap between theoretical and practical applications but also enhances the skill sets and knowledge required to thrive in the corporate world. Students will also get an opportunity to understand the corporate world better, be a good team player, understand what their customers and clients require from them in addition to prepare them for better placement opportunity. Based on this internship, the students shall be required to write a project report and submit it to the Department immediately after the completion of the internship.

The Internship and Training Project (**MBAFM18404CR**) shall be evaluated by company supervisor and by external examiner followed by Project viva-voce conducted by the panel of experts. The evaluation of Internship and Training Project shall consist of three parts. Firstly, evaluation shall be done by the company supervisor where student is placed and shall have weightage of 02 credits. Secondly, evaluation shall also be done by the external evaluator, to be appointed by the Head, Department of Management Studies, University of Kashmir from the panel and shall have weightage of 02 credits. Lastly, evaluation shall be made by the following panel of experts through Viva-Voce of the students and shall have weightage of 02 credits:

1. Head, Department of Management Studies as Chairman;
2. One External Examiner from the panel submitted by Head of the Department and approved by the Hon'ble Vice Chancellor;
3. Two teachers (Professor/Associate Professor) of the department to be nominated by the Head of the Department.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Financial Risk Management

**Course Code: MBAFM18405DCE**  
**MBA (FM) 4<sup>th</sup> Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40%**

**Course Objectives:** - This Course aims at making students conversant with the latest concepts of financial risk management and also introduces them to the practical application of various tools and techniques of financial risk management techniques.

### Unit-I:

Risk Management:-Concept and objectives; Types of financial risks- credit risk, market risk, default risk, foreign exchange risk, purchasing power risk, liquidity risk, interest rate risk; Main banking business lines and risk associated with each: the banking book, the trading book and off balance sheet exposure; Scientific risk management process; Financial Derivatives:- introduction, features, types of financial derivatives, basic financial derivatives, uses of financial derivatives.

### Unit-II:

Risk Measurement: - based on sensitivity, based on volatility and based on down side potential; Credit risk management –concept, components, need and process of credit risk management; Approaches for capital charge for credit risks; Risk and Return:-introduction, measuring expected return, probability distribution, measures of risk.

### Unit-III:

Operational Risk Management:- Concept of operational risk; Operational risk categorization-cause based, effect based and event based ; Operational risk management process; Guiding principles; Approaches for attribution of capital charge for operation risks- Basic Indicator Approach, Standardized Approach and Advanced Measurement Approach. Risk Based Capital Standards: concept, application of capital adequacy standards to Indian banks, computation of capital adequacy of banks.

**Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. Chance, D. M., *An Introduction to Derivatives*, Dryden Press, International Edition.
2. Chew, L., *Managing Derivative Risk*, John Wiley, New Jersey.
3. Hull, J, *Options : Futures & Other Derivatives*, Pearson Education , New Delhi
4. Dorfman, M.S. “*Introduction to Risk Management and Insurance*” Pearson Education, NewDelhi
5. Mare Lore And Lev Berodovsky, *Financial Risk Management*, Butterworth Heinennam, Oxfords



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Derivative Operations and Analysis

**Course Code:** MBAFM18406DCE  
**MBA (FM) 4th Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** The objective of the paper is to develop a thorough understanding of Derivatives markets and to enhance the level of knowledge of the students so as to enable them to understand the mechanism of derivatives markets.

### Unit – I

Financial Derivatives: Introduction and historical background. Classification of derivatives products, characteristics and scope. Functions of derivatives, Factors affecting the growth of derivatives. Participants in derivatives markets, Risks involved in derivatives markets and their management.

### Unit – II

Forwards and Futures: Forwards- Meaning and definition, Characteristics of forwards. Futures- Meaning and definition, characteristics of futures. Distinction between forwards and futures. Stock futures and its application, Index futures and its application. Eligibility criteria for stocks and indices. Hedging, Arbitrage and speculation through futures. Trading mechanism, Transaction charges, clearing mechanism, settlement mechanism, margin system and risk management system.

### Unit – III

Options Contracts: Meaning and definition, characteristics of options, classification of options- Call option and put option. American and European options. Options strategies. Factors determining option pricing. Eligibility criteria for stocks and indices. Settlement mechanism, Transaction charges, clearing mechanism, settlement mechanism, margin system and risk management system.

**Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.**

### Suggested Readings:

1. S. S. S. Kumar: *Financial Derivatives*, PHI.
2. Vohra & Chand: *Futures and Options*, Tata McGraw Hill.
3. V. K. Bhalla: *Investment Management*, Tata McGraw Hill.
4. Khatri and Others: *Security Analysis & Portfolio Management*.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## International Financial Management

**Course Code:** MBAFM18407DCE  
**MBA (FM) 4<sup>th</sup> Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** - The objective of the course is to provide an insight to the students about various investment alternatives and how investment in financial securities is compared with other investment alternatives at international level.

### Unit – I

Introduction to International Financial Management: Importance, Theoretical Developments in the IFM, the Forex Markets, International Financial markets, Domestic Capital Markets & their linkages; Foreign Financial Markets; The Euromarkets and their linkages; IFM Imperfections, Role of the International Financial Managers.

### Unit – II

International Monetary System -Determination of foreign exchange rates: Introduction, Determination of forex rates, Calculating Appreciation and Depreciation, purchasing power parity (PPP), Relative form of PPP, Fisher's effect, International Fisher Effect, Interest Rate Parity, Forecasting Forex Rates.

### Unit – III

Transaction Exposure-Nature & Characteristics. Management Techniques – Contractual Hedges: Forwards Market Hedge, Futures Market Hedge, Options Market Hedge & Money Market Hedge. Matching of Cash Flows. Operating Exposure: Concept & Characteristics. Strategies for Management Financial Strategy, Market Strategy & Production Strategy. Translation Exposure- Concept & Characteristics. Methods: Current & Non-Current Method, Monetary & Non-Monetary Method, Temporal Method & Current Rate Method.

**Note:** Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. Apte, P.G.: *International Financial Management*, Tata McGraw Hill.
2. Levi, Maurice d: *International Finance*, McGraw Hill, International Edition.
3. Pilbeam Keith: *International Finance*, Macmillan Press
4. Buckley Adrian: *Multinational Finance*, Prentice Hall.
5. Shaprio, Alan C: *Multinational Financial Management*, Prentice Hall.
6. Eitman, D.K and Stenehill, A. I.: *Multinational Business Cash Finance*, Addison Wesley



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Islamic Banking and Finance

**Course Code:** MBAFM18408DCE  
**MBA (FM) 4th Semester**  
**Credits:** 3

**Cont. Assessment:** 15  
**Term End Exam:** 60  
**Min. Pass Marks:** 40%

**Course Objectives:** To provide an overview of Islamic banking development and how shariah compliant retail and investment products are structured.

### Unit: I

Overview of Islamic Banking *Development*: early experiments with Islamic finance, Islamic Banking in Arabia: role of the Islamic Development Bank in promoting Islamic finance, Dubai Islamic House, Kuwait Finance House, Al Rajhi Banks licensed for banking operations in Saudi Arabia; South East Asian Developments- Bank Islam Malaysia, Bank Muamalat Indonesia, International bank involvement in Islamic finance- HSBC Amanah, Citigroup, UBS and Deutsche Bank.

### Unit: II

Islamic Deposit Facilitates: Islamic Deposit Facilities- designing Gard Hassan and Wadiah accounts for transaction deposits, Shariah compliant savings deposits with limited transaction function, unrestricted Mudaraba investment accounts subject to periods of notice, Restricted Mudaraba investment accounts with bank returns through arrangement and management fees, Murabaha time deposits as a tool for treasury management

### Unit: III

Structuring Shariah Compliant Short Term Financing Facilities: Murabaha trade financing facilities with and without client purchase guarantees-transfers of title under Murabaha contracts and the timing of single or multiple payments, bundling of commodities for Murabaha contracts and recurrent transactions, use of letters of credit and shipping documents in Murabaha transactions: Salam and parallel Salam contracts and their difference from conventional forward contracts, Tawarruq as a vehicle for obtaining a cash advance, Qard hasan interest free credit contracts, Design and features of Islamic credit cards.

**Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class**

### Suggested Readings:

1. Har Dr. "Islamic Banking Practice" Bahrain Institute of Banking and Finance.
2. Iqbal Z. and Mirakhor A., "An introduction to Islamic Finance: Theory and Practice" Wiley.
3. Hassan m. Kabir, "Handbook of Islamic Banking" Edward Elgar, Cheltenham, England and Northampton, Massachusetts.
4. Kette, Brian, Introduction to Islamic Banking and Finance" Printheaus, Northampton.



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Micro Finance

**Course Code: MBAFM18409DCE**  
**MBA (FM) 4th Semester**  
**Credits: 3**

**Cont. Assessment: 15**  
**Term End Exam: 60**  
**Min. Pass Marks: 40%**

**Course Objectives:** The objective of the paper is to make the students understand the basic principles on which microfinance is organized and to make students realize likely impact of microfinance principles on MFIs.

### Unit – I

Concept of Micro finance, its origin and history. Programmes of Micro finance: Grameen Bank, SHG-Bank Linkage programme of NABARD, SEWA Bank programme, SIDIBI Foundation for Microcredit, Microfinance programme of ICICI Bank. Working Microfinance models in India: Bank-SHG members, Bank-Facilitating Agency-SHG Members, Bank-NGO-MFI-SHG members.

### Unit – II

Micro-credit: An outline, Microcredit and rural development, Microcredit schemes in India, SGSY, NRLM, others. Concept of Micro insurance. Demand for Micro insurance: Importance, Current coping strategies for the poor: Strengths, weaknesses and opportunities for Micro insurance. Micro insurance in India.

### Unit – III

Concept of Financial Inclusion. Status of Financial Inclusion in India. Institutional changes required for financial Inclusion. Role of savings on financial inclusion. Financial inclusion in tribal areas. Financial inclusion of SC/ST and weaker sections of society. Models of financial inclusion: Branch banking model, Microfinance model, Business corresponding model, ICT Based model (technology based).

**Note:** Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. Neeta Tapan, *Micro credit, Self-Help Groups (SHGs) and Women Empowerment*; New Century Publications, New Delhi, India
2. Padmaja Mishra, Alok Ranjan Behara, *Financial Inclusion, Inclusive Growth and the Poor*; New Century Publications, New Delhi, India
3. Karmakar K.G., Banerjee G.D., Mohapatra N.P, *Towards Financial Inclusion in India*; SAGE Publications India Pvt Ltd, New Delhi
4. S. L Shetty, *Microfinance in India*; Academic foundation, New Delhi
5. Anil Kumar Thakur and Praveen Sharma, *Micro Credit and Rural Development*, Deep and Deep Publications Pvt. LTD



# Department of Management Studies, University of Kashmir

MBA(FM) Choice Based Credit System Syllabus Effective from 2018

## Green Marketing

**Course Code:** MBAFM18006GE

**MBA 4<sup>th</sup> Semester**

**Credits:** 2

**Term End Exam:** 50

**Min. Pass Marks:** 40 %

**Course Objectives:** To familiarize students with basic aspects of green marketing.

### Unit-I

Over view of Green Marketing: Nature, Significance and emergence of green marketing, green marketing stakeholders, Ethics and Social responsibility for green marketing, Human influence on climate, resources and biodiversity, consumption and environment, Green marketing adoption.

### Unit-II

Green marketing value creation: Market Analysis-segmentation, targeting and positioning from green perspective, consumer behavior, sustainable market development, Product and process innovation, sustainable product lines, sustainable consumption, sustainable supply cycle, sustainable logistics, ISO 14000.

**Note:-**Cases Studies and other assignments will be provided by the concerned faculty in the class.

### Suggested Readings:

1. *Green to gold: How smart companies use environmental strategy to innovate, creates value, and build competitive advantage.* Esty, D. C., & Winston, A.S. New Haven: Yale University Press (2006). .
2. *Green Marketing Manifesto.* Gant, John: John Willy & Sons New Jersey (2007)
3. *Sustainable marketing: Managerial-ecological issues.* Fuller, D. A. Thousand Oaks, CA: Sage. (1999).
4. *Green marketing: Opportunity for innovation,* Ottman, J. A. 2nd edition, Booksurge(1998).

**Name of Course Instructor:** Dr. Ishtiyag H. Qureshi