

H.P. TECHNICAL UNIVERSITY HAMIRPUR (HP)



Syllabus

[Effective from the Session: 2012-13]

MASTER OF BUSINESS ADMINISTRATION

MBA COURSE STRUCTURE

FIRST YEAR

SEMESTER-I

| Course Code | Course Title | Periods | | | Division of Marks | | |
|-------------|--|---------|---|---|-------------------|-----------|-------|
| | | L | T | P | Theory | Sessional | Total |
| MBA-101 | Management Process and Organizational Behavior | 3 | 1 | - | 60 | 40 | 100 |
| MBA-102 | Business Statistics | 3 | 1 | - | 60 | 40 | 100 |
| MBA-103 | Managerial Economics | 3 | 1 | - | 60 | 40 | 100 |
| MBA-104 | Marketing Management | 3 | 1 | - | 60 | 40 | 100 |
| MBA-105 | Communication for Management | 3 | 1 | 1 | 60 | 40 | 100 |
| MBA-106 | Accounting for Managers | 3 | 1 | - | 60 | 40 | 100 |
| MBA-107 | Computer Applications in Management | 3 | 1 | 2 | 60 | 40 | 100 |
| MBA-108 | Principal and Practice of Management | 3 | 1 | - | 60 | 40 | 100 |

| Course Code | Course Title | Periods | | | Division of Marks | | |
|-------------|---|---------|---|----|-------------------|-----------|-------|
| | | L | T | P | Theory | Sessional | Total |
| MBA-201 | Quantitative Methods and Operations Research | 3 | 1 | - | 60 | 40 | 100 |
| MBA-202 | Business Environment | 3 | 1 | - | 60 | 40 | 100 |
| MBA-203 | Human Resource Management | 3 | 1 | - | 60 | 40 | 100 |
| MBA-204 | Financial Management | 3 | 1 | - | 60 | 40 | 100 |
| MBA-205 | Production and Operations Management | 3 | 1 | - | 60 | 40 | 100 |
| MBA-206 | Research Methodology | 3 | 1 | - | 60 | 40 | 100 |
| MBA-207 | Organizational Effectiveness, Change & Organizational Development | 3 | 1 | -- | 60 | 40 | 100 |
| MBA-208 | Cost & Management Accounting | 3 | 1 | - | 60 | 40 | 100 |

SEMESTER-II

SECOND YEAR

SEMESTER-III

| Course Code | Course Title | Periods | | | Division of Marks | | |
|-------------|--------------------------------------|---------|---|---|-------------------|-----------|-------|
| | | L | T | P | Theory | Sessional | Total |
| MBA-301 | Strategic Management | 3 | 1 | - | 60 | 40 | 100 |
| MBA-302 | Business Law | 3 | 1 | - | 60 | 40 | 100 |
| MBA-303 | Human values and Professional ethics | 3 | 1 | - | 60 | 40 | 100 |
| | Specialization Group– (major) | 3 | 1 | - | 60 | 40 | 100 |
| | Specialization Group–(major) | 3 | 1 | - | 60 | 40 | 100 |
| | Specialization Group – (minor) | 3 | 1 | - | 60 | 40 | 100 |
| MBA-304 | Summer Training Report | | 3 | | | 100 | 100 |
| | (i) seminar presentation 40 | | | | | | |
| | (ii) project report 40 | | | | | | |
| | (iii) viva-voice 20 | | | | | | |

SEMESTER-IV

| Course Code | Course Title | Periods | | | Division of Marks | | |
|-------------|--------------------------------|---------|---|---|-------------------|-----------|-------|
| | | L | T | P | Theory | Sessional | Total |
| MBA-401 | Entrepreneurship Development | 3 | 1 | - | 60 | 40 | 100 |
| MBA-402 | Management Information System | 3 | 1 | - | 60 | 40 | 100 |
| MBA-403 | Supply Chain Management | 3 | 1 | - | 60 | 40 | 100 |
| | Specialization Group– (major) | 3 | 1 | - | 60 | 40 | 100 |
| | Specialization Group–(major) | 3 | 1 | - | 60 | 40 | 100 |
| | Specialization Group – (minor) | 3 | 1 | - | 60 | 40 | 100 |
| MBA-404 | Research Project | | 3 | 2 | | 100 | 100 |
| | (i) seminar presentation 40 | | | | | | |
| | (ii) project report 40 | | | | | | |
| | (iii) viva-voice 20 | | | | | | |

Each student will have to choose research project based on his major specialization in consultation with his allotted project guide.

SPECIALIZATIONS

FINANCE

3rd Semester

- (i) Advanced Financial Management (FM-01) (Major)
- (ii) Security Analysis and Investment Management (FM-02) (Major)
- (iii) Management of Banking Operations (FM-03) (Minor)

4th Semester

- (i) Principles of Insurance and Banking (FM-04) (Major)
- (ii) Strategic Financial Management (FM-05) (Major)
- (iii) Management of Financial Services (FM-06) (Minor)

MARKETING

3rd Semester

- (i) Advertising and Sales Management (MK-01) (Major)
- (ii) Consumer Behaviour (MK-02) (Major)
- (iii) Marketing Research (MK-03) (Minor)

4th Semester

- (i) Marketing of Service (MK-04) (Major)
- (ii) Retail Management (MK-05) (Major)
- (iii) Sales & Distribution Management (MK-06) (Minor)

HUMAN RESOURCE MANAGEMENT (HRM)

3rd Semester

- (i) Management of Industrial Relations (HR-01) (Major)
- (ii) labor Legislation (HR-02) (Major)
- (iii) Industrial/Organizational Psychology (HR-03) (Minor)

4th Semester

- (i) Human Resource Planning and Development (HR-04) (Major)
- (ii) Team Building & Leadership (HR-05) (Major)
- (iii) Personal Growth and Training & Development (HR-06) (Minor)

INFORMATION TECHNOLOGY (IT)

3rd Semester

- (i) Relational Database Management System (IT-01) (Major)
- (ii) E-commerce and IT enabled Services (IT-02) (Major)
- (iii) System Analysis & Design & Software Engineering(IT-03) (Minor)

4th Semester

- (i) Data Communication & Networks (IT-04) (Major)
- (ii) Enterprise Resource Planning (ERP) (IT-05) (Major)
- (iii) Internet & Web Designing (IT-06) (Minor)

INTERNATIONAL BUSINESS (IB)

3rd Semester

- (i) International Marketing (IB-01) (Major)
- (ii) International Business Environment and Foreign Exchange Economics (IB-02) (Major)
- (iii) Export Management And Documentation (IB-03) (minor)

4th Semester

- (i) International Logistic Management (IB-04) (Major)
- (ii) International Financial Management (IB-05) (Major)
- (iii) International business ethics and social responsibility (IB-06) (Minor)

The Master of Business Administration (MBA) is a two-year full-time programme. The course structure of the programme is given here under.

At the end of second semester, all students will have to undergo summer training of 6 - 8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programmers' shall not be deemed to have been satisfied unless a student's undergoes summer training under the supervision of the department in the organizations as approved by the Department/Faculty from time to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within one month of the commencement of the third semester for the purpose of evaluation in the third semester.

SECOND YEAR

During Second year, in addition to compulsory papers and project studies, a student shall have to choose 3 optional papers in third and 3 in fourth semester from the list of optional papers announced at the beginning of each semester. The list of optional papers for third and fourth semesters shall confine to the availability of teachers / as per the directions of the university. A student will specialize in two areas (one major and second minor) by opting 4 papers from major specialization and 2 paper from minor specialization in 3rd and 4th semester.

Examination Pattern

Syllabus is divided into 4 SECTIONS. Paper Pattern will be in the following manner:

| Sections | Marks |
|---|--------------|
| Section A: Covering 10 questions of 2 marks each from whole syllabus (10 x 2) | 20 |
| Section B: Covering 6 questions of 5 marks each from whole syllabus (4 x 5) Do any 4 | 20 |
| Section C: Covering 4 questions of 10 marks each from whole syllabus (10 x 2) Do any 2 | 20 |
| TOTAL | 60 |

Passing Requirement:

A candidate will be deemed to have passed the subject only if he scores 40% overall marks in external and internal examination. However, he/she should obtain at least 40% pass marks in external exam only.

A Candidate shall not be declared successful in the Master of Business Administration examination, unless he/she obtains at least pass marks in all the courses prescribed for all the semesters, and 50% in aggregate of all the four semesters.

SEMESTER-I

Management Process and Organizational Behavior (MBA-101)

| | | | |
|--|--|--------------------|----------------------|
| Course Code | MBA-101 | L - 3, T- 1, P - 0 | |
| Name of Course | Management Process and Organizational Behavior | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The objective of the paper is to acquaint student with the importance of management in our day to day life, help student to trace the evolution of Management Thought and appreciate the various functions of management.

SECTION A (8 Sessions)

Definition, nature, purpose and scope of management; Functions of a manager.

Introduction of OB: Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organizational Behaviour: Cognitive Framework, Behavioristic Framework and Social Cognitive Framework.

SECTION B(10 Sessions)

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applicationsof Perception. Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity.

Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.

Learning: Concept and Theories of Learning.

SECTION C (10 Sessions)

Motivation: Theories of Motivation: Early and Contemporary views, Three level Work Motivation Model, Motivating a Diverse Workforce.

Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations.

Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

SECTION D (12 Sessions)

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power, Knowledge Management & Emotional Intelligence in Contemporary Business Organisation

Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Conflict: Concept, Sources, Types, Functionality and Disfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling. Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress. Organisational Culture: Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

Suggested Readings:

1. Schermerhorn: Management and Organizational behavior essentials, Wiley India
2. Harold Koontz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill
3. Robbins, Stephen P, Management, Englewood Cliffs, Prentice Hall Inc, 1996
4. Schermerhorn: Organizational Behaviour 10ed, Wiley India
5. Kamran Sultan: Organizational Behaviour, Dreamtech press
6. Robbins, Stephen P, Organizational Behaviour; Sultan Chand & Sons, New Delhi, Prasad,
7. LM; Organizational Behaviour; Sultan Chand & Sons, New Delhi, 202
8. Stoner, Freeman, Gilbert Jr.: Management Prentice Hall India, New Delhi
9. Heinz Weihrich & Harold Koontz: Management (A Global Perspective) Tata McGraw Hill, New Delhi.
10. Stephen Robbins & Coulter: Management Prentice Hall India

Business Statistics (MBA-102)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MBA-102 | L - 3, T- 1, P - 0 | |
| Name of Course | Business Statistics | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The objective of this paper is to train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems.

SECTION - A

Classification of data and construction of Frequency Distribution: Graphic Presentation of Data.

Introduction of Descriptive Statistics: Measures of Central Tendency; Measures of Dispersion-Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

Index Numbers: Definition and Methods of Construction of Index Numbers; Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

SECTION - B

Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its mathematical expectation.

Theoretical Distributions: Binomial, Poisson and Normal Distribution.

SECTION - C

Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.

Theory of Estimation: Point and Interval Estimation, Construction of Confidence Limits for Mean.

Testing of Hypothesis: Large Sample Tests, Small Sample Test (t Test-single sample mean and difference of means tests; F test-Variance Ratio test; Z test-single proportion, difference of proportions single sample mean and Difference of Means; (chi square) test-Independence of Attributes, Goodness of Fit and Test of Homogeneity.

SECTION - D

Correlation Analysis: Rank Method and Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

Time Series Analysis: Components, Measurement of Trend by Least Squares Method, Straight Line and Quadratic Trend; Importance of Time Series Analysis in Managerial Decision Making.

Suggested Reading:

1. Kenblack: Business statistics for contemporary decision making 5ed, Wiley India
2. J. K. Sharma: Business Statistics, Pearson Publication, New Delhi.
3. Johnson; Business statistics, Wiley India
4. Amir D Aczel & Sounderpandian: Complete Business Statistics, Tata McGraw Hill Publishing
5. Levin & Kapoor: Statistics For Management, Prentice Hall
6. U.K. Srivastava, Shenoy & Sharma: Quantitative Techniques for Management, New Age International, New Delhi.
7. P.N. Arora & S. Arora: Statistics for Management, S. Chand & Co., New Delhi.
8. M. P. Gupta & S. P. Gupta: Business Statistics, Sultan Chand & Sons, New Delhi.
9. R. S. Bhardwaj: Business Statistics, Excel Publishers.
10. S. P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.

Managerial Economics (MBA-103)

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|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | MBA-103 | L - 3, T- 1, P - 0 | | |
| Name of Course | Managerial Economics | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy.

SECTION - A

Introduction to Managerial Economics: Nature Scope and Importance of Managerial Economics. The Five Fundamental Concepts – The Incremental Concept, Incrementalism and Marginalism, The concept of Time Perspective, The Discounting Principle. The Opportunity Cost Concept. The Equimarginal Principle.

Distinction between micro and macroeconomics.

SECTION – B

Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Functions, Demand Schedule and Law of Demand.

Elasticity of Demand: Concept, Types, Measurement and importance.

Demand Forecasting: Sources of Data-Expert Opinions, Surveys and Market Experiments; Time Series Analysis-Trend Projection; Barometric Forecasting-Leading Indicators, Composite and diffusion Indices.

SECTION - C

Production Function: Concept and types, Returns to Factor and Returns to Scale, Law of Variable Proportions.

Cost concepts and Analysis: Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis.

Revenue Curves: Concept and Types.

Pricing in various markets: Perfect Competition, Monopoly, Monopolistic, Competition Oligopoly.

SECTION – D

National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.

Inflation: Meaning, Types, Theories, Causes, Effects and Control.

Balance of Payments Monetary and Fiscal Policies, Investment Multiplier, Credit Multiplier.

Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Truett & Truett: Managerial Economics Analysis: Problem Cases, 8th Edition, Wiley India
3. William Samuelson and Stephen G. Mark, Managerial Economics, Wiley India
4. Jaswinder singh: Managerial Economics, Dreamtech press
5. Mark Hirshey: Managerial Economics, Thomson
6. Dr. V.PandurangaRao: Microeconomics-IBS Publication
7. Keat: Economic Tools for Today's Decision Makers, Pearson Education
8. K.K. Dewett: Modern Economic Theory, S. Chand & Sons, New Delhi
9. Mote, Paul Gupta: Managerial Economics, Vikas Publisher, New Delhi
10. R.L. Varshney & K. L. Maheshwari: Managerial Economics, S. Chand & Sons, New Delhi

Marketing Management (MBA-104)

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|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | MBA-104 | L - 3, T- 1, P - 0 | | |
| Name of Course | Marketing Management | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: (i) To understand the nature, tasks and the environment under which marketing operates. (ii) To study the theory, principles and practical aspects of various marketing functions. (iii) To learn to take marketing decisions.

SECTION – A

Nature and scope of marketing. Corporate orientations towards the market place. The marketing environment and environment scanning. Marketing Information System and Marketing Research, Understanding consumer and Industrial markets.

SECTION – B

Market Segmentation, Targeting and Positioning.

Product decisions – product mix, product life cycle, new product development, Branding and packaging decisions. Pricing methods and strategies.

SECTION – C

Promotion decisions – promotion mix, advertising, sales promotion, publicity and personal selling. Vertical marketing – Implementation and systems.

Distribution Decisions: Patterns of channels and types of intermediaries, channel design decisions, Channel conflict, types and functions of wholesalers and retailers, Emerging trends in retailing.

SECTION – D

Direct Marketing: Meaning, Benefits and growth of direct marketing, Forms of direct marketing, Multi level marketing, Meaning, need and importance of multilevel marketing, Advantages, Criticism of multilevel marketing, Ethical issues in direct & multilevel marketing.

Organizing and implementing marketing in the organization. Evaluation and control of marketing efforts New issues in marketing – Globalization, Consumerism, Green marketing, Legal issues.

Suggested Readings:-

1. Enis, B.M. Marketing Classics : A Selection of Influential Articles. New York, McGraw Hill, 1991.
2. Dalrymple: Marketing Management, Wiley India
3. P.K. Chopra: Marketing Management: Dreamtech press
4. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 1997.
5. Kotler, Philip. Marketing Management : Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 1994.
6. Ramaswamy, V S and Namakumari, S. Marketing Management : Planning, Control. New Delhi, Prentice Hall of India, 1994.
7. Ramaswamy, V.S. and Namakumari, S. Marketing Management : Planning, Control. New Delhi, MacMillan, 1990.
8. Stanton, William, J. Fundamentals of Marketing,. New York, McGraw Hill, 1994.
9. Neelamegham, S. Marketing In India : Cases and Readings. New Delhi, Vikas, 1988.

COMMUNICATION FOR MANAGEMENT (MBA-105)

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|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | MBA-105 | L - 3, T- 1, P - 1 | | |
| Name of Course | Communication for Management | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A(10 Session)

INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

EMPLOYMENT COMMUNICATION:

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing

SECTION B(8 Session)

ORAL COMMUNICATION

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

WRITTEN COMMUNICATION Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

SECTION C (12 Session)

BUSINESS LETTERS AND REPORTS

Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports

CASE METHOD OF LEARNING

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case Method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

SECTION D (10 Session)

PRESENTATION SKILLS What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

GROUP COMMUNICATION Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

Suggested Readings:

1. Sangeeta Magan: Business communication, Biztantra publications
2. Stuart: Integrated Business communication, Wiley India
3. Scot Ober: Contemporary Business communication, Biztantra Publication
4. M. K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
5. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication).
6. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
7. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
8. Tayler Shinley – Communication for Business (Pearson Education, 4th Edition)

Accounting for Managers (MBA-106)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MBA-106 | L - 3, T- 1, P - 0 | |
| Name of Course | Accounting for Managers | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

SECTION - A

Accounting and its functions, Concepts and Conventions in Accounting .Accounting Cycle. Double Entry System. Rules regarding Journal Entries; Recording of Journal Entries; Ledger Posting; Subsidiary Books, Cash Book, Trial Balance;

Preparation of Final Accounts: Trading Account; Profit & Loss Account; Balance Sheet.

SECTION -B

Meaning of Management Accounting: Nature; Scope; Objectives; Functions of Management Accounting; Relationship between Financial and Management Accounting; Tools and Techniques of Management Accounting; Limitations; Meaning of Financial Statement; Importance and Limitations of Financial Statement; Meaning and Objectives of Financial Statement Analysis; Limitation of Financial Analysis.

Ratio Analysis: Meaning, Interpretation, Significance, Limitations of Ratio Analysis; Classification of Ratio.

SECTION - C

Fund Flow Analysis: Meaning and Concept of Funds; Meaning of Fund Flow; Meaning of Fund Flow Statement; Significance; Limitations; Procedure of Preparing Fund Flow Statement.

Cash Flow Analysis: Meaning; Classification of Cash Flow; Comparison between Fund Flow Statement and Cash Flow Statement; Difference between Cash Flow Statement and Cash Budget Limitations; Preparation of Cash Flow Statement (as per AS-3); Treatment of Adjustments.

SECTION –D

Price Level Accounting: Meaning; Methods or Techniques of Price Level Accounting; Advantages; Disadvantages.

Social Accounting: Concept of Social Cost Benefit Analysis; Meaning of Social Accounting; Need; Social Accounting Approaches.

Human Resource Accounting: Meaning; Need; Methods of Human Resource Accounting; Objections Against Human Resource Accounting; HRA in India.

Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume profit analysis; Break-even analysis; Assumptions and practical applications of breakeven- analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

Suggested Readings:

1. Balakrishnan: Managerial Accounting, Wiley India
2. Horngren, Sunden Elliott and Philbrick: Introduction to Financial Accounting, Pearson Education.
3. Jiambalwo: Managerial Accounting, Wiley India
4. Goyal: Accounting for Managers, Dreamtech press
5. Mukherjee, Hanif: Financial Accounting, Tata McGraw Hill
6. Horngren, Sunden and Ostratton: Introduction to Management Accounting, Prentice Hall
7. Hilton: Managerial Accounting, McGraw Hill

Computer Applications in Management (MBA-107)

| | | | | |
|--|-------------------------------------|--------------------|----------------------|---------|
| Course Code | MBA-107 | L - 3, T- 1, P - 2 | | |
| Name of Course | Computer Applications in Management | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: This course offers a good understanding of basics of Information Technology.

SECTION – A

Introduction to Computers: Classification, Components of Computer System, Introduction to High level and low level languages. Software: Application Software and System Software, Applications Basic concepts of operating systems, Artificial Intelligence Flow charts and data flow diagrams

SECTION – B

Networking concepts: Internet and intranet, sending and reading e-mails. Practical on Internet using emails, Use of search engines Fundamentals of website design End User Computing using MS-Office 2000:

Word processing: MS-Word, word basics, formatting text and documents, working with header and footer, footnotes, endnotes, tables and sorting, graphics, mail merge and macros.

SECTION – C

Spreadsheets and their uses in business: Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions, chart features and working with graphics in Excel.

Power Point: Basics, working with texts and graphics in Power Point, Creating and delivering presentations

SECTION – D

Computer Networks and Internet: Goals and Objectives of Computer Networks, Topologies, applications, ISO-OSI Protocol, TCP/IP: Protocol; Local Area Network, Metropolitan Area Network, Wide Area Network; Internet, Surfing in Net and Using E-Mail, search engines and protocols; FTP, TCP/IP, HTTP, Telnet, Lynx.

Suggested Readings:

1. Niranjan Shrivastava: Computer Applications in Management, Dreamtech Press
2. P.K. Sinha: Fundamental of Computers BPB
3. ITL Education Solutions Limited: Introduction to Information Technology
4. Leon & Leon : Internet for Everyone Leon Tech World
5. Curtin, Foley, Sen & Martin : Information Technology Tata McGraw Hill
6. Ron Masfield : MS-Office Tech Publication

PRINCIPLES & PRACTICE OF MANAGEMENT (MBA-108)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | MBA-108 | L - 3, T- 1, P - 0 | |
| Name of Course | Principles & Practice of Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (8 Sessions)

Management: Concept, Nature, Importance; Management : Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers. Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing.

SECTION B (10 Sessions)

Introduction to Functions of Management Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making. Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design.

SECTION C (10 Sessions)

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal Directing: Concept, Direction and Supervision Motivation: Concept, Motivation and Performance, Special Motivational techniques: Money, participation, reward systems, Quality of Work Life, Job Enrichment & Morale Building.

SECTION D (12 Sessions)

Leadership: Concept and Functions, Process and models of Leadership Development, Contemporary views on Leadership: Transformational-Transactional, Charismatic-Visionary leadership. Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

Suggested Reading:

1. Schermerhorn: Introduction to Management, Wiley India
2. Dr. Kiran Nerkar: Principles and Practices of Management, Dreamtech press
3. Dr. Vijay Pithadia: Introduction to Management, Biztantra Publications
4. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
5. Koontz Harold & Wehrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2008)
6. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
7. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Ed.
8. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)

SEMESTER II

Quantitative Methods and Operations Research (MBA-201)

| | | | | |
|--|--|--------------------|----------------------|--|
| Course Code | MBA-201 | L - 3, T- 1, P - 0 | | |
| Name of Course | Quantitative Methods and Operations Research | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: To equip the students with techniques of data analysis, to grasp the various optimization techniques.

SECTION - A

Operations Research: Introduction to OR: Definition, Characteristics, Scope and Necessity of OR, OR Models: Principles and Types.

Decision making: Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.

SECTION - B

Linear Programming : Problem Formulation, Graphical Method, Simplex Method, Duality

Project Management: PERT, CPM, Phases of a Project, Network Arrow Diagrams; Slack; Critical Path, Float, Crashing the Network.

SECTION - C

Transportation Models: Transshipment Problem, Assignment Models, Replacement Models.

Competitive Strategies: Theory of Games, Duopoly Two Person Zero Sum Game, Pure and Mixed Strategies, Criteria of choosing strategies and simple numerical problems based on these.

SECTION - D

Inventory Management: Definition of Inventory, Costs associated with Inventory Elementary, Models of Inventory.

Waiting Lines: Applications of waiting lines, queue disciplines, derivations of Average length, number of units in the queue, Average waiting time for single service station.

Replacement Theory: Replacement Problems.

Suggested Readings:

1. J.K. Sharma: Quantitative Techniques for Managerial Decisions, 1st Macmillan.
2. N.D. Vohra: Quantitative Techniques in Management, 2nd Tata McGraw Hill.
3. V.K. Kapoor: Operations Research, 7th Sultan Chand
4. Ravindran: Operation research, Wiley India
5. Tulsian and Pandey: Quantitative Techniques, 1st Pearson Edn.
6. Hiller and Lieberman: Introduction to Operations Research, 7th Tata McGraw Hill.
7. H.A. Taha: Operations Research.
8. C.K. Mustafi: Operations Research.
9. Kanti Swaroop: Operations Research.
10. Hira Gupta: Operations Research, Sultan Chand, New Delhi.

Business Environment (MBA-202)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MBA-202 | L - 3, T- 1, P - 0 | |
| Name of Course | Business Environment | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The objective of the subject is to provide the insight to the students about the changes that are taking place in the Business Environment, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another major aim of this subject is to help the management students identify economic trends and business currents that affect individual firms and the wider industry.

SECTION - A

Need for Environmental Scanning, Different Aspects of Business Environment.

Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship. Micro and Macro Environment. Aspects of Economic Reforms: Liberalization; Privatization; Globalization and its Implications for India.

SECTION -B

Economic Policy, Monetary and Fiscal Policies in India, India's Trade Policy, Industrial Policy and Industrial Licensing in India, EXIM Policy; FEMA(Foreign Exchange Management Act);

SECTION - C

Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of social responsibility, Ethics and social responsibility of management. The Environment Protection Act, 1986.

SECTION -D

International Economic Environment: Emergence of Globalization, Control of Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India; Devaluation of Rupee.

Suggested Readings:

1. S.K.Misra&Puri: Indian Economy (Its Development Experience), Himalaya Publishing House Pvt.Ltd.
2. R,uddarDatt& K.P.M. Sundaram: Indian Economy, S.Chand& Co.
3. Mungekar,Nachana&ManoharRao: Indian Economy in the New Millenium, Himalaya PublishingHouse Pvt. Ltd.
4. G.Rama Krishna & A.G. Moss V.Suguna: Economic Reforms in India- Retrospect and Prospect,Himalaya Publishing House Pvt. Ltd.
5. M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya Publishing House Pvt. Ltd.
6. R.V. Badi: Indian Business Environment, Himalaya Publishing House Pvt. Ltd.
7. Francis Cherunilam: Global Economy and Business Environment, Himalaya Publishing House Pvt.Ltd.
8. G.S.Kamat&PulakChakarvarty: Management of Co-operatives, Himalaya Publishing House Pvt.Ltd.
9. M.Adhikari: Economic Environment of Business
10. N.K.Sengupta: Government and Business in India
11. K.Ashwathappa: Economic Environment of Business in India
12. Misra&Puri: Economic Environment of Business, Himalaya Publishing House Pvt. Ltd.

Human Resource Management (MBA-203)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | MBA-203 | L - 3, T- 1, P - 0 | |
| Name of Course | Human Resource Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting look for any organization today.

SECTION – A

Introduction to human Resource Management, Growing Importance and functions of Human Resource management Important Environmental Influences on HRM. Challenges to Personnel Management, Changing Nature of Employment Relationship, Approaches to Personnel Management, , Recent Changes and Development of Personnel Management, Responsibilities of a Personnel Managers, Demographic, Societal and Workforce Trends; Strategic Planning and HRM. Personnel Management and Professionalization.

SECTION – B

HUMAN RESOURCE PLANNING & TRAINING

Importance of Human Resource Planning, Contemporary Challenges in Human Resource Planning, Factors affecting HRP, HRP Process, Approaches to HRP, Evaluating Effectiveness of HRP, Methods of HRP, Recruitment, Selection and Placement, Interview and Promotion Socializing the new employees. Training, Methods of Training, Evaluating Training Effectiveness Methods for developing managers, Managerial Development.

SECTION – C

PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT

Performance Appraisal: Meaning, Purpose, Essentials of effective Performance Appraisal system, Various Components of Performance Appraisal, Methods and techniques of Performance Appraisal.

Managing Compensation: Employee Remuneration: Concept, Objectives, Factors Influencing Employee Remuneration, Remuneration methods, Challenges of remuneration; Job Evaluation: Meaning, Process and Methods of Job Evaluation; Incentives: Concept, Importance and Types. Fringe Benefits – Meaning, Types and administration of Benefits.

SECTION – D

MAINTENANCE, DISCIPLINING THE EMPLOYEES & IHRM

Maintenance and disciplining the employees. Discipline meaning and importance. Employees' grievance handling mechanism and procedure. Disciplinary action dismissal and retrenchment, Various workplace safety and health issues and management of these issues.

Introduction to IHRM, Concept of IHRM, Issues in IHRM, Barriers to effective global HRM; Cultural & behavioral differences and its relevance and importance in IHRM, Cross cultural studies, theories; IHRM trends, issues and challenges & theory development.

Suggested Readings:-

1. Debashish Sengupta; Human Resource Management, Biztantra publications
2. P.K. Gupta; Human Resource Management, Dreamtech press
3. Edwin B. Flippo :- Principles of Personnel Management
4. Decenzo Robbins; Human Resource Management, Wiley India
5. Keith Davis, Human Relations at work.
6. Robert L. Mathis and John H. Personnel Human Resource Management (4th ed.)
- 7 V.S.P.RAO:- Human Resource management
8. P.P. Arya and B.B. Tandon (edited) Human Resource Development.
9. Le on C. Megginson Personnel and Human Resources Administration

Financial Management (MBA-204)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | MBA-204 | L - 3, T- 1, P - 0 | |
| Name of Course | Financial Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

SECTION - A

Introduction to Financial Management: Meaning, Scope, Finance Function, Financial Goals, Agency Problem,

Sources of Finance: Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

Cost of Capital: Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.

SECTION - B

Capital Structure: Meaning, Determinants, Assumptions, Net Income and Operating Income Approach, Traditional Position, M-M Position, EBIT and EPS Analysis, Capital Structure and Taxation.

Leverage Analysis: Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

Management of Working Capital: Meaning of WC; Need of WC Management; Determinants of WC, Operating Cycle; Estimation of WC.

SECTION - C

Cash Management: Meaning; Facets of Cash Management; Motives for Holding Cash; Optimal Cash Balance; Short-Term and Long-Term Cash Forecasting.

Receivable Management: Meaning; Credit Policy Variable; Credit Evaluation; Credit Decisions; Control of Account Receivable.

Inventory Management: Meaning; Need to hold Inventory; Objective of Inventory Management; Inventory Investment Analysis; Inventory Control System.

SECTION - D

Capital Budgeting: Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Pay back Method; Accounting Rate of Return Method; Net Present Value Method; Benefit-Cost Ratio; Internal Rate of Return; Capital Rationing; Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.

Dividend Decisions: Meaning and Types of Dividend; Issues in Dividend Policy; Traditional Model; Walter Model; Gordon Model; Miller and Modigliani Model; Bonus Shares and Stock Splits.

Suggested Readings:

1. Paresh Shah; Financial Management, Biztantra Publication
2. I.M. Pandey: Financial Management, Vikash Publishing House
3. Anil kumar Dhagat: Financial Management, Dreamtech press
4. Prasanna Chandra: Financial Management, Tata McGraw Hill
5. Khan and Jain: Financial Management, Tata McGraw Hill
6. James C. Van: Financial Management, Pearson Education Horne Policy Asia
7. Robert Parrino: Fundamentals of Corporate Finance, Wiley India
8. Aswath Damodaran: Corporate finance theory and practice, Wiley India
9. Bready and Myres: Principles of Corporate Finance, Tata McGraw Hill

Production and Operations Management (MBA-205)

| | | | |
|---|---|---------------------------|-----------------------------|
| Course Code | MBA-205 | L - 3, T- 1, P - 0 | |
| Name of Course | Production and Operations Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: To understand a systems view of operations, to understand the conversion of inputs into outputs with various technology.

SECTION - A

Operations Management: Concepts, Functions.

Product Design & Development: Product Design and its Characteristics, Product Development Process (Technical), Product Development Techniques.

Process Selection: Project, Job, Batch, Mass & Process types of Production Systems, Product-Process Mix.

SECTION - B

Facility Location: importance, Factors in Location Analysis, Location Analysis Techniques.

Facility Layout: Objectives, Advantages, Basic Types of Layouts.

Capacity Planning: Concepts, Factors Affective Capacity, Planning, Capacity Planning Decisions.

Production Planning & Control (PPC): Concepts, Objectives, Functions

Work Study: Productivity, Method Study, Work Measurement.

SECTION - C

Materials Management: Concepts, Objectives

Introduction to modern Productivity techniques: Just in time, Kanban System, Total quality Management & six sigma.

Functions Purchasing Management: Objectives, Functions, Methods, Procedure.

SECTION - D

Stores Management: Types of Stores; Functions; Coding Methods.

Value Analysis: Concepts

Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.

Maintenance Management: Concepts; Objectives; Functions; Types of Maintenance.

Suggested Readings:

1. Nair: Production & Operation Management, Tata McGraw Hill
2. Buffa & Sarin: Modern Production/Operations Management, John Wiley
3. Adam & Ebert: Production & Operation Management, Prentice Hall India
4. Krajewski & Ritzman: Operations Management, Pearson Education Asia
5. SN Chary: Production & Operations Management, Tata McGraw Hill

Research Methodology (MBA-206)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MBA-206 | L - 3, T- 1, P - 0 | |
| Name of Course | Research Methodology | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | MM: 40. | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The object Research Methodology of the course contents is to make the learner aware of the basic concepts of Research Methodology and prepare them for conducting research project.

SECTION - A

Introduction to Research: Definition, Scope, significance Limitations, and Types. Objectives of Research. Research Process, literature review.

SECTION - B

Research Designs: Exploratory, Descriptive and Experimental Research Design

Data Collection: Secondary Data, Primary Data and Methods of Collection. Scaling Techniques, Attitude Measurement Techniques; Motivational Research Techniques.

SECTION - C

Sample Design, Selecting an Appropriate Statistical technique; Field Work and Tabulation, coding, Editing. Interpretation of Data and Report Writing.

SECTION - D

Testing of Hypothesis, Analysis of Data; Techniques for Data Analysis –ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods

Suggested Readings:-

1. Uma Sekaran: Research method for business, 5ed, Wiley India
2. G.C. Ramamurthy: Research Methodology, Dreamtech press
3. C.R. Kothari, Research Methodology
4. S.L. Gupta, Marketing Research, Excel Books
5. Aaker: Marketing Research 10ed, Wiley India
6. Luck, David J and Ronald S. Rubir Marketing Research. Prentice Hall India Ltd.
7. Andrews, F. M. and S. B. Witey Social Indicators of well Being, Plenum Press, NY, 1976.
8. Bemnet, Roger: Management Research, H. O. 1983.
9. Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
10. Gupta, S. P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 201.

Organizational Effectiveness, Change & Organizational Development (MBA-207)

| | | | |
|--|---|--------------------|----------------------|
| Course Code | MBA-207 | L - 3, T- 1, P - 0 | |
| Name of Course | Organizational Effectiveness, Change & Organizational Development | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: O.D. is an emerging behavior discipline that provides a set of Methodologies for systematically bringing about organization change and improvement. It helps to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and develop sensitivity to improve the effectiveness. After the study of this course, the students would be able to apply the knowledge of behavioral science in solving socio-technical problems as well as improving and maintaining the effectiveness of the organization.

SECTION - A

Management of Change: Organization culture, socialization process, dimension of change, change process, change agent, implementation of organizational change-strategies leadership and Involvement, Resistance to Change Organizational effectiveness, concepts, approaches and its determinants,

SECTION - B

Organizational diagnosis: Methods, collection of data and identification of problems.
Organizational stress: causes, effects and coping with stress.
Organizational development: - Definition, objectives, characteristics, models of OD, action research, stages of OD programme.

SECTION - C

OD Interventions – I: Meaning, types of interventions; sensitivity training, life and career planning, role analysis technique, organizational mirroring, transactional analysis, Third party peacemaking, counseling, learning styles and development.
OD Interventions – II: MBO, managerial grid, team building, likert systems – four, confrontation meeting, process consultation, survey

SECTION - D

The Future of OD: Role of OD in changing global business environment; OD in India- Opportunities & Challenges; Developing future organization through OD efforts – future prospects of OD.

Suggested Readings:-

1. Bhupen Srivastava: Organisation design and development, Biztantra publication
2. Beckhard R. 1969 Organisation in Development : Strategies and Models, Addison- Wesley: Reading
3. Bennis, W.G. 1969. Organization Development: Its nature, Origins and Prospects, Addison Wesley: Reading.
4. Dalton, G. Lawrence, P. & Griener, 1970 Organization Change and Development. Irwon Dorsey: Homewood.
5. Shein, E., Bennis W., Beckhard, R. (eds.) 1969 Organization Development, Wesley : Reading
6. Kuriloff, A.H. 1972. Organisation Development for Survival, American Management Association Inc. : New York.
7. French, Wendell L. & Cecil H. Bell, 1999 Organization Development, Prentice Hall of India :

COST & MANAGEMENT ACCOUNTING (MBA-208)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MBA-208 | L - 3, T- 1, P - 0 | |
| Name of Course | Cost & Management Accounting | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (8 Sessions)

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

SECTION B (10 Sessions)

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

SECTION C (10 Sessions)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **Standard Costing:** Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

SECTION D (12 Sessions)

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing : concept, types & importance ; **Neo Concepts for Decision Making:** Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

SUGGESTED READINGS:

- 1) Horngren et al - Introduction to Management Accounting (Pearson, 2002, 12th edition)
- 2) Jiambalvo- Managerial Accounting 4ed, Wiley India
- 2) Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.)
- 3) Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
- 4) Bhattacharyya S K and Dearden J - Accounting for Management (Vikas, 1987, 8th Ed.)
- 5) Sahaf M A - Management Accounting: Principles and Practice (Vikas, 2000, 1st Ed.)
- 6) Ravi M. Kishor – Cost & Management Accounting (Taxmann, 1st Ed.)
- 7) Ravi M. Kishor – Advanced Management Accounting (Taxmann, 1st Ed.)
- 8) Arora M N – Cost and Management Accounting (Vikas, 8th Ed)

SEMESTER

III

Strategic Management (MBA-301)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MBA-301 | L - 3, T- 1, P - 0 | |
| Name of Course | Strategic Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.

SECTION - A

Understanding strategy and strategic management: Strategic management process. Strategic decision making .Levels of strategy.Defining strategic intent: Vision, Mission Goals and Objectives.Characteristics of a good mission statement.

External environment analysis: Strategically relevant components of external environment. Industry analysis – Porter’s five forces model, Strategic group mapping, industry, key success factors .External Factor Evaluation matrix.

Environmental scanning techniques: ETOP and SWOT analysis etc.

SECTION - B

Internal environment analysis: Resource based view of an organization, Value chain analysis, Competitive advantage and Core competency. Internal Factor Evaluation Matrix.

Business level strategies: Porter’s framework of competitive strategies: Cost leadership, Differentiation and Focused strategies.

Corporate level strategies: Growth strategies – horizontal and vertical integration; strategic out sourcing, related and un-related diversification, international entry options, harvesting and retrenchment strategies.

SECTION - C

Portfolio strategies: BCG Model, GE Business Planning Matrix, Shell’s Directional Policy Matrix ,Product Life Cycle matrix.

Synergy, Corporate restructuring, Location and Timing tactics

SECTION - D

Strategy implementation: Strategy-structure fit, developing and modifying organizational structure. Leadership and organization culture.

Strategy Evaluation and Control: Nature of strategy evaluation, Strategy evaluation framework, the balanced Score Card, Benchmarking.

Suggested Readings:

1. Robert Grant; Contemporary Strategic Management, Wiley India
2. Jauch & Glueck : Business Policy and Strategic Management.
3. Alpana Trehan; Strategic Management; Dreamtech press
4. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases.
5. John Parnell: Strategic Management, Biztantra publication
6. Michael Potter: Competitive Advantage of Nations.
7. Azhar Kazmi : Business Policy and Strategic Management.
8. Kenneth, A. Andrews : Concepts of corporate Strategy.
9. Melvin J. Stanford: Management Policy
10. John A. Pearce and R.B. Robinson Strategic Management.

BUSINESS LAWS (MBA-302)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | MBA-302 | L - 3, T- 1, P - 0 | |
| Name of Course | Business Laws | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (10 SESSIONS)

Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

SECTION B (12 SESSIONS)

Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Sale of Good Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

SECTION C (10 SESSIONS)

Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

SECTION D (8 SESSIONS)

Consumer Protection Act, 1956

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

Suggested Readings –

- 1.P.K.Goel:Business Laws for Managers,Biztantra publications
- 2.Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13th Edition)
3. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
4. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).

HUMAN VALUES AND PROFESSIONAL & ETHICS (MBA-303)

| | | | |
|--|--|--------------------|----------------------|
| Course Code | MBA-303 | L - 3, T- 1, P - 0 | |
| Name of Course | Human Values and Professional & Ethics | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A

Concept of Values; Types of Values; Human Values in Management; Relevance of Values in Modern Management; Values for Managers. Leadership and Human Values; Interpersonal Relations and Human Values; Stress Management and Human Values; Team Building and Values.

SECTION B

Value Education; understanding value education, self-exploration as the process of value education, continuous happiness and prosperity-the basic human aspirations, right understanding ,relationship and physical facilities ,happiness and prosperity –current scenario

SECTION C

Harmony in the human being: understanding human being as the co- existence of self (I)and the body ,Discriminating between the needs of self (I) and the body ,the body as an instrument of (I) ,under standing harmony in the self I ,harmony of the self (i) with the body ,program to ensure sanyam and swasthya.

SECTION D

Harmony in the family and society : harmony in the family –the basic unit of human interaction ,values in human to human relationship, trust –the fundamental values in the relationship, respect –as the right evaluation ,understanding harmony in the society vision for the universal human order

Harmony in the nature(Existence): Understanding harmony in the nature, interconnectedness , self regulation and mutual fulfillment among the four order of nature ,realizing existence as co –existence at all level,

Suggested Books

1. Human values and professional ethics- R R Gaur, R Sangal, G P Bagaria (excel books)
2. C.S.Bajaj: Business ethics, Biztantra publication

MBA-III SEMETER
SPECIALIZATION
SUBJECTS

Advanced Financial Management (FM-01)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | FM-01 | L - 3, T- 1, P - 0 | |
| Name of Course | Advanced Financial Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives

The basic objective of this course is to impart an intensive, knowledge about the use of quantitative techniques in specified financial decision—making areas.

SECTION-A

Application of Linear Programming: Goal Programming; Regression analysis and Simulation.
Technique in Financial Decisions Making Areas: Corporate Debt Capacity Management Decisions; Business Failure and Reorganization— Application of Multiple Discriminant analysis;

SECTION-B

Decision Tree Analysis.

Capital Expenditure Decision Under Conditions of Risk and Uncertainly;

SECTION-C

Cost-Volume-Profit Analysis under conditions of Uncertainly; Sequencing of Decisions; Replacement Decisions; Mergers and Acquisitions; Takeover code;

SECTION-D

Dividend Valuation Model; Determination of the Exchange ratio; Legal and Procedural aspects of Merger Decision; Estimation and Projection of Working Capital Decisions,

Suggested Readings:

1. Bierman, Harold. Lease Vs.: Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Ins.
2. Fogler, H and Ganpathy : Financial Econometrics Englewood Cliffs, New Jersey, Prentice Hall Inc.,1982.
3. Ievy, H. and Sarnat H. Capital Investment and Financial Decision, Englewood Cliffs New Jersey, Prentice Hall Inc., 1982.
4. Van Home, James C. : Financial Management and Policy, Englewood Cliffs, New Jersey. Prentice Hall of India, 1990
5. Sapirio, Edverd, Financial Decision Analysis.

Security Analysis and Investment Management (FM-02)

| | | | |
|--|---|--------------------|----------------------|
| Course Code | FM-02 | L - 3, T- 1, P - 0 | |
| Name of Course | Security Analysis and Investment Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management.

SECTION-A

Introduction to Investment Management: Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues, Types of Management Strategies, Approaches to Investment.

Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return.

Valuation of Security: Valuation of Equity Shares: Balance Sheet Techniques, Relative Valuation Techniques, Discounted Cash Flow Techniques, Valuation of Bonds: Bonds with a Maturity Period, Perpetual Bonds, Valuation of Preference Shares.

SECTION-B

Economic and Industry Analysis: Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis, Porter Model of Assessment of Profit Potential of Industries

Company Analysis: Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value.

Technical Analysis: Meaning, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Testing Technical Trading Rules, Evaluation of Technical Analysis.

SECTION-C

Portfolio Theory: Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for securities, Optimal Portfolio.

Portfolio Analysis: Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory Risk –Return Optimisation, Single Index Model, Beta Generation in Efficient Frontier, Three securities Model, Interactive Risk through Covariance, Correlation Co-efficient, Sharpe's Model.

SECTION-D

Portfolio Selection: Concept of Portfolio Selection, Optimal Portfolio, Objectives, Risk and Investor Preferences, Investment Constraints, Cut-off Rate and New Securities, Efficient Frontier and Portfolio Selection, Beta, Traditional Portfolio Building, Capital Market Theory, CAPM, SML, Forms of CAPM, Zero Beta CAPM, Tax adjusted CAPM, Arbitrage Pricing Theory.

Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.

Suggested Readings:

1. Lofthouse, Stephen: Investment Management, John Wiley & Sons Publications
2. Suyash N. Bhatt: Security Analysis and Portfolio Management, Biztantra
3. Fabozzi, Frank J.: Investment Management, Prentice Hall Publications
4. Elton: Modern Portfolio Theory and Investment Analysis, Wiley India
5. Fredrick Amling: Investment- An Introduction to Analysis and Management, Prentice Hall Pub.
6. Prasanna Chandra: Investment Analysis and Portfolio Management, Tata Mcgraw Hill Pub.
7. Jack Clark Francis: Management of Investment, Mc-Graw Hill Pub.
8. V. K. Bhalla: Investment Management, S.Chand Publication

Management of Banking Operations (FM-03)

| | | | | |
|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | FM-03 | L - 3, T- 1, P - 0 | | |
| Name of Course | Management of Banking Operations | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives

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

SECTION-A

Evolution of modern commercial banking in India: Bank's financial statements: Basic concepts; Banking structure- banking consolidation; Banking sector reforms in India.

Sources of bank funds: Deposit products- Types of Bank Deposits, Computation of interest on Deposits, Deposit Schemes, Composition of Bank Deposits, Deposit Insurance, The Fee based services, Letter of credit, Bank Guarantees, Subsidiary Services, Off Balance Sheet activities, Bank assurance.

Uses of Bank Funds: Lending activities; Types of loans, mode of lending and basic requirements for lending. Credit Policy; Need for Credit Policy, Composition of Credit Policy.

SECTION-B

Investment: classification and valuation. Interest rate determinants in banks.

Management of capital funds: Functions, capital Adequacy- The New Basel Accord- Implication for Banks.

New Forms of Banking: Wholesale and Retail Banking, Universal and Narrow banking, Corporate Banking, Off shore Banking and Multi National banking.

SECTION-C

Banking regulations: Role of RBI, reserve requirements, CRAR and Prudential norms for asset classification, income recognition and provisioning. Anti money laundering and KYC norms.

Risk Management in Banks: Basic concepts, Need/purpose, process, different types of risk in banks- operational, Liquidity, Credit risk, capital risk, Interest rate risk and systematic risk. Risk management strategies, Asset- Liability Management.

SECTION-D

Service Quality Metrics: Core factors, Determinants of quality, productivity and improvement, Role and process of capability of Managing services, ISO 9000 certification in Banking services, importance of six sigma in banks, Customer Relationship Management.

Electronic Banking: Concepts, Internet/Phone/Mobile Banking- Benefits, concerns, E-payment and settlement system: Plastic cards, EFT, ECS, RTGS, MICR, Cheque Truncation and ATM. Legal aspects and framework- Cyber law.

Social Banking: Need, Challenges, policy initiatives, Priority sector lending, Services area approach, Genesis of Microfinance.

Suggested Readings:

1. Arpon, Jeffrey S and Radebaugh, Lee H. : International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Cboi, Frederick D S and Mueller Gerhard G. : International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
3. Evans, Thomas G. : International Accounting & Reporting London. MacMillan, 1985.
4. Gray, S i. : International Accounting and Transnational Decisions, London, Butterworth, 1993.
5. Holzer, H Peter : International Accounting, New York, Harper & Row, 1984.
6. Prodhan, Bimal. : Multinational Accounting, London, Croom-HeIm, 1986.
7. Rathore, Shirin. : International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc.,

Advertising and Sales Management (MK-01)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MK-01 | L - 3, T- 1, P - 0 | |
| Name of Course | Advertising and Sales Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: To make the students understand the basics of Advertising and Promotion required by them in their career.

SECTION-A

Introduction to Advertising

- Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives;
- Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model;
- Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning;
- Advertising and Product Life Cycle;
- Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising;
- Economic Effects and Legal Aspects of Advertising;

SECTION-B

Managing an Advertising Program

- Message Structure – Appeals, Copy, Layout;
- Advertising Media – Media Planning, Media Selection and Scheduling;
- Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;
- Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;
- Advertising Agencies – Types, Role and Functions;
- Social and Cultural Consequences of Advertising – Advertising and Stereotyping;

SECTION-C

Sales Management

- Nature and Scope of Sales Management, Personal Selling Objectives;
- Sales Force Organization – Nature and Types;
- Sales Force Recruitment – Process and Sources;
- Sales Force Selection Process;

SECTION-D

- Managing Sales Training Programs – Need and Objectives;
- Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas –

Suggested Readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition
4. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition
5. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: DecisionStrategy and Cases”, Pearson Education; 5th Edition

Consumer Behaviour (MK-02)

| | | | | |
|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | MK-02 | L - 3, T- 1, P - 0 | | |
| Name of Course | Consumer Behaviour | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

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

SECTION-A

Introduction to Consumer Behavior:

Consumer Behavior: Scope, importance and interdisciplinary nature

Consumer Research Process: Qualitative and Quantitative research

Market Segmentation: Uses and bases of segmentation

Evolution of Consumer Behavior: Introduction to Consumer Decision Making

Models: Howard-Sheth, EngellKollat-Blackwell and Nicosia Models of consumer decision-making

SECTION-B

Individual Determinants of Consumer Behavior:

Motivation: Nature and Types of Motives, Process of motivation, Types of Needs

Personality: Theories, Product Personality, Self Concept, Vanity

Consumer Perception: Concept and Elements of Perception, Consumer Imagery, Perceived Risk

Consumer Learning: Behavioural and Cognitive Learning Theories

Consumer Attitude: Functions of Attitude and Sources of Attitude

Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies, Designing persuasive communications

SECTION-C

External Influences on Consumer Behaviour

Culture: Values and Norms, Characteristics and Effect on Consumer Behaviour, Types of sub culture, Cross cultural consumer behaviour

Group Dynamics and Reference Groups: Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle

Social Class: Categories, Measurement and Applications of Social Class

SECTION-D

Consumer Decision Making Process

Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy

Diffusion of innovations: Diffusion Process, Adoption Process, Profile of Consumer Innovator

Suggested Readings:

1. Evans: Consumer Behaviour, Wiley India
2. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, Prentice Hall of India
3. Hoyer: Consumer behavior, Biztantra Publications
2. Loudon, D. and Bitta, D., Consumer Behaviour, Tata McGraw Hill
3. Assael, H., Consumer Behaviour in Action, Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F. , Consumer Behaviour, Thomson Learning.

Marketing Research (MK-03)

| | | | | |
|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | MK-03 | L - 3, T- 1, P - 0 | | |
| Name of Course | Marketing Research | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

SECTION-A

Introduction to Marketing Research: Importance, nature and scope of marketing research; marketing information system and marketing research; Marketing research process, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

Problem Identification and Research Design: Problem identification and definition: Development of a research proposal: Types of research designs.

SECTION-B

Data Resource: Secondary data sources and usage; Online data sources; Primary data collection methods – questioning techniques, online surveys, observation method; Questionnaire preparation.

Aptitude measurement and scaling techniques: elementary introduction to measurement scales. Sampling Plan : Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.

SECTION-C

Data Collection: Organisation of field work and survey errors – Sampling and non – sampling errors.

Data Analysis: Hypothesis testing, tests of significance (Parametric & non –parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation.

SECTION-D

Applications of Marketing Research: Sales Analysis, Market Potential Analysis, Sales Forecasting Market Segmentation, Product Research: New Product Development Process, Test Marketing, Advertising Research: Media Research, Copy Testing, Brand Positioning, Motivation Research, International marketing research.

Suggested Reading:

1. Aaker: Marketing Research 10ed, Wiley India
2. Parasuraman: Marketing Research, Dreamtech press
3. Boyd. H.W. Ralph Westfall and S.F. Starsh : Marketing Research: Text and Cases, Richard D. Irwin, Boston.
4. Carl Mcdaniel: Marketing Research, Wiley India
5. Chisnall, Peter M: The Essence of Marketing Research, Prentice Hall, New Delhi.
6. Churchill, Gilbert. A : Basic Marketing Research, Dryden Press, Boston.
7. Green Paul E. Donald S. Tull and Gerald Albaum : Research for Marketing Decision, Prentice Hall, New Delhi.
8. Luck, D.J. : Marketing Research, Prentice Hall, New Delhi.
9. Tull, Donald and Hawkin, Del : Marketing Research : Measurement and Method, Prentice Hall, New Delhi.
10. Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi.

Management of Industrial Relations (HR-01)

| | | | |
|--|------------------------------------|--------------------|----------------------|
| Course Code | HR-01 | L - 3, T- 1, P - 0 | |
| Name of Course | Management of Industrial Relations | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: To familiarize students in the major industrial relations systems operating in different economic, political and cultural contexts.

SECTION - A

Industrial Relations: Concept, Theories and Evolution.

System approach to IR-Actors, Context, Web of Rules & Ideology

Trade UNIONSIM, impact of trade unions on wages

The Trade unions Act, 1926 {with amendments}

SECTION - B

Grievance Handling

Tripartite and bipartite bodies

Anatomy of Industrial disputes.

Conciliation, arbitration and adjudication

SECTION - C

Collective Bargaining: Concept, meaning and objectives, Approaches, technique & Strategies to collective Bargaining, Process of Collective Bargaining.

Impact of CB and workers participation in management on IR

SECTION - D

Industrial relations in UK & USA, Japan & Russia

The industrial Disputes Act, 1947{with amendments}

Factories Act {with amendments}

Suggested Reading:

1. Johan.T.Dunlop Industrial System
2. Kogent:Industrial Relation and Labour Laws,Dreamtech press
3. ArunMonappa Industrial Relations Tata McGraw Hill
4. Mamoria& Dynamic of Industrial Himalaya MamoriaRealtions in Indai Publishing House
5. Blain Pane International Encyclopedia of Industrial Relations
6. Clark KlerLabour&Managemnt in Industrial society
7. C.N.Patil Collective Bargaining University Press
8. S.C.Srivastava Industrial Relation &Labour Laws
9. Report of National Commission on Labour, 1969

LABOUR LEGISLATIONS(HR-02)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | HR-02 | L - 3, T- 1, P - 0 | |
| Name of Course | Labour Legislations | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A

Employees State Insurance Act, 1948, The Trade Union Act. 1926.

SECTION B

The Industrial Disputes Act, 1947, The Minimum Wage Act, 1948.

SECTION C

The Workmen Compensation Act, 1923, The Maternity Benefits Act,1961.

SECTION D

The Payment of Bonus Act, 1965, The Payment of Wages Act, 1936, The Factories Act, 1948.

BOOKS RECOMMENDED:-

1. Mishra S. N. - Labour and Industrial Laws.
2. Kapoor N. D. - Elements of Industrial Laws.
3. Kogent:Industrial Relation and Labour Laws,Dreamtech press

Industrial/Organizational Psychology (HR-03)

| | | | | |
|--|--------------------------------------|--------------------|----------------------|--|
| Course Code | HR-03 | L - 3, T- 1, P - 0 | | |
| Name of Course | Industrial/Organizational Psychology | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objective: The objective of the course is to acquaint the students about the Psychology of the executives in the organization and then to use it to enhance the productivity.

SECTION - A

Introduction to Industrial Psychology: Meaning, Concept, Nature, Scope & Importance; Individual Differences & their evaluation; Occupational Information and its importance in Industrial Psychology.

Selection: Selection of right candidate: By Interview & Application Blank; Personnel Tests- I : Purposes & Validity of Tests, Types & Uses of Tests: Placement, Promotion etc.; Personnel Tests-I I: Kinds of Tests and their efficiency. Tests on the basis of intelligence personality and interests.

SECTION - B

Training: Meaning, Need, Importance of Industrial training, Methods, Individualized training;
Human Engineering: Introduction, Time Study, Study Motion Hawthorne Study; Fatigue : Nature, fatigue reduction, fatigue tests, environmental condition, effecting Fatigue; Accident Prevention : Introduction, Scope causes of accidents, Industrial safety programmes.

SECTION - C

Motivation at work: Motivation: Introduction, Fundamentals, Financial& Non-Financial aspects;

Attitudes & Job Satisfaction: Introduction, Methods of measuring attitudes. factors influencing job satisfaction. How to increase job satisfaction;

Morale & Monotony: Introduction, Measuring morale, Factors affecting morale, How to improve morale monetary: Causes & how to reduce monotony at workplace.

SECTION - D

Personnel Counselling: Objectives, extent & types of Counseling , steps & Techniques of counseling.

Psychological aspects of Labour relations: Introduction, group dynamics formal & informal communication,

Union Mgt relations: Sources of conflicts ,How to resolve conflicts in organizations.

Supervision: Introduction, Meaning and evaluation, practices of high and low producing supervisors. Training supervisors.

Suggested Reading:

- 1.Landy:Work in 21st century:An Introduction to Industrial & Organizational Psychology
2. Industrial Psychology : Thomas Willard Harrell. (Oxford IBH Publishing Co.)
3. Industrial Psychology :M.L.Blum, J.C.Nayur (CBS Publishers)

RELATIONAL DATA BASE MANAGEMENT SYSTEM(IT-01)

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|--|--|--------------------|----------------------|--|
| Course Code | IT-01 | L - 3, T- 1, P - 0 | | |
| Name of Course | Relational Data Base Management System | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A

Overview of DBMS, Basic DBMS terminology, data independence. Architecture of DBMS, Distributed databases, structure of distributed databases, design of distributed databases, Introduction to - data mining, data warehousing.

SECTION B

Introduction to data models: entity relationship model, hierarchical model: from network to hierarchical, relational model, object oriented database, object relational database, comparison of OOD & ORD, comparison of network, hierarchical and relational models.

SECTION C

Relational model: storage organizations for relations, relational algebra, relational calculus, functional dependencies, multivalued dependencies, and normalization.

SECTION D

Relational query language: SQL, database integrity, security, concurrency, recovery, client/server architecture, Introduction to SQL, DDL, DML, DCL Statements in SQL, Working with common database objects.

References:

1. Desai (An Introduction to Database System , Galgotia)
2. Ullman & Widom (First course in Database Systems, Pearson Education)
3. Data Introduction in Database System
4. Korth & Silberschatz, Database System Concept
5. Bayros Commercial Application Development using ORACLE Developer 2000
6. C.J. (Data An Introduction to Database Systems , Narosa publishers)
7. Ullman (Principles of Database Systems , Galgotia)
8. D. Kroenke (Database Processing, Galgotia)
9. Henry F. Korth, Abraham (Database System Concepts, McGraw Hill)

E-Commerce & IT Enabled Services (IT-02)

| | | | | |
|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | IT-02 | L - 3, T- 1, P - 0 | | |
| Name of Course | E-Commerce & IT Enabled Services | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A

Internet Basics: What is internet? What Special about Internet? Internet Protocols: TCP, IPv4, IPv6, FTP, HTTP, SOAP, SMTP, UDP. WWW: The Client Site, Server Site, ECOM and Portals.

SECTION B

Domain Name System: Name for Machine, Flat Name Space, Hierarchical Names, Internet Domain names, Domain Name Revolution. E-Business models, BPO, Electronic Business system, E-Business security.

SECTION C

An Introduction to Java Script: Statements, Comments, Variables, Operators, Functions, Loops, Objects. HTML: Basic HTML and tags, Language description, usability, static creation of HTML web pages. Creating tables, forms and their advantages. An overview of XML, Use of XML, integrity of XML with databases.

SECTION D

ASP.Net (Active Server Pages)

An Introduction to ASP.Net, variables and data types, Site Design: Creating Master Pages, Content Pages, Use of web.config file, global.asax file, Styling with themes, Events and code, Database connectivity through ADO.net, caching, Introduction of Web Services, Deployment, Builds and Finishing Up. An Introduction to AJAX.

Suggested Books:

1. Chris Hart, John Kauffman et al., Beginning ASP.NET 2.0, Wrox
2. Stephen Walther, ASP.NET Unleashed, Sams
3. Bharat Bhaskar, Electronics Commerce, Tata McGraw-Hill
4. Henry Chan: E-Commerce, Wiley India
5. Ivan Bayross, Web Enabled Commercial Application Development, BPB Publications
6. Introduction to .net by James Conard, Patrick Rengler, BirnErancis, Jay ElynnWron Publications

SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING (IT-03)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | IT-03 | L - 3, T- 1, P - 0 | |
| Name of Course | System Analysis & Design and Software Engineering | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION-A (10 Session)

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

SECTION-B (10 Session)

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

SECTION-C (8 Session)

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary,
Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

SECTION-D (12 Session)

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

Suggested Readings:

1. Elias M Awad – SAD (Galgotia Publication, 2nd Ed.)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
4. AnkitFadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
5. Singh B –Network Security (PHI Publication, 1st Ed.)

INTERNATIONAL MARKETING (IB-01)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | IB-01 | L - 3, T- 1, P - 0 | |
| Name of Course | International Marketing | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (12 Sessions)

Overview of World Business and Framework of International Marketing:

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

World Market Environment:

Political Environment- Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk.

Legal Environment- Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

Cultural Environment- Culture and its Characteristics, Influence of Culture on (a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

SECTION B (8 Sessions)

Planning for International Marketing:

Marketing Research ,Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations , Management Contracts, Turnkey Operations, Free Trade Zones

SECTION C (10 Sessions)

International Marketing Decisions - I:

Product Policy and Planning- Product Design and Standardization, Developing an International Product Line,

Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy- Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution.

SECTION D (10 Sessions)

International Marketing Decisions - II:

International Promotion Strategies- Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations

International Advertising – Patterns of Global Advertising, Global Advertising Regulations , Advertising Media, Standardized International Advertising

International Organizational Control

SUGGESTED READINGS

- 1) Siddiqui – International Marketing(Wiley)
- 2) Lascu – International Marketing with case book(Wiley)
- 3) Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.)
- 4) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 5) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 6) Czinkota - International Marketing (Thompson, 8th Ed.)
- 7) Cateora Graham - International Marketing (TMH, 10th Ed.)
- 8) Jain S. – International Marketing (Thomson)

**INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN
EXCHANGE ECONOMICS (IB-02)**

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | IB-02 | L - 3, T- 1, P - 0 | |
| Name of Course | International Business Environment and Foreign Exchange Economics | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (8 Sessions)

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

SECTION B (12 Sessions)

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.
Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

SECTION C (8 Sessions)

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

SECTION D (12 Sessions)

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.
Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS:

- 1) Czinkota – International Business(Wiley)
- 2) Chary – International Business(Wiley)
- 3) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 4) Hill C.W. - International Business (TMH, 5th Ed.)
- 5) Daniels - International Business (Pearson, 1st Ed.)
- 6) Black J - International Business Environment (Prentice Hall)
- 7) Bhalla V.K. - International Business Environment (Anmol)

EXPORT MANAGEMENT AND DOCUMENTATION (IB-03)

| | | | |
|--|-------------------------------------|--------------------|----------------------|
| Course Code | IB-03 | L - 3, T- 1, P - 0 | |
| Name of Course | Export Management and Documentation | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (12 Sessions)

Introduction to Export Management:

Introduction, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.

Selection of Products and Identification of Export Markets:

Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

SECTION B (8 Sessions)

Export Marketing Channels and Export Sales Contract:

Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

SECTION C (8 Sessions)

Export Finance and Pricing

Preshipment Finance, Postshipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

SECTION D (12 Sessions)

Formalities of registration and Export Documentation

Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's

Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

SUGGESTED READINGS

- 1) Cherunilam, F - International Trade and Export Management (Himalaya, 2007)
- 2) Kotabe – Global Marketing Management, 5ed (Wiley)
- 2) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 3) Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 4) Keegan J Warren – Global Marketing Management (Pearson, 7th Ed.)

SEMESTER

IV

ENTREPRENEURSHIP DEVELOPMENT (MBA-401)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MBA-401 | L - 3, T- 1, P - 0 | |
| Name of Course | Entrepreneurship Development | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (10 Sessions)

Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

SECTION B (10 Sessions)

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, **Feasibility Analysis:** Economic, Marketing, Financial and Technical; **Project Planning:** Evaluation, Monitoring and Control segmentation. **Creative Problem Solving:** Heuristics, Brainstorming, Synectics, Value Analysis, **Innovation.**

SECTION C (10 Sessions)

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic' entrepreneurship, Stages of economic development.

Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

SECTION D (10 Sessions)

Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

Suggested Readings:

1. Joe Tidd: Managing Innovation, Wiley India
2. Schaper: Entrepreneurship and small Business 3rd asian pacific ed., Wiley
2. Couger, C- Creativity and Innovation (IPP, 1999)
3. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
4. Jonne&Ceserani - Innovation & Creativity (Crest) 2001.
5. Alpana Trehan: Entrepreneurship, Dreamtech press
6. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
7. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
7. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
8. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999)

Management Information Systems (MBA-402)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | MBA-402 | L - 3, T- 1, P - 0 | |
| Name of Course | Management Information Systems | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION-A

MIS need and concepts: factors influencing MIS and characteristics of MIS. Data and Information. Technology of MIS. Structure of MIS. Decision Making and role of MIS. Data communication. Basic H/W required, Channel features and concept of Distributed Data bases.

Telecommunications and networks: An overview of telecommunications; Networks and distributed processing, internet, intranet and extranet.

SECTION-B

Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS. System implementation Strategies and process; System Evaluation and Maintenance.

SECTION-C

Introduction to Data Base and Access: Viewing and editing data; Sorting and indexing Printing reports and Labels, Managing Multiple tables. Forms, Queries, Reports.

Managing International Information Systems: Organizing International Information Systems; Managing Global Systems; Technology Issues and Opportunities.

SECTION-D

Enhancing Decision Making for Digital Firm: Decision Making and Decision Support System (DSS), Group decision support system (GDSS), Executive support in the enterprise, management opportunities challenges and solutions.

Enterprise application and business process integration: Enterprise systems, Supply chain Management systems, customer relationship management system, enterprise integration trends.

Suggested Readings:

1. Rahul De: MIS Management Information systems, Wiley India
2. Jerome Kantler : Management Information System, Prentice Hall of India Pvt. Ltd. New Delhi, 1984.
2. Laondon & Laodon: Management Information System, Prentice Hall of India Pvt. Ltd., New Delhi, 1999.
3. Shubhalakshmi Joshi: Management Information System, Biztantra
4. Davis and Olson: Management Information System, Tata McGraw Hill Publications, New Delhi, 2nd edition, 1984.
5. Murdick & Ross: Information Systems for Modern Management, Prentice Hall of India Pvt. Ltd., New Delhi, 3rd edition, 1984.
6. London, Kenneth C. and London, Lane P., "Management Information Systems", PHI.

SUPPLY CHAIN MANAGEMENT (MBA-403)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | MBA-403 | L - 3, T- 1, P - 0 | |
| Name of Course | Supply Chain Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

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2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (8 Sessions)

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

SECTION B (12 Sessions)

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, accounting for materials.

SECTION C (12 Sessions)

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (tradeoff between stock out/working capital cost), lead time reduction, re-order point/ re-order level fixation, exercises –numerical problem solving , ABC, SDE/ VED Analysis, Just-In-Time & Kanban System of Inventory management.

SECTION D (8 Sessions)

Recent Issues in SCM : Role of Computer/IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

SUGGESTED READINGS

1. Mohanty: Supply chain Management (Theory & Practice), Biztantra
2. Sanders: Supply chain Management (A global Perspective), Wiley India
3. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
4. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
5. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.)
6. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
7. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed)

Principles of Insurance and Banking (FM-04)

| | | | |
|--|-------------------------------------|--------------------|----------------------|
| Course Code | FM-04 | L - 3, T- 1, P - 0 | |
| Name of Course | Principles of Insurance and Banking | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The course will provide an in-depth study of all aspects of life insurance business.

SECTION - A

Life Insurance Products: Introduction, Principles, Various Life Insurance Policies of Different of Insurance Companies; Further Classification of Life Insurance Policies.

General Insurance: Types, Policies, principles.

Annuity Policy: Introduction; Basis of Annuity Income; Classification of Annuities; Uses of Annuity; Limitation of Annuity.

SECTION - B

Special Policy Combination & the Best Policy Insurance in pension plans & Group Insurance: Introduction of Pension Plans; Type of Pension Plans; Group Insurance; Types of Group Insurance.

Social & Rural Insurance: Introduction; Social Insurance; Legal Provisions; Rural Insurance.

SECTION - C

Insurance Documents: Introduction; Documents; Prospectus; Proposal Form; First Premium Receipt; Policy Document; Endorsement; Renewal Notice; Bonus Notice.

Riders, Options and Guarantees: Introduction; Riders; Disability; accident; Living; Benefits; Conditions; Policy Options; Policy Guarantee. Underwriting Procedure, NPA and Capital Adequacy in Indian Banks.

Evolution of Banking Law: Main provisions of Banking Regulation Act, 1949; and RBI Act, 1934 and Negotiable Instruments Act, 1881.

SECTION - D

Computation of Premium: Introduction; Age Factor; Factors of Calculating the Premium; Extra Premium ;Extra Premium; Mode of Premium Payable.

Computation of Benefits: Introduction, Bonus, Guaranteed Additions, Surrender Value, Guaranteed Surrender Value, Paid Up Value, Examples.

Claims: Introduction; Maturity Claim; Death Claim, Nomination & Assignment.

Suggested Readings:

1. N.M. Mishra: Principles & Practice of Insurance, S. Chand and Co.,Ltd., New Delhi.
2. Shashidharan K. Kutty: Managing Life Insurance, Prentice-hall Of India Pvt Ltd
3. James L Athearn: Risk and Insurance, Prentice Hall Of India Pvt Ltd
4. Lester William Zartman: Life Insurance,General Books Publications
5. Louis S. Shuntich: Life Insurance Handbook, Marketplace Books Publications
6. Vaughan:Fundamentals of Risk and Insurance,Wiley India

Strategic Financial Management (FM-05)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | FM-05 | L - 3, T- 1, P - 0 | |
| Name of Course | Strategic Financial Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION - A

Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process. Portfolio Tools, Mean-Variance Analysis and Capital asset pricing model, Factor models and Arbitrage Pricing Theory.

SECTION - B

Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate strategy and high technology investments.

SECTION - C

Financial analysis and planning, Financial models, Forecasting Financial Statements, Cross sectional analysis of financial statement information, Control, governance and financial architecture. Corporate Valuation and Value Based Management

SECTION - D

Expansion and Financial Restructuring: Mergers and amalgamations – corporate restructuring, Buy-back of shares, LBO, Sell-off, Spin-off, Demerger and reverse merger, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

Suggested Readings:

1. Allen, D: An Introduction to Strategic Financial Management, CIMA/KoganPage, London.
2. Meena Goel:Strategic Financial Management,Biztantra Publication
3. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
4. Copeland, T., Koller, T and Murrin, J: Valuation: Measuring and Managingthe value of Companies, John Wiley, International Edition, New York.
5. Copeland, T.E. and Weston, J.F: Financial Theory and Corporate Policy,Addison-Wesley
6. Hampton, Jone: Financial Decision Making, PHI, New Delhi.
7. Kaplan, Robert S., and Cooper, Robin: Cost & effect: using integrated cost systems to drive profitability and performance, Harvard Business Press.
- 8.Grinblatt, Mark and Titman, Sheridan: Financial Markets and Corporate Strategy, Tata McGraw Hill.
9. Foster, George: Financial Statement Analysis, Pearson Education.
10. Brealey, Richard A. and Myers, Stewart C.: Principles of corporate finance, Tata McGraw Hill.

Management of Financial Services (FM-06)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | FM-06 | L - 3, T- 1, P - 0 | |
| Name of Course | Management of Financial Services | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives:

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

SECTION-A

Financial Services: Meaning, types and their importance. Securities Trading - Online Vs Offline Trading, Demat and Remat .Depository - Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository systems in India, SEBI regulation.

SECTION-B

Mutual funds and AMCs: concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. State of mutual funds in India.

Insurance Services Introduction, Principles of insurance, Types of Insurance. Life Insurance Products- Traditional and ULIPs.

Credit rating: the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects.

SECTION-C

Leasing: concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee.

Merchant Banking: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t Merchant bankers.

Venture capital: concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

SECTION-D

Call money market, Treasury bill market, Commercial Bill market, Market for CPs and CDs, Discount market and market for financial guarantees.

Factoring: Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

Plastic Money: Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.

Suggested Readings:

1. Shanmugham: Financial services, Wiley India
2. E. Gordon & K. Natarajan Financial Markets & Services Himalaya
3. Lalit K. Bansal Merchant banking & Financial Services Unistar Books
4. S Gurusamy Financial services & system Thomson
5. Nalini P T Financial Instruments and services PHI
6. M Y Khan Financial Services Tata McGraw-Hill
7. L M Bhole Financial Institutions & Markets Tata McGraw-Hill
8. Lalit K. Bansal Merchant Banking & Financial Services Unistar Books
9. Gordon & Natarajan Financial Markets & Services Himalaya

MARKETING OF SERVICES (MK-04)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | MK-04 | L - 3, T- 1, P - 0 | |
| Name of Course | Marketing of Services | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (8 Sessions)

Introduction: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management : Specific for Service Industry.

Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services

SECTION B (16 Sessions)

Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions.

Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

SECTION C (8 Sessions)

Marketing of Financial Services: Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

SECTION D (8 Sessions)

Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Suggested Readings:

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
3. Gronrooves: Service Management and Marketing, Wiley India
3. Zeithaml - Services Marketing (Tata McGraw Hill, 3rd Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)
5. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
6. Rama MohanaRao - Services Marketing. (Person Education, 1st Ed.)
7. GovindApte - Services Marketing (Oxford University Press)

RETAIL MANAGEMENT (MK 05)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | MK-05 | L - 3, T- 1, P - 0 | |
| Name of Course | Retail Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

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2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (8 Sessions)

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.

SECTION B (10 Sessions)

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing.

Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

SECTION C (8 Sessions)

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

SECTION D (14 sessions)

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internationalization Process, Culture, Business and International Management.

Suggested Readings:

1. James R. Ogden: Integrated Retail Management, Biztantra Publication
2. Newman A.J. and Cullen P - Retailing : Environment and Operations (Vikas, 1st Ed.)
3. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)
4. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
5. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4th Ed.)
6. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5th Ed.)
7. Newman and Cullen - Retailing (Cengage Learning, 1st Ed.)
8. Vedmani G. Gibson-Retail Management- Functional Principles & Practice (Jaico Publications, 1st

SALES AND DISTRIBUTION MANAGEMENT (MK-06)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | MK-06 | L - 3, T- 1, P - 0 | |
| Name of Course | Sales and Distribution Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (14 Sessions)

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman. Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

SECTION B (10 Sessions)

Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

SECTION C (8 Sessions)

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

SECTION D (8 Sessions)

Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

Suggested Readings

1. Donaldson B - Sales Management : Theory and Practice (Palgrave)
2. Cron: Sales Management, Wiley India
3. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
4. Spiro - Sales Force Management (Tata McGraw Hill, 11th Ed.)
5. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5th Ed.)
6. Rosenbloom– Marketing Channels (Cengage Learning, 7th Ed.)
7. Johnson and Marshall - Sales Force Management (Tata McGraw Hill, 8th Ed.)
8. Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E - Marketing Channels (Prentice Hall of India, 6th Ed.)

Human Resource Planning and Development (HR-04)

| | | | | |
|--|---|--------------------|----------------------|--|
| Course Code | HR-04 | L - 3, T- 1, P - 0 | | |
| Name of Course | Human Resource Planning and Development | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

NSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The objective of the course is to acquaint the students with HRD approaches, challenges and strategies and enrich them with concept of quality of worklife.

SECTION – A

Micro level manpower planning and labour market analysis; Organisational human resource planning; Career Management and career planning; Performance planning; Potentials appraisal and career development Meaning, Scope, Dimensions & Dynamics of HRD; Approaches of HRD, HRM & HRD, Challenges of HRD, HRD Systems, HRD Strategies, HRD Model, Techniques of Assessment of

SECTION – B

HRD needs: Organizational Analysis; Task analysis and individual analysis.

HRD strategies: Individual development; team development; designing training programmes, on the job, off-the job; Training methodology; role of trainer; MDPs; Out bound training; Training evaluation.

SECTION – C

Competency mapping; Job redesigning; Job enlargement; Job enrichment; Job rotation; Suggestion schemes; Career Planning; Career strategy, Career Development, Employee Counselling, Employee Powerment.

SECTION – D

Quality of Worklife; Quality Circles; Kaizen; Strategic Human Resource Development; Problems and Prospects of HRD in Indian Organization; HRD experiments and cases – In India and other countries.

Suggested Readings:

1. Desimone; R.L. Werner, JM & Harris, D.M. : Human Resource Development, Thomson.
2. Mishra: Human Resource Planning and Development, Dreamtech press
3. Rajsekharan, N.P.: Competency Web, Universities Press.
4. Rao, T.V.: Reading in HRD, Oxford & IBH.
5. Pareek, UdailRao, T.V: Designing and Managing Human Resource Systems, Oxford & IBH.
6. Arthur, M. : Career Theory Handbook, Englewood Cliffs, Prentice Hall Inc., 1991
7. Belkaoui, A. R. and Belkaoui, J.M. : Human Resource Valuation: A Guide to Strategies and Techniques, Greenwood, Quorum Books, 1995.
8. Dale, B. : Total Quality and Human Resources: An Executivew Guide, Oxford, Blackwell, 1992.
9. Greenhaus, J.H. : Career Management, New York, Dryden, 1987.
10. Kavanagh, M. J. etc. : Human Resource Information System: Development and Applications, Boston, PWS-Kent, 1993.
11. Mabey, C and Salama, G. : Strategic Human Resource Management, Oxfor, Blackwell, 1995.

TEAM BUILDING & LEADERSHIP (HR-05)

| | | | |
|--|-----------------------------------|--------------------|----------------------|
| Course Code | HR-05 | L - 3, T- 1, P - 0 | |
| Name of Course | Team Building & Leadership | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. **Section A** will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. **Section B** will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (10 Sessions)

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Follower and situation. Assessing Leadership & Measuring Its effects.

SECTION B (10 Sessions)

Focus on the Leader – Power and Influence; Leadership and Values. Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change.

SECTION C (10 Sessions)

Groups, Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

SECTION D (10 Sessions)

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

Suggested Readings :

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata McGraw Hill, 5th Ed.)
2. Dubrin: Leadership research Findings Practice and Skills, Biztantra publications
3. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
4. West Michael - Effective Team Work (Excel Books, 1st Ed.)
5. Sadler Philip - Leadership (Crest Publishing House)

PERSONAL GROWTH AND TRAINING & DEVELOPMENT (HR-06)

| | | | | |
|--|--|--------------------|----------------------|--|
| Course Code | HR-06 | L - 3, T- 1, P - 0 | | |
| Name of Course | Personal Growth and Training & Development | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (12 Sessions)

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change.

Personality & Personal Effectiveness : Psychometric Theories – Cattell and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

SECTION B (8 Sessions)

Personality Determinants : An overview of Personality determinants.

Evaluation of Personality : Sick Personalities and Healthy Personalities.

SECTION C (8 Sessions)

Training : Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme.

SECTION D (12 Sessions)

Training Need Assessment: Determination of Training Needs, Approaches to Training Needs Assessment, TNA Cycle of Events. Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

Suggestion Readings :

1. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
2. B. Janakiram: Training & Development, Biztantra Publications
3. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
4. Sahu R..K. - Training for Development (Excel Books, 1st Ed.)
5. Tapomoy Deb - Training & Development Concepts & Application (Ane Books, 6th Ed.)
6. Friedman & Schustack - Personality: Classic Theories and Modern Research (Pearson)
7. Lynton & Pareek - Training for Development (Vistaar Publication, 2nd Ed.)
8. Hall Calvin S. et al - Theories of Personality (Wiley-India Text Books, 4th Ed)

DATA COMMUNICATION & NETWORK (IT-04)

| | | | |
|---|--|---------------------------|-----------------------------|
| Course Code | IT-04 | L - 3, T- 1, P - 0 | |
| Name of Course | Data Communication & Network | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (10 Sessions)

Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data, Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK
Features: Error detection and correction codes; Hamming codes.

SECTION B (8 Sessions)

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.
Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways
Cell Relay; Frame Relay; ISDN; B-ISDN

SECTION C (12 Sessions)

OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network.
Network Operating systems: Unix; Linux; Windows.

SECTION D (10 Sessions)

Mobile Communication: Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves,
Mobile Internet & WML: Mobile IP, Wireless TCP& UDP, WAP, WML

SUGGESTED READINGS:

- 1) James Irvine: Data Communication and Networks, Wiley India
- 2) Widjaja L G - Communication Networks (Tata McGraw Hill, 2000)
- 3) Comer - Computer Networks and Internets (Pearson Education, 4th Ed.)
- 4) Stallings W - Data Computer Communication (Pearson Education, 2003, 7th Ed.)
- 5) Olifer- Computer Networks, Wiley India
- 6) Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4th Ed.)
- 7) Black - Computer Networks (Prentice-Hall, 1999, 2nd Ed.)

ENTERPRISE RESOURCE PLANNING (IT-05)

| | | | | |
|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | IT-05 | L - 3, T- 1, P - 0 | | |
| Name of Course | Enterprise Resource Planning | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

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3. **Section C** will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objective: The main objective aimed at to introduce the students with latest technologies of Business era and its integration with Information Technology.

SECTION-A

ENTERPRISE RESOURCE PLANNING:

Evolution of ERP, Definition, Elements, Problem of System islands, need for system Integration, ERP products and Market, Opportunities and problems in ERP selection and implementation, MRP and MRPII.

SECTION-B

BUSINESS PROCESS REENGINEERING:-

Conceptual foundation of Business Process Re-engineering Role of Information Technology in BPR, Process identification and mapping, Process improvement and Process Redesign. Man Management for BPR implementation.

SECTION-C

ERP MODUELS/FUNCTIONALITY:-

Functional modules of ERP system, Sales order processing, MRP, Scheduling, Forecasting, Maintenance, Distribution, Finance and HRP; Features of each of the modules; Description of data flows across each module: Overview of the supporting data bases; Technologies required for ERP, Hardware Platform, Communication and networks.

SECTION-D

IMPLEMENTATION ISSUES:-

Pre-implementation issues, Financial justification of ERP, Evaluation of Commercial Software; During implementation issues, Education and training, Project management; Post implementation issues, Performance measurement.

INTEGRATION OF ERP WITH NET TECHNOLOGIES:

Net technologies, Evolution of E-Commerce,EDI and E-business, Internet in ERP,Internet banking and related technologies, security and privacy issues, future growth of E-business.

BOOKS RECOMMENDED:

1. V.K. Garg and N.K. Venkitakrishnan, Enterprise Resource Planning: Concepts and Practices, Prentice Hall (I) 1999, New Delhi.
2. Dey :Business process re-engineering,Biztantra
3. Hammer, Micheal and JamtsChamby Reengineering the corporation, 1997.
4. Leon, Alexix Countdown 2000, Tata McGraw.
5. J. Kanter, Managing with Inforamtion, Prentice Hall (I), 1996, New Delhi.
6. Carr, K. and Johansson, H.J. Best Practices in Re-engineering. New York, McGraw Hill, 1995.

Internet and Web Designing (IT-06)

| | | | | |
|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | IT-06 | L - 3, T- 1, P - 0 | | |
| Name of Course | Internet and Web Designing | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. | |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

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The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A

Introduction to Internet, Evolution of Internet, Hardware and Software Requirements for Internet, Internet Application, Bandwidth, Types of Internet Connections(Broadband/Dial-UP/Lease Line/ISDN/DSL etc.), Internet Features (Electronic Mail, Newsgroups, FTP Archive, Real Time Activity, Video, Audio, Search Engine), World Wide Web, WWW Browsers, WWW Servers.

SECTION B

TCP/IP Connectivity - IP addressing, DNS, Domain Names Registration process, Routing with TCP/IP Basics, Routing Protocol, Static Routing, Open Shortest Path First Protocol, Exterior Gateway Protocols (EGP, Border Gateway Protocol, Multi-Routing Protocol Environments).**Internet Technology** – WI-FI, 2G, 3G etc.

SECTION C

HTML - Text formatting, Data, Tables, Table layout, Images, HTML Interactivity, URLs, HTTP, NNTP, Hyperlinks, Menus & Image Maps, HTML Form, Embedded objects in HTML, Web Typography, Approaching Web Typography, Graphics and Type, Families and Faces, Type forms, Color and Type, Adding Graphics, Adding Graphics with the Image Element, Using images as links, Creating Image Maps, Working with Image Files, Layout Technology, Standard HTML Formatting, Tables, Frames,

SECTION D

Cascading Style Sheets, Understanding CSSI's Advantages and Limitations, Embedding of CSS In HTML, Learning How CSSI Works, Introduction to XML.

Suggested Readings:

- 1.Kogent:HTML 5 Black book,Dreamtech press
- 2.Deven Shah:A Complete guide to Internet and Web Programming,Dreamtech press
3. Internet Get Started: BPB Publications.
4. Loren Buhle, "Webmaster Professional Reference", New RidersPublishing.
5. Rick Darnell "HTML 4", Techmedia.
6. Tauber, "Mastering Front Page 2000" BPB.
7. James Jaworski, "Making Java Script and JSCRIPT", BPB Publications.

INTERNATIONAL LOGISTIC MANAGEMENT (IB-04)

| | | | | |
|--|-----------------------------------|--------------------|----------------------|--|
| Course Code | IB-04 | L - 3, T- 1, P - 0 | | |
| Name of Course | International Logistic Management | | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. | |
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| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | | |

INSTRUCTIONS TO QUESTION PAPER SETTERS

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The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A (8 Sessions)

Introduction to Logistic System:

Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence.

SECTION B (12 Sessions)

Structure of Shipping Industry and World Seaborne Trade:

Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of Shipping Company. Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

SECTION C (8 Sessions)

Freight Structure and Role of Intermediaries:

Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

SECTION D (12 Sessions)

Indian Shipping and Containerization:

Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

International Air transport:

Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

SUGGESTED READING:

1. Johnson J, Wood D- Contemporary Logistics.
2. David – International Logistics(Wiley)
3. Dornier- Global Operations and Logistics(Wiley)
4. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)
5. Krishnaveni Muthiah- Logistics Management and World Seaborne Trade (Himalaya, 2007)

INTERNATIONAL FINANCIAL MANAGEMENT (IB- 05)

| | | | |
|---|---|---------------------------|-----------------------------|
| Course Code | IB-05 | L - 3, T- 1, P - 0 | |
| Name of Course | International Financial Management | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: | | | MM: 40. |
| 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | |

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The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION - A

International Finance: concept & role of international finance manager in multinational corporations. International financial environment: international transactions & financial market, trade & capital flow, inflation, exchange control & currency devaluation, expropriation etc. Different types of risks: country risk analysis.

SECTION - B

Foreign direct investment & foreign institutional investment foreign collaboration trends since liberalization. Financial operations of multinational corporation: sources & investment: short, medium & long term national currency financing foreign currency financing, regional & national development finance, private investment companies, Multilateral financial institution : WB/IMF, ADB. Export & import financing: role of commercial banks. Basic instruments, private non-bank sources of finance.

SECTION - C

Financial innovation & risk sharing: introduction, futures markets in growing world, financial future trading, role of financial futures, swap markets, basic swap structure, interest rate, fixed rates currency, currency coupon types. International stock exchanges: New York, London, Luxemburg, third world and Asian stock exchanges: working and their influences, the securities market, bond market, foreign portfolio investment.

SECTION - D

New developments in international finance: country funds, ADR, GDR, EURO issues, ECBs, their process of issue, benefits, limitations & specific guidelines issued by Foreign Investment Promotion Board (FIPB). International financial investment strategies and regulations for Indian Companies. FEMA.

Suggested Readings:

1. Alan C. Shapiro: Multinational Financial Management 8ed, Wiley India
2. Anuj Verma: International Financial Management, Dramatic press
3. S.P. Srinivasan: International Financial Management, Biztantra
4. V. Sharan International Financial Management Prentice Hall India
5. Maurice D. Levi International Finance McGraw Hill Inc.,
6. Madhu Vij International Finance Excel Books
7. P.G. Apte International Financial Management Tata McGraw Hill
8. V.K. Bhalla Management Text & Cases Anmol Publications

INTERNATIONAL BUSINESS ETHICS AND SOCIAL RESPONSIBILITY (IB-06)

| | | | |
|--|---|--------------------|----------------------|
| Course Code | IB-06 | L - 3, T- 1, P - 0 | |
| Name of Course | International Business Ethics and Social Responsibility | | |
| Lectures to be delivered | 52 (L-39, T-13 for each semester) | | |
| Semester End Examination | MM: 60 | Min. Marks: 24 | Time Allowed: 3 Hrs. |
| Continue Assessment (based on sessional tests 50%) Tutorial/ Assignment: 30%, Quiz/ Seminar: 10 %, Attendance: 10 %. | | | MM: 40. |

INSTRUCTIONS TO QUESTION PAPER SETTERS

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The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

SECTION A

Fundamental principles of ethics , Ethics in international business ,Normative and relative ethics, concept and choice, Legal compliances, Sarham Oxley Act (SOX), Home and host country's regulations and compulsions of international agencies

SECTION B

Corporate governance beyond legal compliance. Human dignity, Meeting stake holders, expectations, competitiveness and fair trade practices, Employee wellness. International Importance of integrity, avoidance of corrupt, practices, Importance of doing business on merit.

SECTION C

Wider concept of social responsibility, Balance between profit and social / moral obligations and survival. Ethics and human, rights Balanced global environment Kyoto Protocol concern of global warming, judicious use of natural resources, Maintenance of ecological balance, Sustainable development, Cost benefit analysis of corporate social responsibility and good corporate citizenship.

SECTION D

Cases- Analysis of failure of leading corporate and top auditing firms due to lapses in ethics and social responsibilities. Role of international trade and business organizations Concept of Ombudsman

Books Recommended:

1. Business Ethics, O.C. Serrell: Biztantra Publications
2. Business Ethics, P.S. Bajaj: Biztantra Publications
3. Business Ethics, Crane & Matten Oxford University Press
4. Corporate Governance 2/e Mallin, Oxford University Press
5. Its only Business, Mitra Oxford University Press
6. Values and Ethics for Organizations, Chakraborty, Oxford University Press