

SYLLABI

of

MASTER OF BUSINESS ADMINISTRATION (Choice Based Credit System)

FROM THE ACADEMIC SESSION 2016-17



DEPARTMENT OF MANAGEMENT
Faculty of Commerce and Management

Chaudhary Ranbir Singh University

Jind Pin – 126102

First Year

First

Semester

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Management Theories and Concepts

Paper Code: MBAC-101

Objective: The objective of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

UNIT-I Management: Definition, Nature, Process, Functions & Skills. Evolution of management thoughts - F.W. Taylor, Henry Fayol, Max Weber, Elton Mayo, Management Approaches- System approach, Contingency approach, Role of a Manager - Levels of Management - Managerial Skills - Social Responsibilities of Business.

UNIT-II: Planning: Nature and Importance of Planning -Types of Plans - Steps in Planning-Making Planning Effective - Strategic Considerations in Planning Concept and purpose, Planning Process, Management by Objectives (MBO), Decision Making and MIS

UNIT-III: Organizing: Concept and Importance. Concept and purpose of organization, Concept of Organization Structure, Types of Organization: Line, Line & Staff , Matrix ,Virtual Organization Structures, Departmentation, Span of Management, Delegation of Authority, Centralization versus Decentralization.

Unit-IV: Directing: Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions - Effective Supervision, Leadership - Concept, Traits, Styles,

Unit-V: Controlling: Concept and Importance of Control. Types of Control. Control mechanisms. Management by Exception (MBE). Requisites for Effective Control system. Resistance to Control. Concept, process, Business Process Re-engineering – Concept and Process, Total Quality Management (TQM) - Concept , Systems model of Quality, Deming's approach, TQM as a business Strategy, Knowledge Management (KM) - What , why, how, of Knowledge Management,

Suggested Readings:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education Asia, New Delhi
2. Hellreigel, Management, Thomson Learning, Bombay
3. Koontz, H and Wechrich, H; Management, Tata McGraw Hill
4. Stoner, J et. al, Management, New Delhi, PHI, New Delhi
5. Robbins & Coulter, Management, PHI, New Delhi
6. Satya Raju, Management – Text & Cases , PHI, New Delhi
7. Richard L. Daft, Management, Thomson South-Western

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Quantitative Techniques

Paper Code: MBAC-102

Objective: The main objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Unit I: Introduction to Statistics: Meaning, Definition, Importance for Learning Statistics for Managers, Types of Statistical Methods, Importance and Scope of Statistics especially in Business Management, Relationship of Statistics with other Sciences, Limitations of Statistics.

Unit II: Classification, Tabulation and Presentation of Data: Classification of Data: Meaning, Requisites of Ideal classification, Types or Basis of Classification, Frequency Distribution, Methods of Data Classification, Bivariate Frequency Distribution, Types of Frequency Distributions. Tabulation of Data: Meaning, Definition, Objectives of Tabulation, Rules of Tabulation, Parts of Table, Types of Tables, General and Summary Tables, Original and Derived Tables. Graphical (Diagrammatic) Presentation of Data: Function of a Graph (Diagrams), Advantage and Limitations of Graphs, Rules for Drawing Graphs, Types of Graphs.

Unit III: Measure of Central Tendencies and Dispersions: Mean, Median, Mode and Weighted average – Concepts and Applications. Dispersion: Range, Quartiles, Percentiles, Mean Deviation and Standard Deviation - Concepts and Applications.

Unit IV: Correlation and Regression Analysis: Correlation Analysis- Significance of Measuring Correlation, Types of Correlation, Methods of Correlation Analysis, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation Coefficient. Regression Analysis -Meaning, Definition, Advantage, Utility of Regression Analysis, Methods of Studying Regression: Graphic Study, Free Hand Curve Method, Least Square Method, Two Regression Lines, Regression Equations.

Unit V: Forecasting and Time Series Analysis: Forecasting - Meaning, Types and Timing of Forecasts, Forecasting Methods. Time Series Analysis - Meaning, Definition, Importance (Utility) and Objectives, Components. Measurement of Trend: Freehand or Graphic, Semi-Averages, Moving Averages and Least Squares Method. Measurement of Seasonal Variations: Method of Simple Averages, Ratio-to-Trend Method, Ratio-to-Moving Average Method, Link Relatives Method. Measurement of Cyclical Variations: Residual, Direct, Reference Cycle Analysis, Harmonic Analysis Method.

References:

1. Sharma, J K; Business Statistics, Pearson Education 2nd Edition.
2. Gupta, S.C.; Fundamental of statistics, 7th Edition, Himalaya publishing House.
3. Ramendu Roy; Principles of Statistics, Prayag Pustak Bhawan, Allahabad
4. Gupta, S.P & Gupta, M.P.; Business Statistics, Sultan Chand and Sons, New Delhi
5. Hooda, R.P; Statistics for Business and Economics, Macmillan, New Delhi.
6. Heinz, LW; Quantitative Approach to Managerial Decisions, Prentice Hall, NJ.
7. Lawrence, B. Morse; Statistics for Business & Economics, Harper Collins, NY.
8. Levin, Richard I and David S Rubin; Statistics for Management Prentice Hail, Delhi.
9. Watsnam Terry J. and Keith Parramor; Quantitative Methods in Finance international, Thompson Business Press, London

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Managerial Economics

Paper Code: MBAC-103

Objective: The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Unit I: Nature and Scope of Managerial Economics: Managerial Economics and its relevance in Business Decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle. Objectives of a Firm. Role and Responsibilities of the Managerial Economist.

Unit II: Demand Analysis and Demand Forecasting: Meaning, Law of Demand, Exceptions to the Law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for Managerial Decision Making, Measurement of Elasticity of Demand. Theory of Consumer Choice: Cardinal Utility Approach, Indifference Curve Approach, Revealed Preference Theory. Demand Forecasting: Meaning, Significance and Methods.

Unit III: Production Analysis: Production Function, Production with one and two variable inputs; Stages of Production; Economies of Scale; Law of Variable proportions - Increasing, Decreasing and Constant Returns.

Unit IV: Cost Analysis: Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Cost output relationship in the short-run. Cost output relationship in the Long-run.

Unit V: Market Structure and Product Pricing: Market Equilibrium and Average Revenue Concept. Price and output determination under different Market conditions, Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under Perfect Competition, Monopolistic competition, Oligopoly and Monopoly.

References:

1. H.L. Ahuja; 'Managerial Economics'; S. Chand & Company Ltd. New Delhi.
2. P.L. Mehta; 'Managerial Economics'; Sultan Chand & Sons.
3. K. M. Pandey & Manas Pandey; 'Economics for Managerial Decision', Himalaya Publishing House.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Accounting for Manager Paper Code: MBAC-104

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

UNIT- I: Accounting for Management - Nature and scope, Role of Management Accounting, Differences with financial accounting. Analysis of Financial statement , Ratio Analysis - Profitability , Turnover and Solvency Ratios, Funds Flow and cash flow analysis.

UNIT –II: Definition, Scope, objectives and significance of cost accounting, its relationship with Financial accounting and management accounting ; Cost Objects, Cost centres and cost units; Elements of cost, Classification of costs; Job costing; Batch costing; contract costing, Responsibility costing

UNIT –III: Marginal Costing and Cost -Volume -Profit Analysis - Practical applications of Marginal Costing techniques , BEP analysis , P/V Ratio and their applications in solutions to business problems .

UNIT-IV: Budgeting and Budgeting Control - Flexible Budgets and cash Budgets , Capital Budgeting -Pay Back Period , NPV,IRR and ARR methods and their practical applications..

UNIT –V: Variance Analysis - Material and labor variances. Capacity Management - Capacity Planning, levels of activity, approaches to capacity determination and utilization, Guidelines on Capacity Determination. Transfer pricing.

Suggested Readings:

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JB Publishers and Distributors, New Delhi.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Anthony R, N. and Recee J.S. Management Accounting Principles, Homewood, Illinois, Richard D. Irwin, 1995.
5. Hansen & Mowen, Cost Management, Thomson Learning.
6. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delhi.
7. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.
8. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Organizational Behaviour

Paper Code: MBAC-105

Objective: The objective is to help student comprehend, perceive and understand group dynamics & Behavioural aspects in an organization. Develop decision making skills through case discussions.

Unit-I: Introduction to OB: Definition, Organization theories, Behavioural & contingency approach, Contemporary challenges and opportunities for OB, Developing an OB model.

Unit-II: Understanding and managing individual Behaviour: Individual differences and work Behaviour. Personality: Concept, theories, determinants, self-growth and inter-personal effectiveness, the Johari Window model, transactional analysis, ego states, life positions, transactions. Perception: Definition & process, factors influencing perception, perceptual defects. Learning: meaning, concept, theories, principles and Behavioural implications. Motivation: Meaning, types, Process and Content theories

Unit-III: Leadership: Concept, Meaning, Theories (Trait, Behavioural, Contingency), Styles, Skills.

Unit-IV: Organizational Conflicts: Nature, Levels of conflict, Transitions in Conflict thought, Sources of Conflict, Effect of Conflict, Model of Conflict, Reactions to Conflict, Managing conflict, Assertive Behaviour. Strategies for Conflict Resolution, Role of Conflict in organization.

Unit-V: Workplace Stress: Meaning, Nature, Causes, Consequences, Types, Physiological, Psychological Sources, Managing Stress at Work place, Coping strategies for Stress, Stress and Job Performance, Stress vulnerability, Approaches to stress Management, Role of Counseling in stress Management.

(Case Study is compulsory in all Units)

Suggested Readings:

1. Robbins, Stephen P., Organizational Behaviour, Prentice-Hall of India Pvt. Ltd., New Delhi, 2003, 10th ed.
2. Luthans, Fred, Organizational Behaviour, Irwin McGraw-Hill International edition, 8th ed.
3. Mehta, Anil and Chouhan, Bhumija, Organizational Behaviour, Ramesh Book Depot, Jaipur, 2010-11, MBA edition.
4. Greenberg, Jerald and Baron, Robert A., Behaviour in Organizations, Prentice-Hall of India Private Ltd., New Delhi, 2003, 8th ed.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Business Environment

Paper Code: MBAF-106

Objective: To familiarize the students with the Business Environment conditions prevailing in India and international and understand its implications to business.

Unit-I: Business Environment: Components and Significance – Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment, Dimensions of International Business Environment – Challenges.

Unit-II: Industrial Policy, Monetary Policy & Fiscal Policy, Exim Policy, Competition Act, FDI Policy, Public Sector in India, Small and Medium Enterprises

Unit-III: Indian Companies -Competitiveness, Changes and Challenges, Sustainable Development, Social Responsibilities, Emerging Trend in Indian Business Environment.

Unit-IV: Liberalization, Privatization and Globalization, International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Methods, International Trading Blocks – Their Objectives;

Unit-V: WTO Origin, Objectives, Organization Structure and Functioning – WTO and India. Prominent Economic Groupings and their relevance

(Case Study is compulsory in all Units)

Suggested Books:

1. Chidambaram, Indian Business Environment, Vikas, New Delhi
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi. Pandey G.N., Environmental Management, Vikas Publishing House..
4. Ghosh PK., Business Environment, Sultan Chand & Sons, New Delhi
5. Daniel John D and Redebough, Lee. H., International Business, Addison Wesley India
6. Saleem, Business Environment, Pearson, New Delhi.
7. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Business Communication

Paper Code: MBAE-107

Objective: The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activities and willing cooperation in the performance of their jobs.

Unit-I: Definition and process of Communication, Essentials of effective Communication, and Barriers to communication, Communication networks, Use of Grapevines

Unit-II: Public Speech- Composition, Principles, Interview- Preplanning of Interview, and Group Discussion- Qualities looked for in GD's, DO's and Don'ts of Group Discussion

Unit-III: Importance of Non Verbal Communication, Facial Expressions, Postures, Body Movement, Gestures, Eye Control. Listening – Listening Prices and Types, Difference between Listening and Hearing.

Unit-IV: Structure of Reports- Steps of writing reports, Importance and Functions of Job Application Letters, Preparation of Curriculum Vitae

Unit-V: Essentials of effective Business Correspondence, Structure of Business Letter, Types of Business letter.

Suggested Readings:

1. Lesikar R.V. Basic Business Communication- Theory and Application –Tata McGraw hill 10th Edition
2. Sharma RC, Mohan Krishna- Business Correspondence and Report Writing- Tata McGraw Hill 3rd Edition
3. Rodrigues MV, Effective Business Communication, Concept Publication , New Delhi

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -2- 0

External Marks: 50
External Practical: 50
Time Allowed: 3 Hours

Fundamental of Computer & E-commerce

Paper Code: MBAE-108

Objectives: The objective of the course is to acquaint the students with computers and concepts of E-Commerce.

UNIT-I: Computer fundamentals: An introduction; Elements of Computer system; Generations of Computers, Computer languages; Compiler, Interpreter and Assembler, Number system, Components of systems: - Input-Output devices,

UNIT-II: Types of Memory. An Introduction to Operating System, Hardware and software, Computer Network: Analog and Digital Signals, Band width, Network Topology, Network Applications.

UNIT-III: Introduction to MS- Office: - MS-Word, MS-Excel, MS-Power Point and MS-Access.

UNIT-IV: Introduction to E-Commerce, Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer.

UNIT-V: Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems. Inter-organizational commerce & intra-organizational commerce, EDI, value-added network, digital library.

Suggested Readings:

1. Kienam : Managing Your E-Commerce Business, Prentice Hall of India, N. Delhi.
2. Kosiur: Understanding E—Commerce, Prentice Hall of India, N. Delhi.
3. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
4. Schneider P. Grey, Perry T. James: E—Commerce, Thomson Learning, Bombay.
5. Shurety : E-business with Net Commerce (with CD), Addison Wesley.
6. Napier: Creating a Winning E-business, Vikas Publishing House, New Delhi.
7. Didar Singh: E-Commerce for Manager, Vikas Publishing House, New Delhi.
8. Whitely David: Electronic Commerce, TMH, N Delhi.
9. Bharat Bhasker : Electronic Commerce -Framework, technologies and Applications - TMH Publications

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks

First Year Second Semester

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Management Science

Paper Code: MBAC-201

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

UNIT-I: Management Science - Basic concepts and its role in decision- making. Linear programming - meaning, scope, and assumptions, formulation of linear programming problem, solution by graphical, and simplex methods, sensitivity analysis, and Integer programming.

UNIT-II: Theory of Games: Introduction – Minimax and maximin – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games.

UNIT-III: Transportation and Assignment Problems - Formulation of a Transportation Problems, Initial Basic Feasible Solution: North West Corner Method, Least Cost Method, and Vogel's Approximation Method. Optimality Test: Modified Distribution (MODI) Method and Stepping Stone Method. Assignment Problem: Solution of Assignment problem by Hungarian Method, Special Cases of Assignment: Maximization, Unbalanced Assignment.

UNIT-IV: PERT & CPM - Program Evaluation and Review Technique (PERT)/Critical Path Method (CPM) Networks, Network Analysis - Determination of Critical Path, Calculation of Floats. Resource analysis and Allocation: time-cost trade-off, resource leveling. PERT: planning and scheduling project costs. Applications and importance of PERT/CPM in business decision making Difference between PERT and CPM.

UNIT-V: Waiting Lines - Introduction, Single channel Poisson arrivals exponential service times, Multichannel Poisson arrivals exponential service times with infinite population single channel Poisson arrivals.

Suggested Reading:

1. N.D. Vohra: Quantitative Techniques in Management, Tata McGraw Hill, 2001.
2. Sharma, J.K.: Operations Research: Theory and Applications, New Delhi, Macmillian India Ltd., 1997.
3. Budnik, Frank S. Dennis Meleavey, Reichard: Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
4. Gould, F.J. etc.: Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
5. Mathur, K and Solow, D.: Management Science, Englewood, New Jersey, Prentice Hall Inc. 1994.
6. Narang A.S.: Linear Programming Decision-Making. New Delhi, Sultan Chand, 1995.
7. Taha, H.A.: Operations Research – An Introduction, New York, Macmillan, 1989.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Marketing Management

Paper Code: MBAC-202

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

Unit-I: Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Elements of Marketing - Needs, Wants, Demands, Customer, Markets and Marketers; Marketing Vs. Selling, Consumer Markets and Industrial Markets. Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment , Assessing market opportunities - selecting target consumers; Consumer and Organization Buyer Behaviour; Marketing Information System and Marketing Research, Strategic Marketing Planning. Demand forecasting.

Unit-II: Market Segmentation And Positioning: Segmenting the Market, Benefits/Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Bases for Segmentation, Market Targeting, Product Positioning, Differentiating the Product, Product Positioning Strategy.

Unit-III: Product and Pricing Decisions: Product Concept; Types of Products; Product Levels; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.

Unit-IV: Promotion and Distribution Decisions: Communication Process; Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion, Direct Marketing; Emerging Channels of Distribution, Distribution Channel Decisions-Types and Functions of Intermediaries; Channel Design; Selection and Management of Intermediaries.

Unit-V: Contemporary and Emerging Issues in Marketing: Marketing of Rural and Tribal Products, Social Marketing; Direct Marketing; Online Marketing, Green Marketing, Viral Marketing

(Case Study is compulsory in all Units)

Suggested Reading:

1. Kotler, P., Keller, K L., Koshy, A., and Jha, M., "Marketing Management", Pearson Education.
2. Ramaswamy & Namakumari. "Marketing Management", Macmillan Publication, New Delhi
3. Michael Levy & Dhruv Grewal "Marketing" Tata McGraw Hill, New Delhi.
4. Rajiv Lal, John A. Quelch, V.Kasturi Rangan, "Marketing Management: Text and Cases", Tata McGraw Hill Publication, New Delhi.
5. Etzel, Walker, Stanton, Pandit: "Marketing" McGraw Hill
6. Sherlakar, S.A. "Marketing Management", Himalaya Publishing House, New Delhi.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Human Resource Management

Paper Code: MBAC-203

Objectives: The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

Unit I: Introduction to HRM: Meaning, objectives, need, HRM vs. Personnel management, Roles of HR manager, Principles of effective HRM, Challenges for HR managers, HRM environment in India, HRD- Meaning ,Philosophy

Unit II: Human Resource Planning, Process of HRP, Job analysis: Job description & Job specification, Job Design (Methods), Recruitment & Selection: Sources, methods and techniques of recruitment and selection, Interviews and types, Induction and socialization, Employee Promotion & Separation: Promotion, Demotion, Transfer, Separation

Unit III: Training and Development, Methods of Training, Performance Management and Appraisal, Methods of Performance Appraisal, Career Management & Talent Management (concept & practices), Job Evaluation, Methods of Job Evaluation

Unit IV: Employee Compensation: Compensation, Rewards, Benefits, Perquisites, Wage Levels & Wage Structures, Wage determination Process, Factors Influencing Wage & Salary Structure & Administration, Process of determination of compensation. Grievance Handling

Unit-V: Industrial Relation, Trade Unions and their role, Equal Employment Opportunity, Employee Health, safety and Security, Work Place Hazards and its remedies, E-HRM, Role and Implications

(Case Study is compulsory in all Units)

Suggested Reading:

1. Gupta, C.B., Human resource management, Sultan Chand & Sons, New Delhi, 2005, 6thed.
2. Aswathappa, K., Human resource and personnel management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2002, 3rd ed.
3. DeCenzo, David A. and Robbins, Stephen P., Personnel/Human resource management, Prentice-Hall of India Pvt. Ltd., New Delhi, 1995.
4. Ivancevich, John M., Human Resource Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008, 10th ed.
5. Monappa, Arun and Saiyadain, Mirza S., Personnel management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998, 2nd ed.
6. Rao, P. Subba, Essentials of human resource management and industrial relations Text Cases and Games, Himalaya Publishing House, Mumbai, 2005.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Financial Management

Paper Code: MBAC-204

Objective: The purpose of this paper is to acquaint the students with the broad framework of financial decisions – making in business units.

Unit-I: Introduction: Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

Unit-II: Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage along with implications; EBIT-EPS Analysis & Indifference Points.

Unit- III: Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Unit-IV: Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter’s Model, Gordon’s Model and Modigliani Miller Model; Factors affecting dividend decision.

Unit-V: Working Capital Decision: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Introduction to Working Capital Financing.

(Case Study is compulsory in all Units)

Suggested Readings:

1. Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)
2. Van Horne - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
3. Knott G - Financial Management (Palgrave, 2004)
4. Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
5. Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
6. R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
7. Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)
8. Ravi M. Kishor - Financial Management (Taxmann, 1st Ed.).
9. Damodaran – Corporate Finance –Theory & Practice (Wiley, 1st Ed.)

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Production and Operations Management

Paper Code: MBAC-205

Objective: The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operation through layout engineering and quality management etc.: Effective and effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

UNIT-I: Nature and Scope of Production and Operations Management; Types of production systems: Project, Job, Batch & Mass production systems; Facility Location-Importance,

UNIT-II: Location and Facilities Analysis: Factors in Location Analysis, Location Analysis Techniques; Facility Layout - Objectives, Advantages, Basic Types of Layouts; Material Handling: Principles & Equipment

UNIT-III: Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning; Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling; Maintenance Management.

UNIT-IV: Work Study and inventory management: Work Study: Method Study and Work Measurement; Inventory Management: objectives, Factors, Process, Inventory system: Fixed order quantity system; EOQ models, safety stock, ABC, and Just-in-Time (JIT) model.

UNIT-V: Statistical Quality Control, Acceptance Sampling, Total Quality Management; Quality Assurance

(Case Study is compulsory in all Units)

Suggested Readings:

1. Admn, E. E. & Ebert, R.J. : Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India 1995.
2. Chary, S.N. : Production and Operations Management, New Delhi, Tata McGraw Hill, 2ndEdition
3. Ashwathapa: Production and Operations Management, Himalaya Publishing House.
4. Dobler, Conald W and Lee, Lamar : Purchasing and Materials Management, New York, McGraw Hill, 1984.
5. Chunawalla & Patel : Production and Operations Management, Himalaya Publishing House,
6. Nair, N.G.: Production and operations management, 5th edition 2007, TMH

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Business Research Methodology

Paper Code: MBAF-206

Objective: The aim of this paper is to equip the students with the know how's of research methodology and to acquaint them with statistical tests and research survey processes.

Unit-I: Introduction to Business Research: Meaning, Definition, Characteristic, Objectives and Significance of Research in Business;, Different Approaches to Research, Types of Business Research, The Research Process, Role of Research in Management,

Unit-II: Research Problem, Hypothesis Formulation and Design: Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation).

Unit III: Sampling Design and Measurement Techniques: The Sampling and sampling methods; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.

Unit-IV: Collection and Analysis of Data: Primary and secondary sources of data Processing of Research Data – Editing, Coding, Classification and Tabulation. Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics – law of large number and central limit theorem; sampling distribution and their characteristics, Hypothesis testing; large and small sample tests; chi-square and other non-parametric tests.

Unit V: Business Research Report: Importance of the Report & Presentation; Business Report Format; Contents, Report format, and Oral Presentation; Research and Business Decision Making. Use of SPSS and other software in Business Research

(Case Study is compulsory in all Units)

Suggested Readings:

1. Cooper and Schindler; 'Business Research Methods'; Tata Mc Graw Hill.
2. Saunders; 'Research Methods for Business students'; Pearson Education.
3. R. Panneer Selvam; ' Research Methodology'; Prentice Hall of India,
4. Gravetter; 'Research Method for Behaviourial Sciences'; Cengage Learning.
5. G.C. Beri; 'Marketing Research'; Tata Mc Graw Hill.
6. C. R. Kothari; 'Research Methodology'; New Age International Publishers.
7. J K Sharma; Business Statistics, Pearson Education 4th Edition, Vikas Publications.
8. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th edition, Pearson.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks

**L-T-P
4 -1- 0**

**External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours**

Paper Code: MBAOE-207

Open Elective: Each student will opt as an open elective from the pool of open elective courses to be decided by the University CBCS board.

Second Year

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Strategic Management

Paper Code: MBAC-301

Objective: To familiarize the students with the concepts, tools and techniques of Strategic Management so as to make them a competent problem-solver in the time of market twist and turn.

Unit-I: Corporate Planning: Basic Concept of Strategic Management, Concept of Strategy; Vision, Mission, Goals and Objectives; Long-range, Medium-range and Short-range planning. Planning pitfalls. Strategic Decision Making, Mintzberg's 5Ps of Strategy; Corporate, Business and Functional Levels of strategy, Strategic Management Process, Corporate Governance, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

Unit-II: Strategic Analysis: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Concept of Value Chain, Porter's Generic Strategies; Strategies for Competing in Global Markets.

Unit-III: Strategy Formulation: SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Grand Strategies Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, BCG Model, GE 9 Cell Matrix, Porter's Five Force Model and Porter's Diamond Model, Ansoff Market Expansion Grid.

Unit-IV: Strategy Implementation: The nature of strategic implementation resource allocation – Strategy and structure – Creating – Supportive culture – Implementing strategies in functional areas.

UNIT-V: Strategy Evaluation and Control: The nature of strategy evaluation –Review and Control–Characteristics of effective evaluation systems – Criteria for strategy control – Mechanism for Strategic control.

(Case Study is compulsory in all Units)

Suggested Readings:

1. Azar Kazmi: Strategic Management & Business Policy, , Tata McGraw Hill, 3rd Ed. 2009.
2. Fred R. David: Strategic Management, Concepts & Cases, , Pearson Education, 9th Ed. 2005.
3. Competitive Advantage, Michael E. Porter, Free Press.
4. V. P. Michael Globalization, liberalization and strategic Management, Himalaya Publishing House.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Business Legislation

Paper Code: MBAC-302

Objective: The course is aimed at equipping the students with the Legal Know How's of the Business and various legal Business Proceedings.

UNIT-I: The Indian Contract Act, 1872: (a) Contract – meaning, characteristics and Types .(b) Essentials of valid contract – Offer and acceptance, consideration, contractual capacity, free consent, legality of objects .(c) Void agreement.(d) Discharge of contract – modes of discharge including breach and its remedies.

UNIT-II: (a) Contingent contracts. (b) Quasi – contracts .(c) Contract of Indemnity and Guarantee.(d) Contract of Agency.

UNIT- III: Indian Sale of Goods Act, 1930: (a) Contract of Sale, meaning and difference between sale and agreement to sell. (b) Conditions and warranties. (c) Transfer of ownership in goods including sale by non-owners.

UNIT- IV: Consumer Protection Act, 1986: Salient features; Definition of consumer Grievance redressal machinery. Foreign exchange management Act 2000: Definition and main provisions

UNIT- V: Workmen's Compensation Act, 1923: Definition : Dependent , Employer , Partial and total Disablement , Workmen ,Injury , Accident , payment of Compensation , Contracting , Commissioner .

Suggested Readings:

1. Garg, Saxena, Sharma & Chawla: Mercantile Law; Kalyani Publishers, Ludhiana
2. Shukla & Sahai: Business Law, Sahitya Bhawan Publications, Agra (Hindi)
3. V. M. Bajjal: Commercial Law, PPB, Allahabad (Hindi & English)
4. Pillai & Bagavathi: Business Law; S. Chand & Co. Ltd., New Delhi
5. Gulshan & Kapoor: Business Law; New Age International (P) Ltd., New Delhi
6. Maheshwari & Maheshwari: Business Law, Himalaya Publishing House, Mumbai

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

Total Credit

5

L-T-P

0 -0- 0

External Marks: 50

Internal Marks: 50*

Summer Training Report

Paper Code: MBAC-303

Objective: It gives an opportunity to observe and feel the working environment of industries. Learning by observing and doing is the main objective of Summer Vacation Training (SVT). Exposure to real work life experiences helps to develop the application part of the class room teaching.

Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training of 8 weeks duration. The Summer Training Report prepared after the completion of SVT shall be assessed in this Semester as a compulsory course. The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

- * *Internal evaluation will be based on seminar presentation by the student on Summer Vacation Training (SVT) before a Committee of the faculty members to be constituted by Chairperson of the Department.*

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Entrepreneurship Development

Paper Code: MBAC-401

Objectives:- The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Unit-I: Entrepreneur: Meaning of Entrepreneur; Functions of an Entrepreneur, Types of entrepreneur. Concept of Entrepreneurship; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business. Stages in entrepreneurial process.

Unit-II: Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative problem solving: Heuristics, Brainstorming, Synectics, Value Analysis.

Unit-II: Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Final project report with feasibility study, Economic, Technical, Financial and Managerial Feasibility of Project. Preparing a model project report for starting a new venture.

Unit-IV: Business Creation: Methods and procedures to start and expand one's own business. Managing growth: Using external parties to help grow a business, franchising, advantages and limitations, investing in a franchise, joint ventures- types, Acquisitions and mergers.

Unit-V: Entrepreneurship Development Programmes; Role of government and various institutions in developing entrepreneurship in India (A brief description only). Women Entrepreneurs in India.

Suggested Reading:

1. Desai, A.N.: "Entrepreneur & Environment". 1990. Ashish, New Delhi.
2. Drucker, Peter : "Innovation and Entrepreneurship", 1985 Heinemann, London.
3. Pareek, Udai and Venkateswara Rao, T.: "Developing Entrepreneurship - A Handbook on Learning Systems", 1978, Learning Systems, Delhi.
4. Shankar, Raj: "Entrepreneurship", Tata McGraw Hill Education Private Limited, New Delhi
5. Desai, Vasant: "Dynamics of Entrepreneurship Development & Management", Himalaya Publishing House.

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

Total Credit

5

L-T-P

0 -0- 0

External Marks: 100

Research Project

Paper Code: MBAC-402

The topic of the Project Report (Code MBAC-402) shall be finalized in 3rd semester by a Committee of the faculty members to be constituted by Chairperson of the department after presentation by candidate before the Committee.

Total Credit

3

L-T-P

0 -0- 0

External Marks: 50

**Comprehensive Viva-Voce
(Including viva-voce of research project)**

Paper Code: MBAC-403

Specialisation

Finance

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Management of Financial Institutions

Paper Code: MBAFNC-311

Objective: The objective of this course is to make the candidates aware about the financial systems prevalent in India and the role of Institution in the financial system.

Course Contents:

- UNIT-I:** Financial System: Nature, structure, role and functions of a financial system. Key elements of a well-functioning financial system; Status and objectives, reforms and recent developments in Indian Financial System.
- UNIT-II:** RBI- functions and working, functions of NABARD, structure of Indian banking system, objectives functions, performance of commercial banks. Regional Rural Banks and Cooperative Banks.
- UNIT-III:** Assets- liability Management in Banks. Operational policies and performance of Finance Companies, Development finance institutions: ICICI, IDBI, IFCI, IIBI, SFCs, SIDBI; Non-banking finance companies, Housing finance companies.
- UNIT-IV:** Indian Securities Market: Stock Exchanges, New Issue Market, Role of SEBI Recent Developments in Indian financial security market; Mutual Funds; Depository System.
- UNIT-V:** An overview of Insurance Institutions in India. Money Market: Meaning, Significance, types; Call money market, Treasury Bills Market. Commercial Bills Market, Commercial Papers

Suggested Readings:

1. Meera Sharma, 'Management of Financial Institutions' Prentice Hall of India, 2008.
2. Bhole L. M 'Financial institutions and Markets' Tata McGraw Hills,2008.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education, 2008.
4. John C. Hull, 'Risk Management and Financial Institutions", Tata McGraw Hills. 2009.
5. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.
6. Khan M. Y. ' Indian Financial System' Tata McGraw Hills

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Security Analysis and Investment Management

Paper Code: MBAFNC-312

Objectives: The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis.

Course Contents:

UNIT-I: Capital Investment Process. Types of investment alternatives: Security and Non – security forms of investment; real estate investment; investment instruments of the money market. Objectives of security analysis.

UNIT-II: Operations of Indian Stock Market; SEBI's Guidelines regarding stock market. New Issue Market; Listing of Securities, OTCEI. Mechanics of investing in Securities.

UNIT-III: Basic valuation model, valuation of Bonds/Debentures, YTM, Bond Duration. Valuation of Preference Shares, Valuation of Ordinary Shares. Other approaches to valuation of shares.

UNIT-IV: Phases of Security Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis Theory.

UNIT-V: Analysis of Risk and Return of Securities. Recent developments in the Indian stock market

Suggested Readings:

1. Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
2. Raman Investment; Principles and Techniques, Vikas Publishing House, New Delhi.
3. Fischer, Donald E. And Jordan, Ronald J. : Security Analysis and Portfolio Management. Prentice Hall of India, New Delhi.
4. Fuller, Russell J. and Farrell, James L: Modern Investment and Security Analysis. New York, McGraw Hill.
5. Alexander, Gordon J. and Bailey, Jeffery V.: Investment Analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
6. Kevin S.: Security Analysis and Portfolio Management, PHI, New Delhi.
7. Chandra Prasanna : Investment Management, Tata McGraw Hills

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Working Capital Management

Paper Code: MBAFNC-313

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

Course Contents:

- UNIT-I:** Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements.
- UNIT-II:** Management of Cash -Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flows. Types of Collection Systems. Cash Concentration Strategies, Disbursement tools, Investment in Marketable Securities; Forecasting Cash Flows;
- UNIT-III:** Measures and Management of Corporate Liquidity, Determining the Optimum Level of Cash Balances – Baumol Model, Beranek Model, Miller—Or Model, Stone Model.
- UNIT-IV:** Receivable Management: Determining the appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision of analysis.
- UNIT-V:** Inventory Management: kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models. Short-term financing: Types of Short term Financing.

Suggested Readings:

1. Bhalla, I V K, : Working Capital Management, Text and Cases, 4th ed. Delhi, Anmol, 2001.
2. Hampton J. J. and C. L. Wagner Working Capital Management, John Wiley & Sons, 1989.
3. Mannes, T.S. and J.T. Zietlow: Short-term Financial Management, West Pub. Co., 1993.
4. Scherr, F.C. Modern Working Capital Management, Prentice Hall, 1989.
5. Smith, Keith V. and G. W. Gallinger: Readings on Short- term Financial Management 3rd ed., West Pub. Co., 1988.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Financial Decisions Analysis

Paper Code: MBAFNC-314

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

Course Contents:

UNIT-I: Nature of long term financial decisions: investment, financing and dividend decisions; their linkages, Value Maximization, objectives. Valuation of a firm's stock: methods of valuation.

UNIT-II: Investment Decision: Project evaluation under risk and uncertainty, measuring risk in capital budgeting: Conventional and Modern techniques, evaluating projects in CAPM context. Decision Tree Analysis, Analysis of Non-Financial aspects

UNIT-III: Financing Decisions: theory of capital structure, effects of taxes, bankruptcy cost and agency cost. Financial signaling and Capital structure decisions. Dividend Decisions: Dividend payout as residual decision, irrelevance of dividends, taxes, managerial consideration, other factors, stock dividends and stock splits, Repurchase of stock.

UNIT-IV: Lease Financing: Forms of lease financing, accounting and tax treatment of lease, lease vs. buy-break-even lease rentals, other consideration in leasing. Option Financing: Introduction, nature, types of option factors determining option values, option model (BS), equity as a call option. Warrants: nature, features, valuation, motives for issuing warrants, convertible securities, features, valuation, motives for issuing warrants, convertible securities.

UNIT-V: Corporate restructuring: introduction and various forms of restructuring, Merger and Acquisitions: features, reasons, legal and procedural aspect of merger, tax consideration, benefits and cost aspects, Negotiation techniques, other corporate restructuring. Financial Distress: Introduction, prediction of financial distress, voluntary settlement, liquidation nature, types of costs.

Suggested Readings:

1. Bierman, Harold. Lease Vs. : Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Ins., 1982.
2. Prasana Chandra: Financial Management
3. Pandey I.M: Financial Management
4. Van Home, James C. : Financial Management and Policy, Englewood Cliffs, New Jersey. Prentice Hall of India, i990
5. Sapiro, Edverd, Financial Decision Analysis.
6. Ravi. M. Kishore: Financial Management.
7. Copeland and Thomas: Financial Theory and Corporate Policy.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Financial Derivatives

Paper Code: MBAFNC-411

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

Course Contents:

- UNIT-I:** Financial Derivatives – An Introduction. Financial Future contracting: nature and types of Future Contracts, History of future financial markets, traders in future markets, uses of future contracts, growth of future markets.
- UNIT-II:** Future markets Trading: Trading Mechanism in future and forward markets, Pricing of Future Contracts, Spreads, the clearing house, regulation future markets.
- UNIT-III:** Hedging Strategies Using Futures: Devising a hedging Strategy, short term interest rate futures, long term interest rate futures, Stock Index Futures.
- UNIT-IV:** Foreign Currency Futures: Introduction Foreign Currency markets, foreign exchange rates, forward foreign exchange markets, pricing of currency forwards and futures.
- UNIT-V:** Swap markets: types of Swaps, hedging with Swaps Option Markets; Mechanics of Option Markets, Option pricing Models, currency option markets, trading with option, hedging with option.

Suggested Reading:

1. Bhalla, V. K.: Investment Management; Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001.
2. Financial Derivatives: Delhi, S. Chand, 2001.
3. S.L Gupta:Financial Derivatives
4. Huang, Stanley S.C. and Randall, Maury R. : Investment analysis and Management, London, Allyn and Bacon, 1987.
5. Hull, John C.: Options, Futures and Other Derivative Securities 2nd ed., New Delhi, Prentice Hall of India, 1996.
6. Sharpe, William F. etc. : Investment, New Delhi, Prentice Hall of India, 1997.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Project Management

Paper Code: MBAFNC-412

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

Course Contents:

- UNIT-I:** Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties;
- UNIT-II:** Market and Demand Analysis; Technical Analysis; Financial Estimates and Projections; Financing of Projects; Investment Criteria.
- UNIT-III:** Analysis of Project Risk: Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints;
- UNIT-IV:** Network Techniques for Project Management; Project Review and Administrative Aspects; Assessment of the Tax Burden;
- UNIT-V:** Environment Appraisal of Projects; Human aspects of Project Management. Project Financing: BOT, PPP and consortium financing.

Suggested Reading

1. W. Ahuja, G.K. & Gupta, Ravi: Systematic Approach to Income Tax, Allahabd, Bharat Law Hose, 1997.
2. Bhalla, V.K.: Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998.
3. Chandra, Prasanna: Projects: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
4. Dhankar, Raj S.: Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Portfolio Management

Paper Code: MBAFNC-413

Objective: The objective of this course is to impart the knowledge to candidate regarding the theory and practice of Portfolio Management.

Course Contents:

- UNIT-I:** Introduction to Portfolio Management, Portfolio Construction Process: Traditional and Modern approaches.
- UNIT-II:** Markowitz Portfolio Theory: Assumptions, Explanation and Limitations Efficient Frontier; Meaning, Construction and Investors Utility. Efficient Frontier (i) Risk- free and (ii) Risky Lending and Borrowing, Leveraged
- UNIT-III:** Sharpe Single Index Model: assumptions, explanation and limitations. Capital Asset Pricing Model (CAPM): assumptions, explanation and limitations. Portfolio and Market Portfolio. Security Market Line, Capital Market Line, Characteristic Line
- UNIT-IV:** Arbitrage Pricing Theory: assumptions, explanation and limitations.
- UNIT-V:** Portfolio Revision- Meaning, Need and Constraints. Formula Plans: meaning and types. Portfolio Performance Evaluation: Meaning and Measures, Sharpe, Treynor, Jenson and Fama measures. Portfolio management Strategies,

Suggested Readings:

1. Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
2. Fisher, Donald E. and Jordan, Ronald J. : Security Analysis and Portfolio Management, PHI of India, New Delhi.
3. Sharpe, William F. etc: Investment, PHI of India 1997, New Delhi.
4. Francis, JC. Investment Analysis and Management Kevin: Portfolio Management, Prentice Hall of India, New Delhi

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Management of Financial Services

Paper Code: MBAFNC-414

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.

Course Contents

UNIT-I: Financial Services: Meaning, Nature and Types. Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India.

UNIT-II: Hire Purchase Finance and Consumer Credit: Conceptual Framework; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit. Housing Finance: Introduction, NHB's Housing Finance Companies Directions, Prudential Norms, and Housing Finance Schemes.

UNIT-III: Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions. Credit Cards: Concept and Significance; Types of Credit Cards, Credit Card Business in India.

UNIT-IV: Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building. Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; Advantages; The Present Scenario. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.

UNIT-V: Depository system: concept, depository participants, functions of depository system; benefits of depository, Depository system in India. Venture Capital: Meaning, Eligibility, Modes of Financing. Role and Functions of Merchant Bankers

Suggested Reading:

1. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001.
2. Gordan, E and K. Natrajan: Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
3. Meidan, Arthur Brennet, M.: Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.
4. Kim, Suk and Kim, Seung: Global Corporate Finance: Text and cases, 2nd ed., Miami Florida, Kotb, 1993.
5. Shashi. K. Gupta: Management of Financial Services.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

Specialisation Marketing

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Consumer Behaviour

Paper Code: MBAMC-321

Objectives: This course primarily aims at sensitizing towards Behaviour that consumers display prior to, during and after purchase. The same is of utmost importance for the budding managers to understand as all the modern day corporate policies, directly or indirectly are framed keeping in mind the ultimate customers.

Course Contents:

UNIT-I: The Field of Consumer Behaviour- Meaning, Nature and Scope, Historical Development, Contributing Disciplines and Consumer Behaviour and Marketing Strategy.

UNIT-II: Consumer Involvement and Decision Making- A detailed framework for consumer decision making process and its marketing implications.

UNIT-III: Internal Influences on Consumer Behaviour- The Concept of Motivation and Its Marketing Implications; Concept of Personality and Its Marketing Implications; The Concept of Perception and Its Marketing Implications; The Concept of Learning and Its Marketing Implications; Attitude Formation and Change

UNIT-IV: External Influences on Consumer Behaviour Cultural, Sub-Cultural and Social Class Influences on Consumer Behaviour; Reference Groups and Their Influence on Consumer Behaviour; Family Influence on Consumer Behaviour; Opinion Leadership and Its Influence on Consumer Behaviour; Consumer Influence and Diffusion of Innovation

UNIT-V: Consumerism: Introduction, Reasons behind rise of consumerism, The Indian Consumer, Consumerism in India, the Consumer Protection Act, 1986.

Suggested Readings

1. Schiffman, L and L Kanuk, Consumer Behaviour, Prentice Hall, 10th Edition.
2. Blythe J, The Essence of Consumer Behaviour, Prentice Hall, Revised Edition.
3. Blackwell, R.D, Miniard, P.W and J F Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd., 3rd Indian Reprint.
4. Louden and A Della, Consumer Behaviour, Tata McGraw Hill Publications, 2010.
5. Peter, J. P and J.C Olson, Consumer Behaviour and Marketing Strategy, Mc Graw Hill, 2009.
6. Henderson, S, Consumer Behaviour in theory and in Action, John Wiley and Sons.
7. Assael, H, Consumer Behaviour- A Strategic Approach, Houghton Mifflin, 2004.
8. Journal of Consumer Behaviour, John Wiley and Sons Ltd.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Retail Management

Paper Code: MBAMC-322

Objective: This nascent area vows to dominate the arena of consumer exchange with a glorious pace. The paper aims to equip the participants with the needful academic package so as to make them truly conversant with the dynamics of retail marketing.

UNIT-I: An Introduction to Retailing: Retailing- Meaning, Scope and importance of retailing in the economy. Retailer's role in the distribution channel, functions performed by retailers, types of retailers, non-store retail formats, services retailing, Types of ownership.

UNIT-II: Store Layout and Floor Management: Principles of store layout, Types of design, Grid Layout, Race track layout, Free form layout, Feature areas, End caps, Promotional aisle, Free standing fixtures and Mannequins, Windows. Types of displays.

UNIT-III: Merchandise Presentation Techniques: Location of Departments, Location of Merchandise within departments, Idea oriented presentation, Style oriented presentation, Colour presentation, Price lining, Visual merchandising, Frontal presentation, Fixtures.

UNIT-IV: Retail Pricing Strategy: External factors affecting a retail price strategy, Developing a retail price strategy, Retail objectives and pricing, Broad pricing policy, Price strategy, Implementation of price strategy, Price adjustments.

UNIT-V: Retail Communications: Using communication programmes to develop brands and build customer loyalty, Methods of communicating with customers, Planning the retail communication process.

Suggested Readings:

1. Berman Barry, Evans Joel R, Mini Mathur.: "Retail Management A Strategic Approach", Pearson
2. Chetan Bajaj, Rajnish Tuli, Nidhi Srivastava: "Retail Management", Oxford
3. Piyush Kumar Sinha, Dwarika Prasad Uniyal: Managing Retailing, Oxford
4. Srimi. R. Srinivasan: Strategic Retail Management, Biztantra
5. Levy, Weitz: Retail Management.
6. Gilbert David: Retail Management.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Marketing Research

Paper Code: MBAMC-323

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

Course Contents:

- UNIT-I:** Introduction to Marketing Research, Importance, nature and scope of marketing research; marketing information system and marketing research; Marketing research process, Ethical issues in MR.
- UNIT-II:** Problem Identification and Research Design: Problem identification and definition: Development of a research proposal: Types of research designs.
- UNIT-III:** Data Resource: Secondary data sources and usage; Online data sources; Primary data collection methods - Questioning techniques, online surveys, observation method; Questionnaire preparation. Attitude measurement and scaling techniques - elementary introduction to measurement scales.
- UNIT-IV:** Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection: Organization of field work and survey errors - Sampling and non - sampling errors.
- UNIT-V:** Data Analysis: Hypothesis testing, tests of significance (Parametric & non - parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation. Marketing Research Applications: Product research; Advertising research; Sales and Market research.

Suggested Readings:

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

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Advertising Management

Paper Code: MBAMC-324

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

Course Contents:

UNIT-I: Advertising: concepts, types, forms and importance. Role of advertising in the marketing process: Legal, ethical and social aspects of advertising; Stimulation of primary and selective demand - Advertising planning and objective setting; Dagmar approach.

UNIT-II: Determination of target audience; Building of advertising programme - message, headlines, copy, logo, illustration, appeal, layout; campaign planning.

UNIT-III: Media planning and selection - concepts of reach, frequency, continuity, and selectivity - measures of media cost efficiency - media (readership / viewership) research.

UNIT-IV: Budgeting- establishment and allocation, budgeting approaches., Measuring the effectiveness of the promotional program- Market testing, pre testing, post testing, laboratory tests, field tests,

UNIT-V: Advertising agency; types, functions and structure of advertising agency, Advertising and consumer behaviour: Integrated marketing communications, advertising in multicultural environment

Suggested Readings:

1. Belch, George E and Belch, Michael A.: Introduction to Advertising and Promotion, 3rd ed, Chicago, Irwin, 2002.
2. Arens and Bovee : Contemporary Advertising, Irwin, 1995.
3. Sandage and Fryberger : Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management, 4th ed., New Delhi, prentice Hall of India, 2002.
5. O, Guinn: Advertising & Integrated Brand Production, Vikas Publishing House, New Delhi.
6. Kleppner, Otto: Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Wells, William, Burnett, Johan & Moriarty Sandara, PHI, 2002.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

International Marketing

Paper Code: MBAMC-421

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

Course Contents:

- UNIT-I:** International Marketing: Definitions, nature, scope and benefits; reasons and motivations underlying International Trade and International Business; Process of International Marketing; Domestic Marketing versus International Marketing, basic modes for entry; International.
- UNIT-II:** Marketing Environment; Factors influencing International market selection and segmentation, Selection strategies. International Marketing Planning and Control. International Marketing Mix.
- UNIT-III:** International product policy and planning: International product mix, Product life cycle, product standardization and adaptation, and organization of product warranties and services. Branding, labeling, packaging, International pricing policies, the process of price setting, pricing decisions, information for pricing decisions. Terms of payment in international transactions, dumping, counter trade, transfer pricing and grey marketing.
- UNIT-IV:** International Advertising: International advertising strategy, elements of advertising strategy, media strategy. International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.
- UNIT-V:** Emerging issues in international marketing: Global e-marketing-The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, the information and communication technology.

Suggested Reading

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Simon Majaro: International Marketing.
3. John, Fayerweather: International Marketing.
4. R. L. Varshney and B. Bhattacharya: International Marketing; Sultan Chand Publication, N. Delhi.
5. Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N. Delhi.
6. Rakesh Mohan Joshi: International Marketing, Oxford University Press.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Services Marketing

Paper Code: MBAMC-422

Objective: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

UNIT I: Introduction to Services Marketing: Meaning and Nature of Services Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.

UNIT II: Understanding Consumer Behavior in Services; Consumer Decision Making in Services, Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, SERVQUAL, House of Quality , GAPs Model; Service Recovery.

UNIT III: Services Marketing Mix: Service Positioning, Services Design and Development; Service Blueprinting; Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.

UNIT IV: Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

UNIT V: 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. Zeithaml, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill, 4th Special Indian Edition.
2. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning, Indian Edition.
3. Lovelock, Christopher, Services Marketing, Pearson Education, 7th Edition.
4. Woodruff, H.E, Services marketing, Longman Group.
5. Payne, D, The Essence of Services Marketing, Prentice Hall of India.
6. Verma, Harsh V, Services Marketing- Text and Cases, Pearson Education.
7. Kotler, Philip and Gary Armstrong, Principles of Marketing, Prentice Hall of India.
8. Journal of Services Marketing, Emerald Publications

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Strategic Marketing

Paper Code: MBAMC-423

Objectives: This course primarily aims at enabling the students to develop analytical skills in the formulation and implementation of market driven strategies for an organisation.

Course Contents

UNIT-I: The Field of Strategic Marketing: Meaning, Nature and Historical Perspective, Strategic Marketing v/s Marketing Management, Process and Future of Strategic Marketing.

UNIT-II: Strategic Analysis: Customer Analysis- Process and a Study of Key Factors Pertaining to the Analysis of Individual Customers and Organisational Customers. Competitor Analysis- Rationale and Process. Types of Competitors- Market Leaders, Market Challengers, Market Followers and Market Nichers. An Overview of the Strategic Options Available to Various Types of Competitors. Market Analysis- Dimensions and Process. Internal Analysis- An Overview of Various Financial and Non-Financial Techniques. Shareholder Value Analysis.

UNIT-III: An Overview of Alternative Strategies: Generic Strategies- Cost Leadership Strategy, Differentiation Strategy, Focused Strategy. Product- Market Strategies- Market Penetration Strategy, Market Development Strategy, Product Development Strategy and Diversification Strategy. Global Strategies Preemptive Moves. Obtaining Sustainable Competitive Advantage.

UNIT-IV: Role of Portfolio Analysis in Strategic Choice: BCG Matrix, GE 9 Cell Model, Shell Directional Policy Matrix

UNIT-V: Implementing Marketing Strategies: The Role of Structure, Systems, People and Culture. Evaluation and Control of Marketing Strategy: Rationale and Techniques- Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control.

Suggested Readings:

1. Aaker, David A, Strategic Market Management, Wiley Publications, 5th Edition.
2. Kerin, R A and R A Peterson, Strategic Marketing Problems, Pearson Education, 12th Edition.
3. Cravens, W and Nigel F Piercy, Strategic Marketing, McGraw-Hill Publications, Indian Edition.
4. Walker, B and Mullins Larrech, Marketing Strategy, McGraw Hills Publications, Indian Edition.
5. Jain, S C, Marketing Strategy- Planning, Implementation and Control, Cengage Learning, India Edition.
6. Kotler, P and Kevin L Keller, Marketing Management, Prentice Hall India, 12th Edition.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Rural and Agriculture Marketing

Paper Code: MBAMC-424

Objective: Course objective is to acquaint students with the complexities of Marketing in Rural Areas along with marketing of agricultural produce in Indian context.

Course Contents:

UNIT-I: Rural Marketing- Definition, Nature and Scope. Rural Markets- characteristics, importance and challenges & potential in rural markets.

UNIT-II: Rural Marketing environment. Understanding rural consumers- buying behavior models, factors affecting consumer behavior, buying process. Rural Markets and STP (Segmenting, Targeting and Positioning).

UNIT-III: Rural Marketing Mix: Product strategy- product concepts and classification, new product development, product life cycle, packaging and branding in rural India. Pricing strategy- objectives, factors affecting pricing, methods of pricing.

UNIT-IV: Communication strategy- objectives, methods and challenges in rural communication. Rural Distribution strategy- distribution channels and organizing personal selling in rural markets. Role of IT in rural marketing(e-Choupals)

UNIT-V: .Agricultural Marketing; concept, process and functions, types of agricultural markets, methods of sale, problems of agricultural marketing, Role of Central and State Governments Institutions and organizations in agricultural marketing. Agricultural Price Commission. Nature, scope and role of co-operative marketing in India.

Suggested Readings:

1. Balram Dogra and Karminster Ghuman: Rural Marketing-Concepts& Practices, Tata McGraw-Hill Publishing Company Ltd.
2. Awadhesh Kumar Singh and Satyaprakash Pandey: Rural Marketing- Indian Perspective, New Age International (P) limited Publishers.
3. Pradeep Kashyap and Siddhartha Raut: The Rural Marketing, Biztantra
4. C.S.G Krishnamacharyulu and Lalitha Ramkrishnan: Rural Marketing- Text & Cases, Pearson Education Asia.
5. K.S.Habeeb-Ur-Rahman: Rural Marketing In India, Himalaya Publishing House.
6. Ramkishen. Y: New Perspectives In Rural and Agricultural Marketing, Jaico Publishing House.
7. T.P.Gopaldaswamy: Rural Marketing, Vikas Publishing House Pvt. Ltd.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

Specialisation Human Resource Management (HRM)

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Management of Industrial Relations

Paper Code: MBAHRC-331

Objectives: Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual aspects of industrial relations at the macro and micro levels. Management Industrial Relations

Course Contents:

UNIT-I: Industrial Relations: The Concept, Background, Evolution, the Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices;

UNIT-II: The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.

UNIT-III: Employee Involvement & Participation: Concept, Objectives and Forms. Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct.

UNIT-IV: Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining. Positive Employee Relations, Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes,

UNIT-V: Main Recommendations of the Second National Labor Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

Suggested Readings

1. Venkataratnam Industrial Relations, Oxford University Press.2009
2. Sinha, P.R.N. et. al Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education. 2009
3. Blyton, P. & Turnbull, P. The Dynamics of Employee Relations. Palgrave Macmillan. 2004
4. Ackers, P. & Wilkinson, A. Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press. 2003
5. Padhi, P.K. Labor and Industrial Laws. Prentice Hall of India.2010
6. Singh, B.D. Industrial Relations: Emerging Paradigms. Excel Books. 2009
7. Sen, R. Industrial Relations: Text and Cases. Macmillan India. 2009

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Organizational Change and Intervention Strategies

Paper Code: MBAHRC-332

Objectives: The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

Course contents:

- UNIT-I:** Organizational Change: Nature and meaning of organizational Change, forces for organizational change, Types of change,
- UNIT-II:** Models of organizational Change- Lewins Model and System Model of change, Resistance to change, Building support for change.
- UNIT-III:** Organizational Development: Concept, Characteristics, Steps in O.D Process, General Competencies for OD Professionals, Values, Assumptions and beliefs in O.D, Ethics of O.D. Professionals, O.D.
- UNIT-IV:** Interventions- An overview, Nature, major families of O.D. interventions- Interpersonal, Team, Intergroup, Third party and System Interventions, Contemporary OD Interventions-Learning Organizations,
- UNIT-V:** Organization Restructuring, Employee Involvement and Work Design; Future of Organization Development

Suggested Readings

1. French and Bell Organizations Development. Prentice Hall of India. New Delhi, 1991.
2. French, W L. etc Organization Development theory, Practice and research 3rd ed. Universal Book Stall, New Delhi, 1990.
3. Singh, Kavita Organizational Change & Development, Excel Books.2010
4. Robbins ,Judge and Vohra Organisational Behaviour, Pearson Education India 2011
5. Kinicki and Krietner Organisational Behaviour, Tata McGraw Hill Publications, 2011
6. Newstrom Organisational Behaviour at Work, Tata McGraw Hill Publications, 2011.
7. Baron and Greenberg Behaviour in Organisations, PHI, 2011.
8. Jones and Mathew Organisation Designs, Theory and Change, Pearson Education, 2011
9. Pareek, Udai Understanding Organisational Behaviour, Oxford University Press,2012.
10. Huse, F E. and Cummings, T G. Organizations, Development and Change. 3rd ed. New York, West, 1985.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Global Human Resource Management

Paper Code: MBAHRC-333

Objectives: The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related Behavioural variables in the Human Resource Management of global organizations.

Course Contents:

- UNIT-I:** Core concepts in managing human resources in the global business environment; Understanding and managing the Culture factor in GHRM.
- UNIT-II:** Approaches to Understanding & Managing Cultural Diversity. The Contingency Matrix approach to GHRM. Global staffing and staff flow practices.
- UNIT-III:** Global organisation design. Learning, training & development of global employees. Performance management in MNCs.
- UNIT-IV:** Global compensation and benefits. MNCs and industrial relations trends. Emerging global HRM practices.
- UNIT-V:** Industrial Relations in a Comparative Perspective. Emerging Trends in Employee Relations and Employee Involvement .International Labour Standards. HR/IR issues in MNCs and Corporate Social Responsibility.

Suggested Readings

1. Gupta, S.C. International HRM, Macmillan India.2012.
2. Ray and French International HRM, University Press, 2010
3. Bartlett, Cand Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Mead, R. International Management: Cross Cultural dimensions. BlackWell, Camb., Mass., 1994.
6. Evans, Pucik and Barsoux, The Global Challenge- framework for international human resource management, Tata McGraw-Hill Irwin.
7. Dowling, Peter J and Welch, Denice E., International Human Resource Management- Cengage
8. Learning 2010
9. Aswathappa, K International Human Resource Management, McGraw Hill 2009
10. Tayeb, Monir H. International Human Resource Management, Oxford University Press - 2005
11. Rao, P.L. International Human resource Management, Excel Books, 2009

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Managing Interpersonal and Group Processes

Paper Code: MBAHRC-334

Objectives: The purpose of this course is to advance understanding regarding interpersonal and group processes and help the student to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.

Course Contents:

- UNIT-I:** Group- Concept, classification, Group Development, Group Structural variables, Group as a medium of learning,
- UNIT-II:** Developing and Change, Learning social behavior, Social learning theories, Group norms and behavior in groups, Group influence processes accommodation, assimilation, cooperation, competition and conflict,
- UNIT-III:** Group decision making- techniques of group decision making, Group synergy. Team- Concept, types, team effectiveness, team building, Issues teams face: managing conflict, diversity, power & politics.
- UNIT-IV:** Interpersonal Behavior & Influence Processes - Nature, Interpersonal Communication, Factors affecting interpersonal communication, Interpersonal Awareness, and Feedback process including Johari Window, Life Script Analysis, Transactional Analysis and 360 Degree Feedback. Interpersonal trust,
- UNIT-V:** Fundamental Interpersonal Relations Orientation (FIRO-B), Career Roles & Identity. Self-Awareness- GROW, DOTS & Holland Models. Behavioural Modification Models.

Suggested Readings

1. Bennis, W.G Essay in Interpersonal Dynamics, U.S.A., Dorsey Press, 1979
2. Davis, Keith Organizational Behaviour, 11th ed., McGraw /Irwin, 2002
3. Greenberg Behavior in Organizations, 10/e, Pearson Edition
4. Kolb, D. etc Organizational Behaviour: An Experiential Approach 5th ed., Englewood Cliffs, New Jersey, Hall Inc., 1991.
5. Kolb, D. etc Organizational Behaviour: Practical Readings for Management, 5th ed., Englewood Cliffs, New Jersey Prentice Hall Inc., 1991.
6. Luthans, Fred Organizational Behaviour, 12th ed., Long learning education
7. Mainiero, L.A. & Tromley C.L Developing Managerial Skills in OB, New Delhi, Prentice Hall of India, 1985.
8. Moore, M.D. Inside Organizations: Understanding the Human dimensions, London, Sage, 1988.
9. Robbins, Stephen Organizational Behavior, 14th ed. 2012, Pearson Edition

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Management Training and Development

Paper Code: MBAHRC-431

Objectives: The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the students to manage the Training systems and processes effectively.

Course contents

- UNIT-I:** Training & Development: Concepts, Definition, Meaning, Need, Importance, Objectives, and Special Issues. Concepts of Education, Training & Development: An Overview. Types of Training.
- UNIT-II:** The Training Context: Nature and Scope of Training, Training Challenges, Forces influencing Working and Learning, Learning: Theories and Process. Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis: TNA and Training Process Design, Output of TNA, Training Design, Delivery & Evaluation.
- UNIT-III:** Understanding & Developing the objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers,
- UNIT-IV:** Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with
- UNIT-V:** Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids. Career & Career Management. Future of T & D.

Suggested Readings

1. Lynton, R. Pareek, U. Training for Development. Sage Publications, New Delhi, 2012.
2. Sahu RK Management Training for Development, Excel Publication.2009.
3. Janakiram, B Training and Development, Biztantra. 2009
4. Noe, Raymond Employee Training and Development, TMH, New Delhi.2011.
5. Blanchard and Thacker Effective Training Systems, Strategies and Practices, Pearson 2005.
6. Buckley R & Caple, Jim The Theory & Practice of Training, London, Kogan Page. 1995.
7. Pepper, Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984
8. Rae, L. How to Measure Training Effectiveness, Aldershot Gower, 1986.
9. Reid, M. A. Training Interventions: Managing Employee Development, 3rd ed. IPM, London, 1992.
10. Senge, P. The Fifth Discipline; The Art and Practice of the Learning organization, Century, London. 1992.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Human Resource Planning and Development

Paper Code: MBAHRC-432

Objective: To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirement and to enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions, further to train them in application of human resource planning techniques.

Course Contents:

- UNIT-I:** Human Resource Planning: Meaning, Significance Relationship of HRP with Business Strategy/Strategic Planning, Perspectives of HRP: Macro and Micro HRP, Horizons of HRP, Process, Challenges of HRP.
- UNIT-II:** Scenario Planning: Assessing the Demand and Supply of People in Organizations, Models and techniques of manpower demand and supply forecasting. Action Plans/Human
- UNIT-III:** Resource Plans: Components of HR plan, Quantitative HR plan, Resourcing Plan, Learning, Training and Development Plan, Reward Plan, Retention Plan, Separation and Redeployment Plans.
- UNIT-IV:** Management/Executive Development: Meaning, Scope and Significance and Modern Methods of Management Development, Process of Structuring MDP in organizations.
- UNIT-V:** Competency Development: Concept of Competence and Competency, Competency Development Process, Methods/approaches of Competency Development. Talent Management: Concepts and Practices.

Suggested Readings:

1. Turner, Paul HR Forecasting and Planning, , Jaico Publication House
2. Rothwell, William J. and Kansas, H. C Planning and Managing Human Resources, Jaico Publication House.
3. Armstrong, Michael Handbook of Human Resource Management Practice, 12th Ed. Jaico Publication House.2012
4. Armstrong, Michael Strategic Human Resource Management, Jaico Publication House. 6th Ed. 2012
5. Aggarwala, Tanuja Strategic Human Resource Management, Oxford University Press.2009
6. Mankin, David Human Resource Development, Oxford University Press.2012
7. Halder, Udai Human Resource Development , Oxford University Press.2010
8. Rao, T V Future of HRD. Macmillan India Pvt. Ltd. 2009

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Compensation Management

Paper Code: MBAHRC-433

Objectives: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents:

- UNIT-I:** Compensation Management: Concept, Goals, and Foundations of Compensation Management.
- UNIT-II:** Compensation Strategy: Monetary & Non-Monetary Rewards. Internal and External Equity in Compensation System. Inter and Intra industry Wage Differentials. Fringe Benefits and Supplementary Compensation.
- UNIT-III:** Understanding Compensation Packages: Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives. Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation,
- UNIT-IV:** Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Approaches to deal with the Workforce Redundancy, Statutory provisions governing different components of reward systems: The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Workmen's Compensation Act, 1923, Payment of Bonus Act, 1965.
- UNIT-V:** Institutions related to Reward System: Wage Boards, Pay commissions, Recommendations of 6th Pay Commission, Recommendations of 2nd National Commission on Labour relating to Compensation. International Compensation Practices: Problems, Objectives and Elements of Expatriate's Compensation Package.

Suggested Readings

1. Armstrong, Michel and Murlis, Helen. Reward Management. Kogan Page, 2010
2. Henderson, Richard I. Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd, 2004
3. Milkovich & Newman Compensation: Tata McGraw Hill, New Delhi, Eighth Edition. 2005
4. Henderson I. Richard Compensation management in a knowledge based world, Pearson Education, New Delhi, 9th edition
5. Singh, B.D. Compensation and Reward Management. Excel Books, 2007
6. Gerhart, B. & Rynes, S.L. Compensation, Evidence, and Strategic Implications. Sage Publication, 2008
7. Berger & Berger. The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill, 2008
8. Martocchio, J. Strategic Compensation: A Human Resource Perspective Approach. Pearson Education. 2004

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Counselling Skills for Managers

Paper Code: MBAHRC-434

Objective: To develop basic skills among students to handle independently a wide range of employee Counselling and performance Counselling.

Course Contents:

UNIT-I: Counselling: Definition, Approaches, Types, Values and Goals of Counselling, Emergence and Growth of Counselling.

UNIT-II: Counselling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, Termination of Relationship and Follow-up. Guidelines for Effective Counselling. Referral Procedures, Role of Counsellor & Client in various stages. Skills and Attitudes required in Counselling: Verbal and Non-verbal Communication skills, Listening Skills;

UNIT-III: Advanced Skills in Counselling: Advanced empathy, theme identification, self-disclosure, perception-check, interpretation, clarification, confrontation and immediacy. Key Characteristics, Qualities & Values for a Professional Counsellor, Values for a counsellor, Dilemmas for a managerial counsellor. Applications of Counselling Skills in Modern Organisations.

UNIT-IV: Problem Subordinates: Types and ways to deal with them. Performance Counselling: Meaning, Objectives and Process. Special Employee related Problems in Counselling.

UNIT-V: Counselling Therapies: Cognitive Therapy, Behavioural Therapy, Cognitive-Behavioural Therapy (CBT), Rational Emotive Behaviour Therapy (REBT), Psychoanalytic Therapy, Psychodynamic Therapy, Person- Centered Therapy, Gestalt and Existential Therapy. Counselling Strategies & Interventions: Behavioural, Decision Making, Problem Solving Techniques. Ethics in Counselling: Ethical Principles & codes of conduct for professional counselors.

Suggested Readings:

1. Singh, Kavita Counselling Skills for Managers, Prentice Hall of India, Delhi , 2010.
2. Rao , S. Narayan Counselling and Guidance, TMH, 2nd edition, 2007.
3. Mitchell and Gibson Counselling and Guidance, Pearson Education India, 2007.
4. Patterson, Lewis The Counselling Process, Cengage Learning India.2008
5. Burnard Counselling Skills Training, Kogan Page India.2009
6. Feltham and Dryden Brief Counselling, Mcgraw Hill Publishing.2012.
7. Kotler, Jeffrey Counselling Theories and Practices, Cengage.2008

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

Specialisation

International

Business

(IB)

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Foreign Exchange Management

Paper Code: MBAIBC-341

Objectives: To acquaint the students with the mechanism of the foreign exchange markets, measurements of the foreign exchange exposure and hedging against exposure risk.

Course Contents:

UNIT-I: Types of Foreign Exchange markets and Transactions, methods of quoting Foreign Exchange rates, Spread, Official and Free Market Rates, Cross Currency Rates

UNIT-II: Organization of Foreign exchange markets, Role of Derivatives in Currency Market Quoting Forward Rates, Exchange Rate Determination in Forward Market, Trading Mechanism of Forward,

UNIT-III: Currency Futures: Trading and Settlement Procedure, Forward Vs Futures. Forecasting Exchange Rates: Techniques of forecasting Exchange Rates.

UNIT-IV: Currency Options: Types, Hedging with Options, Option Pricing Model. Currency Swap and its Trading Mechanism

UNIT-V: Foreign Exchange Risk and Exposure: Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management.

Suggested Readings:

1. V. Sharan: International Financial Management, New Delhi, Prentice Hall of India.
2. S.L.Gupta: Financial Derivatives.
3. Madhu Vig: : International Financial Management.
4. Shapiro, Alan C: Multinational Financial Management, New Delhi, Prentice Hall of India.
5. David & Eiteman, Arthru J Stonehill:, Michael H. Moffett: Multinational Business Finance, Pearson Education.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

India's Foreign Trade Policy

Paper Code: MBAIBC-342

Objectives: To acquaint the students with recent trends in India's Foreign Trade, and Management and Policy related Issues in Foreign Trade in Global Context.

Course Contents:

UNIT-I: India's Foreign trade in the Global context, structure and Equilibrium of India's Balance of Payments, Recent trends in India's foreign trade,

UNIT-II: Directional Pattern: Major export commodities- thrust area commodities- their trend, problems and prospects, Major import commodity Groups, Trade Regulation in India, Foreign trade (Development and Regulation) Act, Foreign Exchange Management,

UNIT-III: Present Export-Import Policy, Export Promotion Policies, EPCG, DEPB, Duty Draw Back Scheme, Export incentives, Financial and Fiscal, the Role of EXIM Bank of India, ECGC, Infrastructure support for Export promotion,

UNIT-IV: Export Promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions, Role of State Trading Organizations,

UNIT-V: Export Processing Zones, Special Economic Zones, Agriculture Export Zones, Clusters, Export Oriented Units and Export Trading House Schemes, Impact of WTO on India's Trade Policy.

Suggested Readings:

1. Bhalla , V.K. International Business Environment and Management, 8th ed, Delhi, Anmol, 2001.
2. Jain, S.K.: Export performance and Export Marketing Strategies, Commonwealth Pub., Delhi, 1988.
3. Export- Import Policy, Naleh Publications.
4. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
5. Bhattacharya B. : International Marketing Management, Subhash Chand & Sons.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

International Business Environment

Paper Code: MBAIBC-343

Objective: The objective of this course is to analyse the operational processes between two or more nations.

Course contents:

UNIT-I: Concept of IB : Nature & importance of International Business, forces of globalization, Modes of International Business. Cultural, Economic, Legal & Political environment faced by International Business.

UNIT-II: Theories: Adam Smith, Ricardo and Ohlin & Heckler theory, Leontif paradox, PLC.

UNIT-III: Government Influence on trade, Tarrif & Non-Tarrif barriers, Free trade zones. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences.

UNIT-IV: Regional Economic Integrations: NAFTA, EU. International Business Strategies: Geographical, Collaborative & Control strategies,

UNIT-V: Foreign Exchange Basics: Purchasing Power Parity, Foreign Exchange Exposures (in Brief).External and Internal Sources of finance in International Business.

Suggested readings:

1. Sundram & Black: International Business Environment.
2. Francis Charulienum: International Business, Himalya Publishing House.
3. Daneil & Radobough: International Business, Pearson Publications.
4. S.Shiva Ramu: International Business.
5. Taggart&Modermitt: International Business.
6. Ashwathappa, International Business Environment, Himalya Publishing House.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

International Accounting

Paper Code: MBAIBC-344

Objectives: The objectives of this course are to acquaint the students with the accounting needs of International Financial markets and to analyze the accounting measurement and reporting issues unique to Multinational Business Transactions.

Course Contents:

- UNIT-I:** International dimensions of Accounting; Conceptual and Comparative Developments, International Accounting Standards: Concept and Mechanism of setting
- UNIT-II:** International Accounting Standards, disclosure requirements of International Accounting Standards, International Audit Environment.
- UNIT-III:** Dimensions of Financial Reporting: Concept and Development of International Financial Reporting Standards (IFRS), Dimensions of IFRS.
- UNIT-IV:** Types of Foreign Currency Transactions, Managing International Information system, Accounting for Inflationary Trends.
- UNIT-V:** Analyzing Foreign Financial Statements: Accounting for Foreign Currency Translation, Accounting for Environmental Protection Measures. Concept and setting of Transfer Pricing.

Suggested Readings

1. V. Sharan: International Financial Management, New Delhi, Prentice Hall of India.
2. Hennie Van Greuning, World Bank: International Accounting Standards: A Practical Guide.
3. Lee H. Radebaugh, Sidney J. Gray, Ervin L. Black International accounting and multinational enterprises.
4. Shirin Rathore: International Accounts, PHI.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

International Financial Markets

Paper Code: MBAIBC-441

Objectives: The objective of this course is to give students an in-depth knowledge of the working of International Financial Markets.

Course Contents:

- UNIT-I:** Introduction to international financial system: Bretton wood Conference and afterwards.
- UNIT-II:** Creation of European Monetary System: creation of Euro-dollar, Euro-banking and Euro-currency Centers, syndicated Euro-Credits.
- UNIT-III:** Role of IMF, IBRD, IFC, BIS and International Centre for Settlement of Investment Disputes and Regional Developments Banks.
- UNIT-IV:** Introduction to International Financial Markets: International Capital Market Instruments and Institutions: International Equities, Euro-Bonds, Euro-Loans, GDR's, ADR's, IDR's International Money Market Instruments and Institutions: Euro-Notes, Euro-Commercial Papers, Participatory Notes: Issues and Challenges.
- UNIT-V:** Currency Market for lending and Investment: Currency Risk and Exposure, International Banking and Portfolio. Use of Global Markets for Hedging, Arbitrage and Speculations

Suggested Readings:

1. Shapiro, Alan C : Multinational Financial Management, New Delhi, Prentice Hall of India
2. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India
3. Madhu Vig : : International Financial Management
4. Maurice D. Levi : International Finance, Tata Mcgraw Hill
5. David & Eiteman , Arthru J Stonehill:,Michael H. Moffett: Multinational Business Finance, Pearson Education.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

International Financial Management

Paper Code: MBAIBC-442

Objective: The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Content:

UNIT-I: Concept of International Financial Management, International flow of funds, Overview of Foreign Exchange Markets,

UNIT-II: International Investment Decisions – Foreign Direct Investment, International Portfolio Investment.

UNIT-III: International Capital Budgeting, Evaluation and Management of Political Risk. International Financing Decisions : Financial Choices for an MNC, Capital and Money Market Instruments.

UNIT-IV: Multilateral Development Banks : World bank ,IFC, Asian Development Bank. Cost and Risk of financing.

UNIT-V: Management of Short form Funds: International Working Capital Management, Financing Foreign Trade, and International Taxation.

Suggested readings:

1. A.C Shapiro: Multinational financial Management, Prentice- Hall, New Delhi.
2. V.Sharan : International Financial Management,
3. P.G Apte: International financial management, Tata McGraw –Hill.
4. Buckley: Multinational finance, Prentice- Hall of India, New Delhi.
5. Maurice D.Levi: International Finance, McGraw Hill, NY

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Cross-culture and Global Management

Paper Code: MBAIBC-443

Objectives: The objective of this course is to develop a diagnostic & conceptual understanding of the cultural & related behavioural variables in the management of global organisations.

Course Contents

- UNIT-I:** Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications;
- UNIT-II:** Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making;
- UNIT-III:** Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations.
- UNIT-IV:** Selection, Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNG and Compensation System.
- UNIT-V:** Ethics in International Business; Western and Eastern Management Thoughts in the Indian context.

Suggested Readings:

1. Adler, NJ. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett, Cand Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling, P J. etc. International Dimensions of Human Resource Management 2nd ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Marcic, D and Puffer, S M. Management International: Cases, Exercise and Readings. St. Paul, West Publishing, 1994.
6. Mead, R. International Management: Cross Cultural dimensions. Blackwell, Camb., Mass., 1994.
7. Mendenhall, M. etc., Global Management. Cambridge Massachusetts. Blackwell, 1995.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Regional Economic Blocks

Paper Code: MBAIBC-444

Objective: The objective of the course to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

Course Content:

UNIT-I: Theory of Economic Integration, Economic Integration and endogenous Growth,

UNIT-II: Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC,

UNIT-III: Globalisation Vs. Regionalization; Regional Blocks, Building Blocks or Stumbling Blocks.

UNIT-IV: Ongoing Challenges- Environment Volatility. Rise of Global Mania;

UNIT-V: Regional Alternatives; Regional Competition; New Organizational Challenges.

Suggested Readings:

1. Balassa, Bela: Theory of Economic Integration, London, George Allen & Unwin Ltd, 1961.
2. Bhalla, V.K.: World economy in, 90s: A Portfolio Approach, Delhi, Anmol Pub. Pvt. Ltd.
3. Dreze, Jean and Sen, Amrtya: Indian Development: Selected Regional Perspective, Delhi, Oxford University Press.
4. Jackson, J.: The World Trading system, Cambridge, Mass: MIT Press, 1994.
5. Krugman, Paul R. and Obstfeld, M.: International Economics, USA, Harper Collins Pub.
6. Machlup, F. A.: History of Thought on Economic Integration, London, Macmillan.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

Specialisation Information Technology (IT)

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Internet and Web Designing

Paper Code: MBAITC-351

Objectives: This course exposes students to environment for web-publishing and developing, programming skills for the same.

Course Contents:

- UNIT-I:** Introduction to WWW: Evolution and basic features of WWW, the concept of web-site and browsers, introduction to WWW servers.
- UNIT-II:** File Transfer Protocol: Introduction to FTP, Business applications of FTP, public domain software, types of FTP servers (including anonymous) FTP Clients, common FTP commands.
- UNIT-III:** Web-Browsers: Basic features, bookmarks, history progress indicators, customizing browsers, saving and printing web-pages and forms, saving web pages; Searching and downloading information from web-sites; Netscape communicator; Internet Explorer.
- UNIT-IV:** Introduction to Web-Publishing technologies, Components of a web-site, applications of each components in business, Features of a smart web-site, process of planning for development of an effective web-site. Domain name selection; selecting host for web- site, maintaining a web-site, web-publishing tools.
- UNIT-V:** Internet: ISP, Search Engine, URL, DNS, Security, E-Mail, HTTP, HTML, Building a simple HTML document, Tables, Frames, Links, adding Multi-Media documents, Home Page.

Suggested Readings:

1. Comer, Douglas: The Internet Book, Prentice Hall.
2. Leon, Alexis and Mathews Leon. : Internet for Everyone- Leon, TECH World, Chennai.
3. Xavier: World Wide Web Design with HTML, Prentice Hall, Delhi.
4. Molly: Using HTML 4, PHI, N. Delhi.
5. Douglas E. Comer: Computer Network and Internet, Pearson Education, New Delhi.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Software Designing

Paper Code: MBAITC-352

Objectives: The students are to be provided basic understanding of the Software Development and Life cycle of development process and the skills to make use of these in business organizations.

Course Contents:

UNIT-I: Concept of software engineering, software characteristics, software metrics and models: process and product metrics, size metrics (Mc Cable's Cyclomatic Complexity), Halstead theory, function point analysis.

UNIT-II: Software Development: Phases, process models, role of metrics and measurement, software quality factors, cost estimations

UNIT-III: COCOMO, project scheduling, quality assurance plans, project monitoring plans.

UNIT-IV: System design, design objectives, effective modular design (functional independence, coupling, cohesion), design tools and techniques, prototyping, structured programming.

UNIT-V: Coding, verification, monitoring and control, testing, testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Suggested Readings:

1. Rajib Mali, Fundamentals of Software Engineering, Prentice Hall of India, N.Delhi.
2. Ghezzi, Fundamentals of Software Engineering, Prentice Hall of India, N.Delhi.
3. Pressman , Software Engineering: A Practitioner's Approach, Mc Graw Hill
4. Jalote, An Integrated Approach to Software Engineering, IMH.
5. Leon & Leon, Software Engineering, Vikas Publishing House, New Delhi
6. Menachem, Software Quality, Vikas Publishing House, New Delhi
7. Sommerville, Software Engineering, Addison Wesley.
8. Fenton & Pfleger, Software Metrics, Thomson Learning, Bombay

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Relational Database Management System

Paper Code: MBAITC-353

Objectives: The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organizations.

Course Contents:

UNIT-I: RDBMS: Introduction - Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History Data Modeling - Object-Oriented and Record base models, E-R Model and E-R diagram examples and exercises.

UNIT-II: Hierarchical Model, Network Model and Relational Model: Normalization techniques - First Normal Form, Second Normal Form and the Third Normal Form, Examples and Exercises.

UNIT-III: E.F. Codd's 12 Rules for a Relational Database, Database concepts - Transaction Management, Properties of a Transaction, Commit and Rollback, on currency, Locking, Access Control, Data Integrity, Integrity constraints, Auditing, Backup and Recovery;

UNIT-IV: Data Dictionary - System catalogue, Distributed Database and Distributed Data Access, Introduction to Client- Server and ODBC connectivity. SQL: SQL Language DML commands - Select Insert, Update, Delete- retrieving summarizing data, adding data to the database, updating data to the database and deleting data.

UNIT-V: Simple queries - use of WHERE, Arithmetic, comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi- table queries, Sub-queries, Views: DDL Commands- Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing Commit, Rollback, Savepoint. LAB: SQL & MS Access.

Suggested Readings:

1. Coleman, Pat and Peter Dyson: Internets, BSP Pub., Delhi, 1997.
2. Keen, Peter and Mark McDonald: The e-Process Edge, Delhi, Tata McGraw Hill, 2000.
3. Oberoi, Sundeep : e-Security and You, Delhi, Tata McGraw-Hill, 2001.
4. J. Richart, Alberto Manual and Stephen Asbury: Active Server Pages 3, IDG Books, Delhi, 2000.
5. Rich, Jason R.: Starting an E-Commerce Business, IDG Books, 2000.
6. Samantha Shurety: "E-business with Net Commerce", jAdditon Wesley, Singapore, 2001.
7. Schneider, Robert D. & 3 R. Garbus : Optimizing SQL I Server 7, N. J., Prentices- Hall, 1999.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Management Support Planning

Paper Code: MBAITC-354

Objectives: This subject will teach student, the foundations of Management Information System along with modern information system to support management functions.

Course Contents:

UNIT-I: Overview of CBIS Applications; Decision Making Concepts - A Need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business;

UNIT-II: Modeling in Decision Support; Spread Sheet Software Systems as DSS Tool; Development of Planning Models in Various Functional Areas;

UNIT-III: Introduction to Integrated Financial Planning System for Financial Modeling. Group Decision Support Systems; Use of DSS Technology for Marketing, Finance, Production and HRM.

UNIT-IV: Modeling of Multi-objective and Analytic Hierarchy Process. Artificial Intelligence; Need and Application. AI Based Systems; Fuzzy Knowledge in Rule-Based Systems; Expert System Shells; Working on an Expert System Shell;

UNIT-V: Development of a Expert System Model for a Functional Area. PROLOG - A Tool for AI Programming. Executive Information Systems and their Applications.

Suggested Readings:

1. Bratko, Ivan. Prolog: Programming for Artificial Intelligence. 2nd ed., California, Addison Wesley, 1990.
2. Davis, Michael W. Decision Support. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
3. Jayashankar, R. Decision Support Systems; New Delhi, Tata McGraw Hill, 1989.
4. Patterson, Dan W. Introduction to Artificial Intelligence and Expert Systems. Englewood Cliffs, New Jersey Prentice Hall Inc., 1990.
5. Rolph, Paul. How to Choose and Use an Executive Information System. New Delhi, Viva Books.
6. Sprague, Ralph H. Decision Support for Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

eCRM

Paper Code: MBAITC-451

Objectives: Customer Relationship Management (CRM), Generates Competency in transforming organisations into customer-centric enterprises. This course is intended to educate, at a high level, out CRM, and eliminate some of the mystery around CRM.

Course Contents:

UNIT-I: Introduction: Knowledge Management, e-Business, and CRM. The New Economy's New Face, The Long-winded Road. The New-New Imperatives. Understanding E-Business : CRM and KM, The New Digital Landscape, Getting Down to e-Business, Customer Relationship management, Knowledge Management, Knowledge-Enabled Customer Relationship Management.

UNIT-II: A Roadmap for Success : The Knowledge-Enabled Customer Relationship Management Roadmap. Phase I : Evaluation and strategic Alignment Phase II : Infrastructural Development and development Phase III : Leadership, Change Management, Measurement and Refinement.

UNIT-III: Aligning Strategy and Technology Choices: Getting Past the innovator's Dilemma. The KCRM Strategic Framework, Analyzing the Business Environment. Understanding the Context Strategic Technology.

UNIT-IV: Audit and Analysis: Why Audit Customer Knowledge? Initiating the Audit Reference Measures and Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM. Building an Implementation Team : Tasks and Expertise, Team Composition. Leadership, Risk Assessment and Common Pitfalls. Blueprinting the Technology Infrastructure: Design Challenges. The Customer Lifecycle.

UNIT-V: Customer Knowledge Management : Technology Framework. The KCRM Architecture. Integration. Long-Term Considerations. Results-Driven Development and Deployment: Hidden Costs and other Surprises. An overview of Big-Bang, Systems Development Methods. Looking Beyond the Waterfall. Results Driven Incremental.

Suggested Readings:

1. Alex Berson, Stephen Smith, Kurt Threading: Building Data Mining Applications for CRM, Tata McGraw Hill, New Delhi, 2000.
2. Michael J. A. Berry : Data Mining Techniques : For Marketing, Sales, and Customer Support, Gordon Lmoff,1997
3. Michael J.A. Berry and Gordon Linoff: Mastering Data Mining : The Art and Science of Customer Relationship Management, John Wiley, 2001.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Introduction to Computer Network

Paper Code: MBAITC-452

Objective: To make the students able to know and understand various types of computer networks, technologies behind networks and application protocols, and communication protocols will be introduced to students through this subject.

Course Contents:

UNIT-I: Overview: Introduction : Data communications, networks, topology, the internet, protocols and standards ; Network Models: The OSI model, TCP/IP protocol suite, addressing.

UNIT-II: Physical Layer, Media & Data link Layer: Data & signals: Analog and digital, data rate limits, performance; Multiplexing: FDM, WDM, STDM, spread spectrum; Transmission media: guided media, unguided media;

UNIT-III: Switching: circuit switching , packet switching, structure of a switch Error detection and correction: Introduction, nature of errors, parity check, CRC, hamming code; CSMA/CD, CSMA/CA, FDMA, TDMA, SDMA; connecting devices : passive hubs, active hubs, repeaters, bridges, switches, gateways; frame relay, backbone networks, V LAN, ATM, protocols at physical layer & data link layer.

UNIT-IV: Network Layer & Application Layer: IPv4 Addresses, IPv6 Addresses, IPv4 Addresses vs IPv6 Addresses internetworking, transition from IPv4 to IPv6, ICMP, IGMP, Protocols at network & application layer, routing & introduction to routing algorithms

UNIT-V: Domain Name System : Name space, domain name space, DNS in the Internet, resolution, remote logging, E-mail, file transfer, www, http Network Security: Introduction, cryptography, cryptography types, security services, digital signatures, key management, IP security, SSL/TLS, firewalls

Suggested Readings:

1. Behrouz A Forouzan , Data communications & Networking, Tata McGraw-Hill
2. A.S.Tannenbaum, Computer Network , Prentice Hall
3. D.E.Cormer , Computer Networks and Internet, Addison Wesley
4. D.E.Cormer & D.L Stevens , Inter networking with TCP-IP Design, Implementation, Prentice Hall
5. D.Bertsekas & R.Gallagar, Data networks, Prentice Hall,

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Enterprise Resource Planning

Paper Code: MBAITC-453

Objective: To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career.

Course Contents:

UNIT-I: Enterprise Resources Planning: Evolution of ERP-MRP and MRP II-problems of system islands-need for system integration and interface-early ERP Packages-ERP products and Markets-opportunities and problems in ERP selection and implementation;

UNIT-II: ERP implementation: Identifying ERP benefits team formation-Consultant intervention Selection ERP-Process of ERP implementation - Managing changes in IT organization Preparing IT infrastructure - Measuring benefits of ERP - Integrating with other systems; Post ERP; Modules in ERP: Business Modules of ERP Package;

UNIT-III: Reengineering Concepts: The emergence of reengineering concept - concept of business process rethinking of processes - Identification of re-engineering need-preparing for reengineering - implementing change - change management - BPR & ERP;

UNIT-IV: Supply Chain Management: The concept of value chain differentiation between ERP and SCM - SCM for customer focus-need and specificity of SCM-SCM scenario in India - products and markets of SEHL issues in selection and implementation of SCM solutions - CRM solutions;

UNIT-V: E-Business: Introduction to 1-Net technologies - Evolution of E- Commerce, EDI and E-Business-business opportunities - basic and advanced business models on internet - internet banking and related technologies - security and privacy issues technologies for E- Business. Future and Growth of E-Business.

Suggested Readings:

1. Hammer, Micheal and Jamts Chamby Reengineering the Corporation, 1997.
2. Leon, Alexix Countdown 2000, Tata McGraw.
3. Ptak, Carol A. & Eli SChragenheim ERP, St. Lucie Press, NY, 2000.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Data Warehousing and Data Mining

Paper Code: MBAITC-454

Objectives: Helps in making business decisions, and to this end, it provides business intelligence to the decision-maker. And it is this analysis, which when performed on the warehouse database, helps companies get that edge over its competitors.

Course Contents:

UNIT-I: Introduction: The Evolution of Data Warehousing (The Historical Context), the Data Warehouse- A Brief History, Today's Development Environment. Principles of Data Warehousing (Architecture and Design Techniques): Types of Data and Their Uses, Conceptual Data Architecture. Design Techniques, Introduction to the Logical Architecture.

UNIT-II: Creating the Data Asset : Business Data Warehouse Design, Populating the Data Warehouse. Unlocking the Data Asset for End Users (The Use of Business Information): Designing Business Information Warehouse, Populating Business Information Warehouse, User Access to Information, Information-Data in Context.

UNIT-III: Data Mining: Introduction: Motivation, Importance, data mining, Kind of data. Functionalities, Interesting Patterns, Classification of data mining systems, Major issues. Data Warehouse and OLAP Technology for Data Mining: Data warehouse, operational database systems and data warehouses, Architecture, Implementation, development of data cube technology, data warehousing to data mining, Data warehouse usage. Data Preparation: Preprocess, Data Cleaning, Data integration and transformation, Data reduction, Discrete and concept hierarchy generation.

UNIT-IV: Data Mining Primitives: Languages, and System Architecture, graphical user interfaces. Concept Description: Characterization and Comparison, Data generalization and summarization- based characterization, Analytical characterization: analysis of attribute relevance, mining class comparisons, mining descriptive statistical measures in large database.

UNIT-V: Mining Association Rules in Large Database : Mining single- dimensional Boolean association rules from transaction database, Mining multidimensional association rules from database and data warehouse, from association mining to correlation analysis, Constraint-based association mining. Classification and Prediction: Issues, Classification by decision tree induction, Bayesian classification, Classification by back propagation. Classification based on concepts from association rule mining. Other classification methods.

Suggested Readings:

1. Barry Devlin: Data Warehouse: From Architecture to Implementation, Addison Wesley.
2. Alex Berson, Stephen Smith, Kurt Threading: Building Data Mining Applications for CRM, Tata McGraw Hill, New Delhi, 2000.
3. Alex Berson, Stephen Smith : Data Warehousing Data Mining, and OLAP, Tata McGraw Hill, New Delhi.
4. Han, Jiawei: Data Mining: Concept and Techniques, Harcourt, New Delhi, 2001.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

Specialisation Production and Operations Management (POM)

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Service Operation Management

Paper Code: MBAPMC-361

Objectives: The key objective of this course is to acquaint the students with decision-making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Course Contents:

- UNIT-I** Matrix of Service Characteristics; Challenges in Operations Management of Services;
- UNIT-II:** Aggregate Capacity Planning for Services; Facility Location and layout for Services; Job Design - Safety and Physical Environment: Effect of Automation;
- UNIT-III:** Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles;
- UNIT-IV:** Waiting - Line Analysis; Distribution of Services; Product- Support Services; Maintenance of Services;
- UNIT-V:** Inventory Control for Services; Case Studies on Professional Services

Suggested Readings:

1. Bowman David E. etc.: Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing, San Francisco. Jossey Bass, 1990.
2. Collier, David A. : Service Management Operating Decisions, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
3. Fitzsimmons, James A. and Sullivan, Robert S. : Service Operations Management New York, McGraw Hill, 1982.
4. Heskett, James L. etc. : Service Breakthroughs - Changing the Rules of the Game, New York, Free Press, 1990.
5. Murdiek, R. G. etc. : Service Operations Management, Boston, Allyn and Bacon, 1990.
6. Sharma, J. K. : Service Operations Management, Delhi, Anmol, 2001.
7. Voss, C etc.: Operations Management in Service Industries and the Public Sector, Chichester, Wiley, 1985

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Production Planning and Control

Paper Code: MBAPMC-362

Objectives: To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Course Contents

UNIT-I: Production Planning and Control Function; Material Requirement Planning;

UNIT-II: Production-Inventory Systems; Forecasting for Inventory and Production Control;

UNIT-III: Aggregate Planning; Job Shop Planning; Scheduling and Control;

UNIT-IV: Just-in- Time Production; Line Balancing; Planning for High Volume Standardized Products;

UNIT-V: Procedures and Documentation in Production Planning and Control; Application of Computers; ERP

Suggested Readings:

1. Burbidge, John L.: Principles of Production Control, London, Donald and Evans, 1981.
2. Caubang Teg C.: Readings on Production Planning and Control, Geneva, ILO.
3. Greene, James H.: Production and Inventory Control Handbook, New York, McGraw Hill, 1987.
4. Mc Leavey, Dennis W and Narasimhan, S.L.: Production and Inventory Control, Boston, Allyn and Bacon, 1985.
5. Peterson, R and Silver, E. A.: Decision Systems for Inventory Management and Production Planning, New York, John Wiley, 1979.
6. Vollmann, T. E. etc.: Manufacturing Planning and Control, Homewood, Illinois. Richard D. Irwin, 1988.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Total Quality Management

Paper Code: MBAPMC-363

Objectives: The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems - ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely inter-link management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

UNIT-I: Quality Philosophies Concept of Quality, Quality as the basis of market competition, Historical review, Quality philosophy of Deming, Juran, Crosby etc., Obstacles, Integrating productivity and Quality.

UNIT-II: Organization of Quality, Quality council, Total Quality Culture, Quality leadership, Quality awards, Total employee involvement, Quality circles, Attitude of top management, executives and workers, Operators responsibility of Quality, causes of operator's errors, Motivation.

UNIT-III: Introduction to TQM, Models for TQM. TQM implementation, Advantages of TQM, Obstacles to TQM, TQM in service sector.

UNIT-IV: Concepts of Quality function deployment, cause and effect diagram, SWOT analysis, Continuous improvement, PDCA cycle, Supplier partnership, Supplier certification, Pareto diagram, Scaler diagram, Benchmarking, Taguchi's Quality Engineering, Failure mode and effect analysis, Total productive maintenance, Quality management, SQC, SPC, DPR, Kaizen, Six sigma concept.

UNIT-V: Quality Systems: Introduction to ISO 9000 series of standards, other quality systems, Implementation, Documentation, Internal audits, Registration, Closing Comments. Beyond ISO 9000 horizon, Introduction to ISO 14000, Series standards, Concepts of ISO 14001, EMS Benefits, ISO 10011/10014, Quality Audit.

Suggested Books:

1. Total Quality Management: By Bosterfield et al. Pearson Education India, 2001.
2. The Essence of Total Quality Management By Johan Bank, Prentice Hall of India 2000.
3. Managing for Total Quality: By Logothelis Prentice Hall of India, 2000.
4. Total Quality Management: By Sundra Raju, Tata McGraw Hills Publishing Company, 1997.
5. TQM and ISO 9000: By K.C. Arora, S.K. Kataria & Sons 2000.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Supply Chain Management

Paper Code: MBAPMC-364

Objectives: The Course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem-solving.

Course Contents:

UNIT-I: 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.

UNIT-II: Vendor Rating, Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

UNIT-III: Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade-off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises -numerical problem solving ,

UNIT-IV: ABC, SDE / VED Analysis, Just-In- Time & Kanban System of Inventory management.

UNIT-V: 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. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Applied Operations Management

Paper Code: MBAPMC-461

Objective: The course is designed to introduce the students to the principles of operations research techniques and their applications in decision-making. Students will also be required to use computer packages for data processing purposes.

Course Contents

- UNIT-I** Parametric and Sensitivity Analysis;
- UNIT-II** Inventory Control Models under Uncertainty; Applied Queuing Models;
- UNIT-III** Networks Models;
- UNIT-IV** Non-linear optimization Techniques-Quadratic Programming Portfolio Management Problem;
- UNIT-V** Replacement Models and Policies; Dynamic Programming; Reliability Models.

Suggested Readings:

1. Ahuja, A K. etc. : Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, F. J. etc. Introduction to Management Science; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, M. P. and Sharma J. K.: Operations Research for Management, New Delhi, National, 1997.
4. Taha Hamby A.: Operations Research: An Introduction, MacMillan, New York, 1992.
5. Mathur, K and Solow D. : Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Sharma, S. J. K. Operations Research: Theory and Applications, New Delhi, Macmillan India, 2001.
7. Srinath, L S.: Operations Research for Executive, New Delhi, Affiliated East West Press, 1994.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4-1-0

External Marks: 80
Sessional Marks: 20

Time Allowed: 3 Hours

Goal programming in Management

Paper Code: MBAPMC-462

Objectives: The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real-world problems.

Course Contents:

- UNIT-I** Goal Programming - Basic Concept Model Formulation,
- UNIT-II** Graphical and Simplex Method; Integer Goal Programming Post-Optima Sensitivity Analysis; Parametric Goal Programming;
- UNIT-III** Goal Programming under Uncertainty, Application of Goal Programming in Factorial Areas of Management;
- UNIT-IV** Implementation of Goal Programming.
- UNIT-V** Introduction to some Application Software such as - QSB, Micro Manager and LIGO.

Suggested Readings:

1. Cook, Thomas M and Russell, Robert A. : Introduction to Management Science, 3rd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
2. Eppen, G D etc. : Quantitative Concepts for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
3. Ignizio, J P . : Goal Programming and Extensions, Lexington, Lexington Books, 1976.
4. Liier, Y. : Management Goals and Accounting for Control, Amsterdam, North Holland. 1965.
5. Lee, S M. : Goal Programming for Decision Analysis, Philadelphia, Auerbach, 1971.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Transportation Management

Paper Code: MBAPMC-463

Objective: The objective of the course is to acquaint the students with the problem faced in planning policy and executing the transportation systems.

Course Contents

- UNIT-I** Growth of Urbanization and Problems of Transportation; Transport-Challenges and Limitations; Government Activities in Transportation;
- UNIT-II** Transportation Systems - Planning, Operation and Management; Trip Generation and Distribution; Load Planning;
- UNIT-III** Transportation Modes and their Selection;
- UNIT-IV** Sequential Travel Demand Forecasting Models; Future Developments in Transportation;
- UNIT-V** Motor Vehicle Act 1988 and its Impact on Urban Transport System; Emission Norms.

Suggested Readings:

1. Baerwal, J. E : Transportation and Traffic Engineering Handbook, ~Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G. etc. : The Business of Transport, Plymouth, McDonald and Evans, 1984.
3. Dickey J. W. : Metropolitan Transportation Planning, New Delhi, Tata McGrawHill, 1980.
4. Grey, G E. and Hole, L. A. : Public Transportation Planning; Operations and Management; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979
5. Gupta, M. P. : Metropolitan Transportation System, New Delhi, National, 1983.
6. Papacostas, C. S. : Fundamentals of Transportation Engineering, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.

L-T-P
4 -1- 0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Programme Management

Paper Code: MBAPMC-464

Objectives: To train the scientist and managers in the practical application and modern tools and techniques of planning, scheduling, monitoring and control of multiple projects.

Course Contents:

- UNIT-I** Project Feasibility Study; Programme Management Concepts - Society Model ADA, IGMDP Model. Deemed University Model, MOUs etc. PMBOK ISO standards;
- UNIT-II** Project Appraisal; Project Selection; Networks Models and their applications - PERT, CPM, GERT, Precedence Network; Resource Allocation and Scheduling;
- UNIT-III** Project Costing-Zero-base Budgeting, Budgetary Control, CAG Report;
- UNIT-IV** Project Monitoring and Control - CASM (DRDL Model): Time and Cost Over Run; Concurrent Engineering; Project Closure-Cube Model; IEEE Models;
- UNIT-V** Project Management Software; Major Projects in DRDO/DAE/CSIR/HAL etc. SARVATRA; IGMDP; MBT; FALCON; SAMYUKTA; INSAS; LCA.

Suggested Reading:

1. Chaoudhury, Sadhan: Project Scheduling and Monitoring in Practice, Delhi, South Asian Pub., 1986.
2. Harrison, F. L. : Advanced Project Management, London, Gower, 1985.
3. Lockyer, K G. : An Introduction to Critical Path Analysis. London, Pitman Books, 1992.
4. Martino, R.L. : Project Management and Control; Finding the Critical Path; Applied Operational Planning: Allocating and Scheduling Resources; N.Y., American Management Association, 1965.
5. Meredith, Jack R and Mantel, Samuel, J: Project Management: A Managerial Approach, N.Y., Wiley, 1985.
6. Srinath, L.S.: PERT and CPM; Principles and Applications, Delhi, East-West Press, 1975.
7. United Nations Industrial Development Organization: Guide to Practical Project Appraisal; Social Benefit -Cost Analysis in Developing Countries, Delhi, Oxford and IBH Pub. Co., 1978.

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

Instructions for External Examiner: Question paper shall comprise 10 questions (2 questions from each unit). The students will be required to attempt five questions selecting one question from each unit. All questions will carry equal marks.