

BANARAS HINDU UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

PROSPECTUS OF STUDIES

IN

MASTER OF BUSINESS ADMINISTRATION

(Four Semester Full Time Course)

2003-2004

**ORDINANCES GOVERNING TWO YEAR
MASTER OF BUSINESS ADMINISTRATION (FULL-TIME)
(M.B.A.) DEGREE COURSE**

Under the powers conferred by Section 4 A of the Banaras Hindu University Act, 1915, as amended and under the provisions of Clause 3 of Section 18 of this Act, the Banaras Hindu University instituted the Two-year (Four Semester) Master of Business Administration (M.B.A.) Degree Course with effect from July 1, 1968. The following are the Ordinances relating to the revised and updated M.B.A. Course to come in force from the academic session 2003-04.

1. ADMISSION

(A) General

1. The course of study leading to Master of Business Administration Degree of the Banaras Hindu University shall be conducted in the Department of Management Studies under the Faculty of Management Studies and shall be of two years (four semesters) duration.
 2. The last date for receipt of applications for admission to this course shall be fixed each year by the Admission Committee of the Department of Management Studies.
 3. All admissions shall be finalized within the date notified by the University. Candidates not fulfilling the minimum eligibility conditions by 5th October, every year shall be disqualified for admission.
 4. Candidates appearing at the qualifying examination and expecting to fulfil the eligibility requirements can also apply and appear in the admission process viz., Common Admission Test conducted by Indian Institutes of Management (CAT) of corresponding year followed by Group Discussion and Interview of short-listed candidates conducted by FMS, BHU, but they will not be offered admission unless they produce the documentary evidence of having completed all the requirements for obtaining the qualifying degree on or before 30th June, every year to the Dean, Faculty of Management Studies at the time of admission. Such candidates must satisfy the minimum eligibility criteria by 5th October of the year of admission.
1. The total intake in the MBA Course under General Category will be 22 and there will be reservation for the following categories as per Government of India Rules:

RESERVATIONS

S/C Candidates	15 % of the intake
S/T Candidates	7.5% of the intake
O.H. Candidates	3% of the intake
OBC Candidates	27% of the intake

- (a) The candidates seeking admission under the above categories must fulfil the minimum eligibility conditions and qualifying requirements.
- (b) The SC/ ST/OBC candidates must enclose attested copy of the caste certificate along with their Application Form stating that the candidate belongs to SC/ST/OBC Category.

The following are empowered to issue SC/ST/OBC Certificates:

- (i) District magistrate/ Additional District Magistrate/ Collector/ Deputy Commissioner/ Addl. Deputy Commissioner/Deputy Collector /1st Class Stipendiary Magistrate/City Magistrate/Sub Divisional magistrate/ Taluka Magistrate/ Executive Magistrate /Extra Assistant Commissioner.
 - (ii) Chief Presidency Magistrate/ Addl.Chief Presidency Magistrate/ Presidency Magistrate.
 - (iii) Revenue Officer not below the rank of Tehsildar.
 - (iv) Sub-Divisional Officer of the area where the candidate and/or his family normally resides.
 - (v) Administrator/Secretary to the Administrator/ Development Officer (Lakshadweep Islands).
 - (vi) Candidate must note that certificate from any other person/authority shall not be accepted in any case.
- (c) 3% seats shall be reserved for Physically Disabled Candidates (i) 1% for Visually Impaired (ii) 1% for Hearing Impaired (iii) 1% for Orthopaedically Handicapped. In case no candidate is available in any of the above three sub-categories, the unfilled seats shall be filled by the candidates belonging to the remaining sub-categories.

Since there is one seat reserved for PD candidates, this shall be filled by the candidates from Physically disabled category, on the basis of combined merit of CAT of IIM, GD and Interview to be held at FMS-BHU.

In case of non-availability of candidates of admission under PD Category, de-reservation of seats for filling up the same from candidates belonging to non PD category, will be done after obtaining approval from the Chairman, University Admission Coordination Committee before granting admission.

A candidate applying under PD category must attach a certificate by CMO, District Hospital. However, he/she will be considered under PD category only after verification from the University Medical Board. Admit cards for admission shall be issued to such candidates only on production of the above-mentioned verification certificates from the Medical Board constituted by the University for the purpose.

- (d) Separate final merit list will be prepared for the candidates under each of the above three categories, taking into consideration combined merit of CAT, Group Discussion & Interview.
 - (e) Vacant seats reserved for SC/ST candidates, if any, may be filled up as per Govt. of India rules.
 - (f) Vacant seats under P.D. Category, if any, may be filled up from General Category candidates.
2. No Application Form shall be considered for admission unless it is complete in all respects including attested copies of the photographs of the candidates containing his/her signature thereon and all necessary documents are attached thereto, such as:
- a) Attested copies of mark-sheets of all the examinations passed;
 - b) Certificate from the Head of the institution certifying that the candidate has appeared or will be appearing in the qualifying examination.
 - c) Certificate from an appropriate authority certifying that the candidate belongs to Scheduled Caste/Scheduled Tribe/OBC or that the candidate is physically disabled.

3. The completed Application Forms for registration at FMS, BHU along with documents required under ordinance 1 (A) 6 shall be sent to the Dean, Faculty of Management Studies, BHU by a date fixed by the Admission Committee of the Department of Management Studies.
4. Provisional admission to the course shall be made in order of combined merit of CAT of corresponding year of Indian Institute of Management, Group Discussion and Interview of shortlisted candidates on the basis of CAT score at FMS, BHU. CAT score will form 70% of the combined score where as the scores of Group Discussion and Interview will form remaining 30% of the Score (15% each).
5. Provisional admission cannot be claimed by any applicant as a matter of right. The provisional admission or readmission of an applicant shall be entirely at the discretion of the Admission Committee, which may refuse to admit any candidate without assigning any reason thereof.
6. Provisional admission will be made strictly on availability of seats on the date of admission and the mere fact that call letter has been issued shall not entitle a candidate to claim admission.
7. The candidate granted provisional admission shall deposit fee within the period prescribed by the Admission Committee failing which the admission shall stand cancelled.
8. Provisional admission of a candidate is liable to be cancelled by the Admission Committee at any time:
 - i) if it is detected that there is something against the candidate which would have prevented him/her from being admitted to the course
 - ii) if the candidate is found at a later stage to have provided any false information, and /or
 - iii) if he/she has been punished for an act of gross misconduct, indiscipline or an act involving moral turpitude.

The candidates admitted to the course are required to submit the following certificates at the time of admission:

A Migration Certificate from the University last attended in case the candidate has obtained qualifying degree from an Indian University other than Banaras Hindu University, certifying that he/she has passed the qualifying course.

OR

A Transfer Certificate showing that the candidate has passed the qualifying examination from the institution last attended, if he/she has obtained qualifying degree from Banaras Hindu University.

9. Once the candidate has deposited the fee for a course in which he/she was offered provisional admission, his/her candidature will not be considered subsequently for the other course in the Department.
10. Candidates should ensure that a pass port size photograph signed by them is pasted in the space provided for in the application form.
11. Candidates are advised to keep sufficient number of extra copies of the recent and identical photographs as are pasted on application form for future use, as and when needed.

12. Subject to the provisions contained in Ordinances of MBA, students shall be permitted to take double course in the subjects of Music or one Diploma Course, provided prior permission has been obtained from the two Heads of the Departments concerned.
13. Admission to the M.B.A. Course shall be dealt with by an Admission Committee consisting of the Head of the Department as the Chairman and two senior-most members of the teaching staff of the Department in-station. The Admission Committee may co-opt such other additional members as it deems fit.

B. ELIGIBILITY:

Admission to the M.B.A. course shall be made through CAT. Eligibility criteria defined under CAT shall be deemed as applicable provided the candidate has secured a minimum 50% marks at the degree examination. For SC/ST candidates, at least 45% marks are required

C. SUPERNUMERARY ADMISSIONS

I. ADMISSION UNDER SELF-FINANCING SCHEME :

M.B.A. : 05

1. Candidates willing to take admission under Self Financing Scheme are required to fill up their options in the application form.
2. The candidates will be required to pay annual fee of Rs. 75,000/- as the first installment at the time of provisional admission. This fee is to be paid through Demand Draft in favour of the Dean, Faculty of Management Studies, B.H.U. as course fee. Second installment of Rs. 75,000/- as course fee will have to be paid before commencement of third semester class, failing which the student will not be registered as a regular student in the third semester class.
3. In addition to the above fee, such candidates are also required to pay regular fee in cash at the **Fee Counter** of the University.
4. The Demand Draft of Rs. 75,000/- as course fee will have to be deposited in the Faculty at the time of provisional admission. The Admit Card will be issued only after the receipt of the Demand Draft of Rs. 75,000/- as course fee.

II. ADMISSION OF FOREIGN NATIONALS

Seats: 15% of the regular seats for both MBA/MIBA Programs (5 each for MBA & MIBA Programs).

All the application forms may be submitted in the office of the International Students Advisor, International Students Centre, BHU for processing for their admission. The International Students' Advisor, with the help of the Admission Committee constituted to look after the admission work of the foreign nationals shall examine the eligibility of each applicant to the course and also the equivalence of the qualifying examination passed by the candidate. The International Students Advisor will issue the eligibility letter to the concerned foreign nationals if they are found eligible. If there is any problem regarding equivalence of the qualifying examination passed by the candidates, the same may be referred to the Equivalence Committee constituted for foreign nationals. The last date of admission in this category will be announced by the International Students Advisor.

Foreign Nationals are exempted from appearing in CAT-2008.

All the Foreign Nationals have to fulfill the following conditions:

a) At the time of submitting the application:

- (i) All the Foreign Nationals should submit their application, along with the processing charges. On prescribed format, which can be freely downloaded from the website www@bhu.ac.in.
- (ii) The applications of scholarship-holding Foreign Nationals (under various schemes) required to be routed through the Indian Council for Cultural Relations /Ministry of Human Resource Development (Department of Education), Govt. of India, New Delhi.
- (iii) They hold a valid foreign passport.
- (iv) That they have adequate knowledge of English and/or Hindi as per the requirements of the Course.

b) At the time admission:

- (i) They have valid Residential permit in India granted for studies / student visa for the prescribed duration of the concerned Course.
- (ii) They fulfill the minimum eligibility requirements.

c) General:

- (i) The Degree/certificates of the candidates have been recognized and approved by the Association of Indian Universities (AIU)/Commonwealth Universities/ International Association of Universities (IAU) as equivalent to the corresponding Indian degrees/certificates.
- (ii) All the eligible Foreign Nationals are required to fill up the Registration Form prescribed by the University at the time of admission.
- (iii) The applicant should have completed 17 years of age and there is no maximum age limit for Foreign Nationals.
- (iv) The Inter-se merit among the applicants of various Foreign Nationals will be decided by the “Core Committee for Admissions of Foreign Nationals”, which shall be deemed as final.

FEE FOR THE FOREIGN NATIONALS

Fee structure for all the candidates of Foreign Nationals is as under (Fee details available on website)

1. Processing charges (US \$ 50 /100) : At the time of submitting the application
2. Usual Course Fee (In INR) : At the time of Joining the course
3. Additional Charges : At the time of joining the course

The quantum of processing charges and additional charges may be modified by BHU from time to time.

Further details regarding admission of Foreign Nationals are available on the website www.bhu.ac.in which is updated periodically.

2. ADMISSION PROCEDURE

Admission to M.B.A. Course at Faculty of Management Studies, BHU is based on the CAT- ranking. As such a candidate who is interested to take admission at FMS, BHU is also required to appear in **CAT** of corresponding admission year conducted by Indian Institute of Managements. For this, a candidate must fill up CAT application form. Completed CAT application forms must be directly sent to the concerned IIMs on or before a date fixed for the purpose by IIMs. **The FMS, BHU uses CAT ranks for short-listing candidates. IIMs shall have no role either in selection process or in the conduct of the course.**

Candidates are also required to register at **FMS, BHU** through separate application form.

Notes:

1. Admission of the candidates to M.B.A. Course shall be made on the basis of combined merit of the CAT (conducted by IIMs), Group Discussion and Interview (conducted by FMS, BHU) and availability of seat on the date of admission provided he/she fulfils other eligibility conditions.
2. Non-appearance of the of the candidate in any of CAT, Group Discussion and Interview on the scheduled date and time shall disqualify him/her for admission.
3. In case in any one of the two categories of candidates viz., SC/ST, the required number of candidates for admission is not available, then candidates belonging to the other category (SC & ST as the case may be, if available), shall be called for admission in order of merit so as to make up the deficiency in the required number in any of the aforesaid two categories. This provision shall be applicable to candidates belonging to SC & ST categories only.
4. Mere appearance in the CAT, Group Discussion and Interview will not entitle a candidate to be considered for admission to the course unless he/she fulfils the eligibility conditions. Applicants must fully satisfy themselves about their eligibility before filling the application forms of both, IIM - CAT and FMS, BHU.
5. Provisional admission will be offered to the candidates in order of combined merit he/she secured in CAT, Group Discussion and Interview, including reserved category seats as per their position in the Merit List and the availability of seat in course on the date of admission.
6. In case there are more than one candidate securing equal ranks as obtained by the last candidate in order of merit in the list of candidates to be called for admission, the following inter-se ranking rules of the University will be applicable.

"In case the candidates have equal ranks then the candidate senior in age shall be given preference"
7. The mark-sheet of the qualifying examination of a candidate can be submitted on or before 5th October of the admission year and no extension will be given in this regard on any ground. Confidential results/mark-sheets will not **be accepted**. Only the Original Mark-sheet of the qualifying examination after official declaration of the results by the respective examining bodies shall be accepted. **Any other document (sealed or confidential mark-sheet) other than a proper mark-sheet issued by the authority like VC/Rector/PVC/Registrar/CE etc. in regard to marks obtained by a candidate shall not be entertained under any circumstances.**

8. A candidate provisionally selected for admission will be required to fill the prescribed form, submit the required documents, collect his/her admit card for admission to the course from the office of the Department and pay fees by a date fixed for the purpose, otherwise the offer made to him/her will automatically stand cancelled. Once the candidate has submitted the fee for a particular course offered, he/she will not be allowed admission to the other course subsequently in the Department of Management Studies.
9. In case any provisionally selected candidate fails to deposit the fee by the last date prescribed, his/her provisional admission shall be cancelled and the seat thus falling vacant shall be offered to the next candidate in order of merit under the specified category.
10. Waitlisted candidate will be offered admissions strictly on the basis of ranking provided there is a vacancy in the course and there is no candidate holding a higher rank for provisional admission on the date of admission. Such waitlisted candidates shall have to deposit their fee latest by the date fixed by the Admission Committee.
11. In case provisional admission is offered to a candidate all his/her original documents shall be retained in the Faculty and the same shall not be returned till the 2nd Semester examinations are over.

3. COURSE OF STUDY AND EXAMINATION

1. A candidate admitted to the M.B.A. Course shall be permitted to appear at University Examinations only when he/she has been enrolled as a student of the Banaras Hindu University and has paid the Enrolment Fee prescribed hereinafter by the Ordinances.
2. To qualify for the M.B.A. Degree, the candidate must:
 - i) Satisfy the minimum requirement for entrance as prescribed earlier for the M.B.A. Semester Courses of study,
 - ii) Attend a regular course of lectures and seminars and complete to the satisfaction of the Head of the Department such assignments, reports and other work as are prescribed in these Ordinances for the M.B.A. Semester Examination; and
 - iii) Pass the M.B.A. Semester Examinations for the degree of Master of Business Administration which shall be held at the end of each Semester of the Course.
3. Candidates admitted to the M.B.A. Course shall pursue the regular courses of lectures, tutorials, sessionals, and practicals, if any, laid down in these Ordinances for the different Semester Examination for a period of four semesters.

Here the term "Semester" means approximately half of an academic year designated for the purpose. The duration of each semester shall ordinarily be sixteen weeks.
4. A student of the M.B.A. course shall not be permitted to seek admission concurrently to any other equivalent or higher degree or diploma examination in the University.
5. a) A student shall be deemed to have pursued a regular course of study in a subject during each year provided he/she has attended at least 75% of the classes actually held in each subject of his/her examination, provided that the Dean of Faculty may condone shortage of percentage in attendance not exceeding 5% in each subject due to one or more of the following reasons, involving absence from classes:
 - i. Participation in NCC/NSC/NSO Campus, duly supported by a certificate.
 - ii. Participation in University or College/Faculty Team Games or Inter-State or Inter-University tournaments; duly supported by a certificate from the Secretary of the University Athletic Association or President of the College/ Faculty Athletic Association concerned.

- iii. Participation in Educational Excursions conducted on working days certified by the Principal/ Dean of the College/Faculty or the Head of the Department. These excursions shall not include those organised for a class as a whole. No credit will be given for excursions conducted on holidays.
 - iv. University Deputation for Youth Festival certified by the Principal/ Dean of the College/Faculty concerned.
 - v. Prolonged illness duly certified by the Medical Officer or the Superintendent, S.S. Hospital of Banaras Hindu University.
- b) The attendance of a candidate shall be counted from the date of his/her admission, while in the case of a promoted candidate, attendance shall be counted from the date on which the respective classes begin.
- c) The Academic Council shall have power to condone any deficiency of attendance but only for cogent reasons.
6. All the Four Semester examinations of the M.B.A. Course shall be conducted by means of written papers OR partly, by means of written papers and partly by means of sessionals (internal assessment) and other examinations.
7. The M.B.A. Semester examinations shall be held once a year at Varanasi on such date and time as the Academic Council may prescribe.

However, a Second Examination will be held for those who fail in the M.B.A. III and M.B.A. IV semester examinations after the main examinations.

8. All applications to appear at the M.B.A. Semester examinations shall be addressed to the Controller of Examinations and shall be presented within such time and all such applications shall be accompanied by a satisfactory character certificate from the Head of the Department of Management Studies. Every application form and fees shall be dispatched through proper channel so as to reach the Controller of Examinations on or before the date prescribed for the purpose.
9. a) A candidate who has completed a regular course of student of M.B.A. semester examination but fails to pass or to appear at the above examinations may be admitted with the permission of the Academic Council to a subsequent examinations on a new application being made and on payment of a fresh fee unless otherwise exempted by the University. Such a candidate may seek readmission along with fresh entrance to the course as a regular student or may appear at the examination as an ex-student. In the latter case he/she shall not be required to prosecute a further course of lecture, tutorials, sessionals and practicals, if any prescribed for the examination.
- b) Where a student has been allowed to appear as an ex-student the marks secured by him/her in the semester reports, sessionals and other class work, shall be automatically carried over the examination at which he appear as an ex-student.

4. SCHEME OF TWO-YEAR M.B.A. EXAMINATION:

Candidates for the two-year M.B.A. Examination shall be examined in the following subjects in accordance with the syllabi or course prescribed in the following Ordinances. Only such elective subjects as are approved by the Head of the Department of Management Studies shall be selected by candidates.

1. Course Profile

<u>I Semester</u>	<u>II Semester</u>
C-111 Management Principles & Values C-112 Accounting & Financial Analysis C-113 Quantitative Techniques C-114 Managerial Economics C-115 Environment & Management C-116 Marketing	C-121 Organizational Behaviour & Ethos C-122 Management Accounting & Control C-123 Finance C-124 Research Methods in Management C-125 Operations Management C-126 Human Resource Management
<u>III Semester</u>	<u>IV Semester</u>
C-131 Strategic Management C-132 Computer Application & MIS C-133 Entrepreneurship & Project Management C-134 Practical Training (8 weeks) <u>Elective Group A: MARKETING</u> M-135 International Marketing M-136 Consumer Behaviour M-137 Advertising Management <u>Elective Group B: FINANCE</u> F-135 Financial Decision Making F-136 Security Analysis & Portfolio Management F-137 Management of Financial Institutions & Services <u>Elective Group C: HUMAN RESOURCE MANAGEMENT</u> H-135 Labour Legislation H-136 Management of Industrial Relations H-137 Management of Interpersonal & Group Processes <u>Elective Group D: OPERATIONS MANAGEMENT</u> O-135 Production Planning & Control O-136 Materials Management O-137 Operations Research	C-141 Seminar in Business Policy C-142 Dissertation C-143 Viva Voce <u>Elective Group A: MARKETING</u> M-144 Sales & Distribution Management M-145 Business & Services Marketing M-146 Seminar in Marketing Management <u>Elective Group B: FINANCE</u> F-144 Management of Business Taxes F-145 International Financial Management F-146 Seminar in Financial Management <u>Elective Group C: HUMAN RESOURCE MANAGEMENT</u> H-144 Management of Change & Organization Development H-145 Human Resource Development: Strategies & Systems H-146 Seminar in Human Resource Management <u>Elective Group D: OPERATIONS MANAGEMENT</u> O-144 Logistics & Transportation Management O-145 Quality Management O-146 Seminar in Operations Management
<u>Elective Group E: INFORMATION TECHNOLOGY</u> I-135 Programming Using C & C++ I-136 System Analysis & Design I-137 Data Base Management System & Electronic Spreadsheet	<u>Elective Group E: INFORMATION TECHNOLOGY</u> I-144 Internet Fundamentals & Web Designing I-145 Electronic Commerce I-146 Seminar in Information Technology

2. Elective Papers for M.B.A. Course:

The students will be offered any one of the following elective groups each groups consisting of **six** papers of which the first **three** papers will be taught in the M.B.A. III semester and the remaining papers in the M.B.A. IV semester.

1. Group A : Marketing
2. Group B : Finance

3. Group C : Human Resource Management
4. Group D : Operations Management
5. Group E : Information Technology

(Elective Groups available for the purpose will depend upon the facilities in the Department and provided there are enough students in each elective group for proper interaction and discussion)

Note: Examination in each paper shall have two components – End semester Theory Paper carrying a maximum of 100 marks and sessionals carrying a maximum of 25 marks. The pattern of end semester Theory examination in each paper is given after the detailed course contents of each paper.

3. Sessionals:

1. M.B.A. students shall appear in such class tests and shall submit one or more semester reports and/or other assignments in each of the courses offered by them as are given to them by the teachers concerned.
2. Such class tests, semester reports and/or assignments in each paper shall carry 25 marks, of which 15 marks will be for class tests and quizzes and 10 marks for semester report/s and/or assignment/s. (The marks of 2 best class tests/quizzes be considered out of 3 class tests/quizzes)
3. The semester report/s and/or assignment/s shall be submitted by the students to the teachers concerned, by a date fixed by the Head of the Department of Management Studies. After valuation of the semester report/s and/or assignment/s, the teacher concerned shall submit the result to the Head of the Department of Management Studies who shall forward the same to the Controller of Examinations.
4. The marks obtained in semester report/s and/or assignment/s will be made known to the students.
5. Where candidate fails to take examination in any one or more papers or having taken the examination, has but failed to secure the minimum pass marks in any one or more papers or in the aggregate, his marks in the class tests, semester reports and/or assignments will be carried forward to the subsequent examination.

4. Practical Training Report, Dissertation And Viva-Voce:

1. Every MBA students is required to undertake practical training for a period of eight weeks in a reputed organization connected with industry, trade or commerce, approved by the Head of the Department of Management Studies. This Training Report is a part of the MBA III Semester examination and carry 150 marks (50 marks for presentation and 100 marks for written report) and required to be submitted to the Controller of Examination in duplicate on or before a specified date fixed for the purpose by the Head / Dean of the Department of Management Studies.
2. The Practical Training Report submitted by the candidates for the MBA degree is examined by an internal and an external examiner independently out of 100 marks and the average of marks secured is credited to the marks obtained by the candidate. If the difference in percentage of marks between the two examiner is 30% or more, the Training Report will be sent to a third examiner. The marks given by the third examiner will be final.
3. Every student will be required to make a presentation of his/her practical training report, including that of Project work undertaken by him/her during summer /practical training, before an audience consisting of all students and teachers of the Faculty. This presentation will be evaluated, out of 50 marks, by a board consisting of teachers of the

Faculty nominated for this purpose by the Board of Examiners/Dean of Faculty /Head of the Department.

4. Every MBA student will also be required to prepare a Dissertation preferably in his/her area of specialization under the supervision of a teacher of the Faculty. The topic of the Dissertation and the name of the supervisor earmarked will be approved by a 'Dissertation Committee" formed for this purpose by the Head/Dean of the Faculty. This Dissertation will constitute a part of the MBA IV Semester Examination and will carry 100 marks.
5. Each student will be required to present Research Methodology of the Dissertation before the members of the Faculty for consideration and finalization.
6. The Dissertation shall be submitted to the Controller of Examination in duplicate on or before a specific date fixed for the purpose by the Head/Dean of the Management Studies.
7. The Dissertation shall be examined by Two external examiners, who shall evaluate it independently out of 100 marks each. The average of these marks shall be credited to the marks obtained by the student. If the difference in percentage of marks between the two examiner is 30% or more, the Dissertation shall be sent to a third examiner. The marks given by the third examiner shall be final.
8. The Viva Voce examination of the MBA students shall be conducted at the end of the last semester and shall carry 100 marks. It shall be conducted by a board consisting of the Head of the Department, two senior most teachers of the Faculty and one external member of the rank of a Professor.

5. Subjects, Script And Duration Of Examinations

1. Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in Hindi or English language in the examination in all the subjects.
2. Each individual paper shall be of three hours' duration and practicals, if any, shall also be of three hours' duration.

6. Percentage Of Pass Marks

1. The following shall be the minimum and maximum marks assigned to each paper, report and practicals, if any:

Maximum Marks in each written paper	100
Maximum Marks in each Semester Reports, Sessionals in each paper	25
Minimum Pass-percentage in each written paper (including Semester Reports/Sessionals)	40%
Minimum Pass Percentage in Practical Training and Viva-voce	40%
Minimum Pass Marks in the Aggregate	40%

2. The result of the candidate of the M.B.A. I, II and III semester examinations shall be announced in three classes viz.:
 - 1) Pass securing percentage of marks indicated in the Ordinance 4.6.1
 - 2) Promoted if they fulfil the conditions prescribed in Ordinance 4.7
 - 3) Failed if not complying the conditions indicated in the Ordinance 4.7

3. The classification of the M.B.A. final semester examination results will be based on the combined marks of the M.B.A. I , II, III and IV semester examinations.

Minimum Marks for First Class	60%
Minimum Marks for Second Class	50%
Minimum Marks for Third Class	40%

4. Notwithstanding anything contained to the contrary anywhere, the marks secured by a candidate at a higher semester/annual examination may be made available to the candidate even if he has not passed the lower semester/annual examination or examination, provided that the words, '*passed*' or '*promoted*' or '*failed*' appearing in the higher semester/annual examination marks-sheet shall be scored and in its place the words "The Candidate has not yet passed the semester(s) annual examination" with appropriate insertions shall be written.

Notwithstanding any provisions in Ordinances to the contrary, in the case of an examinee:

- who secured first division at the preceding examination.
- who having been duly admitted to a regular examination of the University is/ was unable to take that examination either in full or in some papers due to disruption of examination; and
- who took the next following examination of that course in the papers missed by him in the regular examination.

The marks obtained by the student at the examination will be considered as the basis for the University ranking, scholarship and other distinctions.

In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility therefor.

7. Continuous Promotion And Re-Appearance At Subsequent Examination

- Notwithstanding any provision contained anywhere covering any Bachelor, Master, Diploma or Certificate Examination but subject to the provisions of these Ordinances a student, who has put in a regular course of study, may be promoted at his/her option, to the next higher semester or year as the case may be, of concerned course of study, irrespective of the fact that he/she has failed to appear or pass the relevant examination within the concerned course of study.
- A student who is promoted under these Ordinances shall not be eligible to receive any scholarship, free-ship, or any other financial aid so long as he/she has not passed all the relevant examinations which entitles the student to be in the semester or year in which he happens to be.
- A student who is promoted under these Ordinances shall not be entitled to residential accommodation or any other facility during the period in excess of the minimum prescribed for receiving instruction for the concerned course of study.
- A student who is promoted under these Ordinances shall not be ranked in the order of merit at any examination comprising the relevant course of study nor shall he/ she be entitled to receive any award, medal or prize or certificate excellence except in relation to such examinations only which he/she passes as a whole at one time.
- A student who is promoted under these Ordinances shall be required to pass in the individual items as also in the aggregate of each examination comprising the relevant course of study by appearing at subsequent examinations.
- Unless otherwise specifically provided, a student, who is promoted under these Ordinances shall be required to pass in the courses of study in accordance with the

relevant provisions prescribed for the examination at time at which he/she actually appears in the examinations and not in accordance with the provisions that were prescribed at time he/she was admitted.

7. The examinations shall be so scheduled that the examinations of consecutive semesters or years do not overlap.
8. All examinations shall be held regularly at scheduled time and no special examination shall be held for the benefit of aforesaid students.
9. The student who is promoted under these Ordinances may appear as a whole or in parts within the period prescribed by those Ordinances.
10. The marks obtained by a student in any subsequent examination in respect of the same item shall be substituted for the existing marks obtained in that item, whether such subsequent marks obtained by him are less or more than the existing ones, and his results announced on the basis of subsequent marks.

8. Admit Card

1. The Controller of Examinations may, if satisfied, that an examinations Admit Card has been lost or destroyed grant a duplicate Admit Card on payment of a further fee of Rs. 1/-.
2. A candidate may not be admitted in to the examination room unless he/she produces his Admit Card to the Officer conducting the examination, or satisfies such officer that it will be subsequently produced.

9. Refund And Payment Of Examination Fee

1. A candidate who fails to pass or who is unable to present himself for any examination on any account shall not except in the following cases, be entitled to a refund of his/her examination fee or adjustment of the fee to the next ensuing examination.
 - i) The examination fee paid by a candidate will be refundable only (a) when his/her form is rejected by the University, b) when the fee has been submitted but not the form, and c) if the Academic Council permits a refund for compassionate reasons.
 - ii) Examination fee of candidates after deducting Rs. 10/- may be credited for the next ensuing examination in the case of candidates who fail to appear at any examination on account of sickness, provided that an application supported by a Medical Certificate is made for the purpose of examination, and provided that the form submitted by the candidates for the next ensuing examination is complete in all respects and is accepted.
2. An examination fee once credited to the next ensuing examination shall not be refunded.
3. A candidate when admitted to one more M.B.A. subsequent examination shall before admission, pay the fee prescribed by the University for such examination on each occasion when he/she so admitted.
4. On receipt of the fee prescribed for the examination, the Controller of Examinations shall examine the application which is found to be in order, shall be registered in the Register of Candidates for such examination. The controller of Examinations shall issue Admit Card to the candidate entitling him/her to sit for the said examination.

10. Special Ordinances For Women Candidates

1. Women candidates shall be eligible for admission to the M.B.A. Degree Course.,
2. The Academic Council shall, from time to time, make such arrangements for the residence of women students as may be necessary.
3. In other respects, the condition governing women candidates shall be those prescribed in the Ordinances for male candidates

11. Inter-University Ordinances

1. Notwithstanding anything contained in these Ordinances a student who is qualified under the foregoing Ordinances for admission to the University, and who is a member of some other Indian University, shall not be admitted to the University or any constituent College/Faculty thereof without the production of :
 - i) A leaving or transfer certificate signed by the Principal of the last college attended and certifying to the satisfactory conduct of the student mentioning the highest examination he/she has passed, and
 - ii) A certified copy of all the entries against his/her name in the Enrolment Register of the University if such a copy is obtainable.
2. A student of some other Indian University shall in any case be admitted only at the beginning of the particular course which he/she proposes to take in the University.,

12. Scale Of Tuition And Other Fees

All regular full-time candidates admitted and preparing for the M.B.A I and II or III and IV semester examinations shall pay the fees according to the University decision as applicable from time to time.

COURSE SYLLABI OF
 MASTER OF BUSINESS ADMINISTRATION
MBA - I SEMESTER

C-111 : MANAGEMENT PRINCIPLES AND VALUES

COURSE OBJECTIVE

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

COURSE STRUCTURE:

Concept of Management: Its nature, scope and purpose. Managing Science or Art. Management Vs Administration, Skills of a Manager. Organisation and its pervasiveness. Reasons for organizations. Significance of Goals in Organisations.

Evolution of Management Thought: Scientific Management. Frederick W.Taylor. Contributions and Limitations of Scientific Management Theory. Classical Organisation Theory. Contributions and Limitations of Classical Organisation Theory. Henry Fayol's Principles of Management, Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organisations as Socio-technical systems. The contingency approach to Management.

Organisation Structure: Formal and Informal organisations. Forms of formal organisation structures. Line and staff organisation. Functional Organisation. Product/Market Organisation. Project organisation and Matrix organisation. Benefits and Cost of Informal Organisations.

Decision-Making: Phases of Decision-Making. Problem Discovery. Problem Definition. Goal Setting. Developing Alternatives, Evaluating alternative and Making choices, Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Group as Decision- maker. Individual Vs. Group Decision-making.

Management Process: Plans and Decision Making. Basic Steps in Planning. Operational Plans. Single use Plans. (Policies, Strategies) and standing plans (Projects, Programmes, Budgets). Forecasting.

Organizing: Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralisation. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Classical guidelines for delegation and its limitations. Effective Delegation. Factors influencing Decentralisation. Centralisation Vs. Decentralisation.

Communication: Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication. Overcoming Barriers to interpersonal communication. Communication in Organisation. Factors influencing organisation communications. Communication network within the organizations: Vertical, horizontal, diagonal and informal. Overcoming organisational barriers to communication.

Controlling : The meaning of control. Steps in Control Process. Importance of Control. Types of Control Methods. Sources of Control. Design of the Control Process. Characteristics of effective Control System.

Values in Management: Transnational environment and perspectives of business. Quality of work life ("QWL). Japanese Management Techniques. Search for Excellence. Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management. Self-development and lessons from Ancient Indian Traditions.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	15 10
Total Marks	125

REFERENCES:

1. James F.Stoner, et al. : Management
2. Harold Koontz : Management
3. V.S.P.Rao & P.S.Narayana : Organisations Theory
4. Katz & Kunn : Social Psychology of Organisations
5. Stephen L.Fink, R.Stephen Jenks & Robing D.Willits : Designing & Managing Organizations
6. Amitai Etzioni : Modern Organisations
7. Herbert G.Hicks : The Management of Organisations
8. Hugh J Arnold & Daniel E.Feldm : Organizational Behaviour

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C-112 : ACCOUNTING & FINANCIAL ANALYSIS

COURSE OBJECTIVE:

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

COURSE STRUCTURE:

Orientation in Accounting: Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).

Financial Accounting: Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality.

Valuation of Assets: Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.

Financial Statement Analysis: Financial Statements - Meaning, Nature and Limitations. Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical Vs. Horizontal Analysis. Internal Vs. External Analysis.

Techniques of Financial Analysis: Accounting Ratios - Meaning, Significance and Limitations. Classification of Accounting Ratio. Computation and interpretation of Liquidity Ratios. Leverage Ratios. Activity/ turnover Ratios and Profitability Ratios. Trend percentages and Common size statement. Funds Flow Statement - Meaning and Need. Preparation and Interpretation of schedule of working capital changes and Funds Flow Statement. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.

Price Level Changes and Accounting: Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.

PATTERN OF EXAMINATION

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Guthman : Financial Statements Analysis
2. Myer : Financial Statements Analysis
3. Robert Anthony & Reece: Management Accounting - Text & Cases
4. Morton Backer : Modern Accounting Theory
5. Roy, A.Foulke : Financial Statement Analysis
6. Shukla & Grewal : Advanced Accounts
7. Mukherjee & Roy : Studies in Accounting Theory
8. Jain & Narang : Advanced Accounting
9. Khan & Jain : Management Accounting
10. Bhandari & Kulshrestha : Essays in Accounting
11. Roy G.D. : A Survey of Accounting Ideas
12. Sehgal A., Sehgal D. : Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden John: Accounting for Management

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C-113 : QUANTITATIVE TECHNIQUES

COURSE OBJECTIVE

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

COURSE STRUCTURE:

Theory of Probability: Basic Concepts. Simple, Joint, Conditional and Marginal Probabilities. Addition and Multiplication Theorems. Prior and Posterior Probabilities. Mathematical Expectation and Baye's Theorem.

Probability Distributions: Binomial, Poisson and Normal Distributions, Characteristics of the Normal Curve, Area Property of the Normal Curve. Use of Area Tables.

Probability and Decision Making: Decisions under Certainty, Risk and Uncertainty. Decision Criteria. Minimax, Maximin, Maximax and Baye's Criteria. Certainty Vs. Uncertainty.

Construction of Pay-off and Loss Tables: EMV, EOL, EPUC and EVPI. Expected Value and Utility. Objective and Subjective Probabilities, Decision trees and their application.

Programming Techniques: Formulation of Linear Programming Problems. Simplex Method and its simple applications. Duality in Linear Programming. Primal and Dual.

Transportation problem: Introduction. Initial Solution. North West Corner Rule. Lowest cost method. Vogels approximation method. Optimality Test. Modified distribution method and stepping stone method.

Assignment Problem: Introduction. Hungarian Assignment Algorithm. Maximization and Minimization cases.

Markov-Chain Analysis: With special reference to Brand-switching.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Thompson, W.W. : Operative Research Techniques
2. Acoff & Susoni M. : Operations Research
3. Levin R.I, Rubin D.S. & Stinson J.P : Quantitative Approaches to Management
4. Cooke, W.P. : Quantitative Methods for Management Decisions
5. Bierman H., Bonini C.P. & Housman,W.H.: Quantitative Analysis for Business Decisions.
6. Kanti Swaroop : Operative Research
7. Taha, H.A. : Operations Research
8. Hillier, P.S. & Lieberman G.J.: Operations Research
9. Gupta S.P. : Statistical Methods
10. Shenoy G.V., Sherma S.C. & Srivastava U.K.: Operations Research for Management
11. Sharma J.K. : Quantitative Techniques & Operations Research
12. Vohra ND : Operation Research.

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C-114 : MANAGERIAL ECONOMICS

COURSE 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.

COURSE STRUCTURE:

Nature and Scope of Economics: Micro Economics and Macro 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.

Demand Analysis and Demand Forecasting: Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting.

Indifference Curve Analysis: Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.

Cost Analysis: Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.

Market Structure and Product Pricing: Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.

Factor Pricing: Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.

Profit Analysis and profit Forecasting: Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization.

National Income: Definition of national income. Product and money flows. Measurement of National Income – Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India's National Income.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	15 10
Total Marks	125

REFERENCES:

1. Peterson & Lewis : Managerial Economics
2. Haynes, Mote & Paul : Managerial Economics
3. Laidler : Introduction to Micro Economics
4. Warren Haynes : Managerial Economics
5. Joel Dean : Managerial Economics
6. Varshney R.L. & Maheshwari: Managerial Economics
7. Dewett : Modern Economic Theory
8. Diwedi D.N. : Managerial Economics
9. Gupta G.S. : Managerial Economics
10. Gupta G.S. : Macro Economics – Theory and Applications

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C-115 : ENVIRONMENT AND MANAGEMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business enterprises.

COURSE STRUCTURE:

Introduction: Concept and characteristics of business environment. An overview of various dimensions of business environment. Relevance of business environment to business.

Economic environment of India: Pattern of, trends in and development strategies of economic development in India since independence. Role of agriculture in Indian economy. Industrial growth in India. Broad features of India's industrial policy. Small-scale industries in India – their role in Indian economy and government policy. Role of public and private sectors in the economic development of India.

Economic policies of the government: Pricing Monetary and fiscal policies in India – their broad features and trends.

Participative, regulatory and promotional roles of governments of India.

Social and cultural environment in India: Salient features of Indian society – class and caste structure of Indian society. Secularism in Indian society. Rural urban differences. Joint family system. Business participation in social and cultural affairs.

Political and legal environment in India: Political institutions in India – Legislature, Executive and Judiciary – A brief review of their functions. Indian constitution – fundamental rights and directive principles and their influences on Indian business. Centre-state relationships.

Law of Contract: Nature and elements of a contract. Offer and acceptance. Consideration, capacity to contract. Free contract.

Laws relating to sale of goods: Nature of contract of sale. Condition and warranties. The doctrines of Caveat Emptor. Transfer of ownership.

Company law : Formation of a company . Memorandum and articles of association. Nature and contents.

Relevant provisions of MRTP Act, FEMA, SEBI.

Environment Management System: EMS Standard. ISO 14000. Environmental auditing. Clearance/permissions for establishing an industry.

Technological environment in India: Trends in Technological Environment in India. In House R&D in Indian Industries. Technological collaboration and government policy.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	<u>10</u>
Total Marks	<u>125</u>

REFERENCES:

1. N.K. Sharma : Business Environment in India.
2. K Ashwathappa : Essentials of Business Environment
3. F Cherunilam : Business Environment
4. Dutt and Sundaram : Indian Economy
5. A.N. Agrawal : Indian Economy
6. Vatsyanam : Indian Society and Social Institutions
7. N.D. Kapoor : Elements of Commercial Laws
8. N.K. Ubroi : Environmental Management
9. G.N. Pandey : Environmental Management

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C-116 : MARKETING

COURSE OBJECTIVE

The objective of this course is to give the student an insight into one of the most important functions of an enterprise - MARKETING to make him/her acquainted with the major decision areas in the field of marketing.

COURSE STRUCTURE

An Overview of Marketing: What is marketing? Marketing concepts and tools. Corporate orientations towards the market place. The Marketing process. Tasks of Marketing.

The Marketing Environment: External and Internal Marketing Environment. Macro and Micro Environment.

Marketing Information Systems: Gathering information for decision making. The information system in marketing and the role of MIS in decision making.

Segmenting and Targeting Markets (STP Strategy): Rationale for Market Segmentation. Bases for segmenting markets. Steps in segmenting. Strategies for selecting target markets. Positioning.

Product Decisions: Product mix. Product life cycle. New product development process. New product adoption process. Branding and packaging decisions.

Pricing Decisions: Importance of Price. Pricing objectives. Determinants of price. Setting the right price.

Promotion Decisions: The communication process. Barriers to marketing communications. The role of promotion in the marketing mix. The different elements of the promotion-mix. Factors that affect the promotion-mix. Developing the promotional plan.

Distribution Decisions: Functions of marketing channels. Alternative channel arrangements. Marketing channel design decisions.

Managing Direct and On-line Marketing: The Growth and benefits of direct marketing. Major channel for direct marketing. E-commerce.

Managing the Total Marketing Effort: Formal vs informal control. How control works. Strategic control. Marketing audit.

New Issues in Marketing.**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Phillip Kotler : Marketing Management Analysis, Planning & Control
2. Rosenberg : Marketing.
3. Kotler & Kox : Marketing Management & Strategy
4. Craverns Hills Woodruff : Marketing Management
5. Kotter & Armstrong : Principles of Marketing
6. Stanton & Others : Fundamentals of Marketing
7. Namakumari & Ramaswamy : Marketing Management
8. Panswar J.S. : Marketing in the Era
9. Chhabia & Grover : Marketing Management

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MBA - II SEMESTER

C-121: ORGANISATIONAL BEHAVIOUR & ETHOS

COURSE OBJECTIVE:

The course is intended to develop a basic understanding amongst the students about the ways in which behaviour and performance of individual organisation members influence the performance and effectiveness of the organisation as a whole and also about the ways organisations influence the thoughts, feelings and actions of their members. By understanding how organisations influence their members and how members in turn influence organisations, students may gain a valuable perspective on organisational events.

COURSE STRUCTURE:

Nature and Scope of Organisational Behaviour: Concept of Organisation, Concept of Behaviour, Concept of Organisational Behaviour. The field of Organisational Behaviour. Individuals, Groups and Systems in Organisations. Manager's job.

Perception: Perceptual Processes. The Role of object in Perception. The Role of Environment in Perception. The Role of Observer in Perception. Significance of Perception for Managers.

Learning: Concept of Learning. Theories of Classical and Operant Conditioning. Learning Curves. Significance of Learning for Managers.

Attitudes: Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.

Motivation: Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. The Expectancy Model of Motivation. McClelland's Achievement Motives Worker's Job Maturity.

Transactional Analysis: Transaction as Unit of Social Interaction, Three Ego States: Parent, Adult and Child. Four Life Positions.

Group in Organisations: Concept of Group. Group Membership. Group Cohesiveness. Norms, Conformity, Deviance. Group Performance. Group Decision Making.

Intergroup and Organisational Conflict: Concept of Conflict. Sources of Conflict. Changing views of Conflict: Functional and Dysfunctional. Dynamics of Organisational Conflict. Methods of Managing Conflict.

Creative Processes in Organisations: Concepts of Creativity. Types of Creativity. Stimulating Creativity in Organisations. The Creative Climate/Culture.

Influence, Power and Authority: Concept of Influence. Power and Authority, Sources of Power. The Basis of Formal Authority in Organisations.

Leadership: Concept of Leadership. Trait Approach to Leadership. Behavioural Approach to Leadership. Situational Factors in Leadership. Path-Goal Theory. Leadership Styles. Successful Vs. Effective Leadership. Leadership Vs. Managership. Leadership Vs. Organisational Change.

Management of Job Stress: The Nature of Job Stress. Sources of Job Stress. Consequences of Job Stress. Management Job Stress. Yoga & Stress. Lessons from Indian Scriptures for coping with stress.

International Dimensions of Organisational Behaviour: Concept of Cross-Cultural Management. Variation in work Behaviour Across Cultures. Cross-cultural Communication Barriers. Managing Cultural Diversities.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCE:

1. Ernest R.Hilgard : Introduction to Psychology
2. Blair J.Kolasa : Introduction to Behavioural Science for Business
3. H.Joseph Reitz : Behaviour in Organisations.
4. Hugh J.Arnold & Daniel C.Feldman: Organisational Behaviour.
5. Joe Kelly : Organisational Behaviour
6. V.S.P.Rao & P.S.Narayana : Organisational Theory & Behaviour.
7. James,A.F. Stoner & R.Edward Freeman: Management
8. R.Wayne Mondy, Arthur Sharplin & Edwin B.Flippo : Management : Concepts and Practices.
9. Paul Hersey & Kenneth H.Blanchard : Management of Organisational Behaviour- Utilizing Human Resources.

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C 122: MANAGEMENT ACCOUNTING AND CONTROL

COURSE OBJECTIVE:

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

COURSE STRUCTURE:

Introduction: Meaning, Functions, Scope and Limitations of Management Accounting. Financial Accounting Vs. Management Accounting.

Responsibility Centres: Cost Centres, Profit Centres and Investment Centres. Inter divisional transfer pricing – concept and methods.

An orientation to Cost Accounting: Purpose of Cost Accounting, Elements of cost. Kinds of costing, Classification of Costs, Methods of Cost variability.

Standard Costing: Meaning, Types of Standard and their revision. Procedure of setting standard cost - Material, Labour and Overhead.

Budgeting: Definition of a budget. Kinds of budgets. Preparation of a Budget. Budgetary Control. Flexible Budgeting. Zero Base Budgeting, Performance Budgeting.

Variance Analysis: Meaning and its relevance to budgeting and standard costing. Kinds of Variances. Their use in making appraisal and fixing responsibility.

Activity Based Costing: Concept, main activities and their cost drivers, developing ABC System.

Break-Even Analysis: Meaning, Graphic presentation. Preparation of break-even charts and their interpretation. Managerial uses of Break-even analysis.

Marginal Costing: Meaning of Marginal Cost. Analysis of Incremental costs and revenues. Management Application of Marginal Income Accounting.

Discussion of real life business Cases.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Anthony Robert N. & Reece James S: Management Accounting
2. Anthony Robert N & Welsch Glenn A: Fundamentals of Management Accounting
3. Hongren Charles T. : Introduction to Management Accounting
4. Batty, J. : Management Accounting
5. Bhattacharya S.K. and Dearden John: Accounting for Management
6. Hingorani N.L., Ramanathan A.R. & Grewal T.S.: Management Accounting.
7. Khan M.Y. and Jain P.K. : Management Accounting.
8. Kishore Ravi M. : Taxman's Advanced Management Accounting
9. Jain Narang : Cost and Management Accounting

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C-123 : FINANCE

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the basic principles, tools and techniques of financial management.

COURSE STRUCTURE:

Concept and Dimensions of Financial Management: Objectives and Functions of Financial Management. Role of the finance manager.

Forms of Business organizations and financial considerations underlying the choice of form of business organization.

Capital Structure: Concept, Principles, Criteria of its determination, Trading Equity, Leverages, Operating and Financial, Indifference Point. (Capital Structure theories not included)

Acquisition of funds: External and internal forms of corporate financing. External forms - Shares and Debentures. Internal forms - Ploughing Back of Profits. Forms of dividends, Factors affecting dividend policy, Dividend pay-out decision (Dividend theories not included).

Financial Markets and Instruments: Nature and Significance of Money and Capital markets. Commercial Paper, Certificate of Deposit, Treasury Bills. Primary and Secondary Markets. Objectives, Functions and Indices of BSE and NSE. Concept of OCTEI.

Concept of Futures and Options.

Concept of Financial Institutions and their role in economic development: Indian Financial System. Financial Institutions – Types, Nature and Functions. Development Banks, Investment Banks. Investment Institutions and Commercial Banks. Challenges to Indian Financial Institutions and Banks in changing economic scenario.

Working Capital Management: Meaning, Significance and Factors influencing the level of Working capital. Working capital management – Cash Receivables and Inventory Management.

Concept of Cost of Capital and Capital Budgeting: Concept and significance of Cost of Capital and its computation. Concept and significance of Capital Budgeting appraisal Techniques for risk free projects.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES

1. J.Fred Weston & Eugene F. Brigham : Managerial Finance
2. Franklin R.Edwards & Cindy W.Ma : Futures and Options
3. James Van Horne : Essentials of Financial Management
4. Walker E.W. : Essentials of Financial Management
5. Srivastava, R.M. : Financial Management
6. Srivastava, R.M. : Essentials of Business Finance
7. Prasanna Chandra : Financial Management
8. Pandey, I.M. : Financial Management

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C-124: RESEARCH METHODS IN MANAGEMENT

COURSE OBJECTIVE:

The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports. They are also expected to learn the basic quantitative and statistical tools of analysis to sharpen their research studies.

COURSE STRUCTURE:

The course in this paper is divided into two Sections - Section (A) and Section (B). The former relating to the theoretical aspects of Research and the latter relating to tools and techniques of Quantitative and Statistical Analysis. Approximately, 40% of the time will be devoted for Section (A) and 60% for Section (B).

Section (A)

Meaning and Significance of Research in Management: Different Approaches to Research. Scientific Method of Investigation. Scientific Method and Non-Scientific Methods. Types of Research. Historical Studies. Case Studies, Survey, Statistical Studies, Experimental Studies and Simulation. Problems of Research in Management. Survey of Literature.

Formulation of a Research Problem: Defining a Research Problem. Techniques involved in defining a problem. Research Designs Exploratory Research, Conclusive Research, Experimental and Laboratory Research, Field Investigations. Features of a good Research Design.

Data Collection Methods: Primary Vs. Secondary Data. Collection of Primary Data. Observation Method, Collection of Data through questionnaires. Characteristics of a good Questionnaire. Indirect Methods of Data Collection. Selection of Appropriate method of Data Collection. Pitfalls in the use of Secondary data.

Sampling Techniques Steps in Sampling. Probability sampling Vs. Non-Probability Sampling. Random Sampling and Stratified Sampling. Judgment Sampling. Size of a Sample. Sampling Errors.

Scaling concept and its importance in business research studies: Important Scaling Techniques. Ratings and Ranking Scale Construction of Thurstone and Likert types of Scale and their uses in study of qualitative phenomena in management. Reliability and Validity of Measurements.

Processing of Research Data and their Analysis and Interpretation: Editing, Coding, Classification and Tabulation. Application of Computers in processing and analysis of data.

Research Report and its Significance: Steps in Report writing. Layout of a Research Report. Types of Research Reports. Citations and Bibliography.

Section (B)

Measures of Central Tendency: Arithmetic Mean, Mode, Median and Geometric Mean. Uses and Limitations of the measures of Central Tendency.

Measures of Dispersion and skewness: Range, Mean, Deviation, Standard Deviation and Quartile Deviation. Mean \pm 3 standard Deviation Concept. Skewness and its Measurement. Symmetrical and Asymmetrical Data. Coefficient of Variation.

Correlation and Regression Analysis: Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

Analysis of Qualitative Data. Yule's Coefficient of Association.

Importance of Index Numbers in business studies: Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

Analysis of Time Series: Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.

Test of Significance and its Designing: Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Large Sample

Tests of Variables and Proportions: Student's 't' test in small samples. Application of X^2 test. Testing of coefficients of Correlation. Analysis of Variance. Latin Square Design.

Introduction to some basic quantitative methods packages.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Goods, William, J. & Hatt Paul K.: Methods in Social Research.
2. Young, Pauline V. : Scientific Social Surveys and Research.
3. Karlinger, Fred N. : Foundations of Behavioural Research.
4. Mohsin, S.M. : Research Methods in Behavioural Research.
5. Kothari, C.R. : Research Methodology - Methods & Techniques.
6. Sharma R.D. : Research Methods in Social Sciences.
7. Tandon B.C. : Research Methodology in Social Sciences.
8. Mood, Alexander N. : An Introduction to the Theory of Statistics.
9. Boot and Cox : Statistical Analysis for Managerial Decision.
10. Richard, Leurin : Statistics for Management.
11. Gupta, S.P : Statistical Methods.
12. Mc Clave, T.T. : Statistical for Business and Economics.
13. Shukla and Gulshan : Statistics.

14. Gupta C.B. : An Introduction to Statistical Methods.
15. Vohra, N.D. : Quantitative Techniques in Management.
16. Mik Wisniewski : Quantitative Methods for Decision Making
17. Diwedi R.S. : Research Methods in Behavioural Sciences

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C-125: OPERATIONS MANAGEMENT

COURSE OBJECTIVE:

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation.

COURSE STRUCTURE:

Nature and Scope of Operations Management: Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs. Project Management. Characteristic Features of Job, Batch and Flow Production. Automation & Mechanization. Duties and Responsibilities of Operations Manager.

Factors governing the location of a Plant: Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials handling Equipments and their uses.

Productivity: Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.

Work Study: Concept, Definition and Objectives. Definition & objective of Method Study. Procedure for conducting Method Study. Flow Process Chart (Man type & Material type). Two handed process chart. Multiple activity chart. Principles of motion economy. Work sampling – Concepts, Definition and uses. Procedure for conducting work sampling. Time study – Definition. Procedure for conducting time study.

Arrow Diagramming and Network Analysis: PERT Model. Determination of critical path. Distribution of Project completion time. CPM Model. Time/Cost Relation. Crashing of a Project.. Resource Allocation through Resource leveling and resource smoothing.

Operations Planning & Control: Aggregate production planning. Master production scheduling. Materials requirements planning (MRP). Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting. Line Balancing.

Maintenance Management: Maintenance objectives. Concepts, advantages and limitations of Break down Maintenance & Preventive Maintenance. Maintenance costs and the problem of their Minimization. Total Productive Maintenance (TPM).

Purchasing Management: Objectives and Functions of Purchasing. Purchasing cycle. Vendor Rating.

Inventory Management: Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. P & Q Inventory Models. Inventory classification systems. ABC & VED Analysis. JIT System of Inventory Management.

Statistical Quality Control: Concepts of quality. Objectives of SQC. Chance Causes and Assignable Causes. Process control Charts for Variables & Process Control Charts for Attributes Acceptance sampling for attributes. Operating Characteristic (OC) Curves.

ISO 9000 standards, Total Quality Management (TQM).

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. W.J. Stevenson : Production/Operations Management (Irwin Pub.)
2. K.N. Dervitsiotis : Operations Management (Mc Graw Hill Int'al.)
3. E.J. Adam, Jr. & R.J. Ebert : Production and Operations Management (PHI)
4. E.S Buffa : Modern Production Management. (John Wiley)
5. J L. Riggs : Production Systems - Planning, Analysis & Control.
6. Raymond Mayer : Production & Operations Management.
7. N Goither : Production & Operations Management.
8. R, Paneerselvam: Production and Operations Management (PHI)
9. N.G. Nair : Production & Operations Management. (TMH)
10. Chary S.N. : Production & Operations Management. (TMH)
11. K. Ashwathappa : Production & Operations Management. (HPH)
12. H.B. Maynard : Industrial Engineering Hand Book
13. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
14. O.P. Khanna : Industrial Engineering & Management.
15. P. Gopalakrishnan: Hand book of Materials Management.
16. Alan Muhlemann, John Oakland & Keith Lockyer : Production & Operations Management.

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C-126: HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE:

The basic objective of this course is to make the participants acquainted with the fundamental principles, concepts and problems and practices relating to different areas of Human Resource Management.

COURSE STRUCTURE:

Human Resources Management:- Concept, Objectives, Nature and scope of the Human Resource Management. HR Functions, Role of HR Managers, Challenges ahead, HR Policy and Its formulation.

Human Resource Planning :- Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.

Human Resource Acquisition: Meaning of Recruitment . Various sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialization.

Development of Human Resources: Training – Meaning and Importance. Assessment of Training Need. Methods and procedures of training. Management Development Programmes, Purposes and Methods.

Performance Appraisal: Concept, Objectives and Importance of Performance Appraisal. Methods of Performance Appraisal. Problems of Performance Appraisal. New developments in Performance Appraisal.

Employee Compensation: Elements of compensation. Factors affecting compensation. Incentive. Job-Evaluation – Meaning and Importance. Methods of Job Evaluation.

Discipline and Grievance Management: Causes of indiscipline. Management of Discipline. Causes of employees' grievance. Grievance procedure. Management of Employees' Grievance.

Human Resource Auditing: Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. E.B.Flippe : *Principles of Personnel Management*.
2. Arun Monappa & S.S.Mirza : *Personnel Management*.
3. Strause & Sayles : *Personnel: The Human Problems of Management*.
4. Blum & Naylor : *Social Foundation of Industrial Psychology*.
5. Tiffin & Mc.Cormic : *Industrial Psychology*
6. Dale Yoder : *Personnel Management & Industrial Relations*.
7. Aswathappa K.: *Human Resource and personal Management* (Tata Mc Graw Hill , New Delhi 1997)
8. De Cenzop, DA & Robbins SP : *Human Resource Management* (5th Ed. New York, John Wiley, 1994).
9. Guy V & Mattock J : *The New International Manager* (London, Kogon Page, 1993)
10. Holloway, J Ed. : *Performance Measurement and Evaluation* (New Delhi, Sage, 1995)
11. Monappa, A & Saiyadain M.: *Personal Management* (II Ed. New Delhi, Tata Mc-Graw Hill, 1996)
12. Stone, Lloyed and Leslie W Rue: *Human Resource and Personal Management* (Richard D. Irwin, Illinois, 1984)

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

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MBA - III SEMESTER

C- 131 : STRATEGIC MANAGEMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of these skills.

COURSE STRUCTURE:

Introduction - Concept, Characteristics and Dimensions of Strategic Management. Emergence of Strategic Management, Concept in the Corporate World. Forces necessitating the adoption of Strategic Management Concept by foreign as well as Indian Companies. Corporate Strategy - Concept, Components and Functions. Formulating Corporate Strategy for a large enterprise - An overview.

Nature, Components and Significance of Environmental Scanning.

Analysing external environment opportunities and threats - Economic, Technological, Competitive, Political, Social and Cultural.

Corporate Capability Analysis - Nature and Significance of Corporate capability analysis. Analysing corporate capability. Concept and Significance of Synergy. Analysing Synergy for strategy making.

Core competence – Concept of core Competence and its cosmic features. Identifying core competence of a firm. Core Competence and leveraging. Significance of core competence concept in strategy making.

Value Chain Analysis – Concept of Value Chain Analysis. Types of Value Activities. Value Chain Analysis and Linkages. Value System. Significance of Value Chain Analysis in strategy Making.

Setting Corporate Objectives - Concept of Corporate vision, Purpose and Mission. Objectives and goal. Need for setting corporate Objectives. Process of setting corporate objectives. Forces interacting with corporate objectives - External and Internal.

Identifying Strategic Alternatives - Stability strategy. Growth and Diversification Strategy, Mergers and Acquisitions and Retrenchment.

Choice of corporate strategy – CIT, CASCADE and PORTFOLIO MODELS.

Formulating Generic Competitive Strategies

Implementing Corporate Strategy - Corporate Strategy and Corporate Legitimacy. Strategy and Structure

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	<u>10</u>
Total Marks	<u>125</u>

REFERENCES:

1. Basil W. Fenning : Corporate Planning
2. Malville C.Branch : Corporate Planning
3. Barnard Taylor and John R.Sparket : Corporate Strategy & Planning
4. Andrews : Concept of Corporate Strategy
5. Russel and Ackoff: Concept of Corporate Planning
6. Glueck : Business Policy
7. Y.N.Chang & Filemon : Business Policy and Strategy
8. Newmann : Strategy, Policy and Central Management
9. David E.Hussey : Introduction to Corporate Planning.
10. R.M.Srivastava : Business Policy & Strategic Management
11. Newmann and Legman : Business Policy & Central Management
12. Mc Carthy and Others : Business Policy and Strategy
13. R.M.Srivastava and Divya Nigam: Corporate Strategic Management
14. Michael E.Porter : Competitive Advantage
15. Wright, Pringle and Kroll : Strategic Management
16. Rober J Allio & Malcolm W Pennington : Corporate Planning: Techniques and Applications.
17. Arthur A. Thompson Jr. & A.J. Strickland: Strategic Management
18. Michael Parter : Competitive Advantage
19. Ansoff, H. Ighor : Implanting Strategic Management
20. G. Hamel and C.K. Prahalad: Competing for the future

C-132: COMPUTER APPLICATIONS AND MIS

COURSE OBJECTIVE:

The objective of this course is to acquaint the students with the latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and retrieved.

COURSE STRUCTURE:**Section - (A) : COMPUTER APPLICATIONS (Weightage - 60%)**

Evolution of Computers: Introduction to Computer Hardware and Software. Problem Analysis. Flow Charts and Algorithm. Basic of operating systems with exposure to DOS, UNIX, and WINDOWS.

Use of computers in business organizations: Impact of computers on Indian society. Popular office use of computers – one package each of word processing, relational database management system (RBDMS) and electronic spreadsheet.

Data communication: Relevance and types of Data Base Management Systems.

Section - (B): MANAGEMENT INFORMATION SYSTEM (Weightage - 40%)

Concept of MIS: Role of MIS in Managerial decisions making. Systems Approach and MIS Sources of Information. Computerized MIS and its advantages. Selecting a Computer. Selection and Training of Computer Personnel.

Organizational aspects of Computerized Data Processing: Evaluation and Control of Data Processing. Office Automation System (OAS). Decision Support Systems (DSS). Executive Support Systems (ESS). Expert Systems.

System Analysis and Design: System Life Cycle. Data Flow Diagram (DFD). Data Dictionary (DD). Simon's and Anthony's models in information system.

Information Retrieval and its Techniques.

PATTERN OF EXAMINATION

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Tanenbaum : Operating System : Design & Implementation.
2. Unger & Ahmed : Computer Science. Fundamentals (1979)
3. Bhatnagar, S.C. and Ramani K.V. : Computer and Information Management - A Premier for Practicing Managers.
4. Rajaraman : Fundamentals of Computers
5. O'Brien, J.J. : Management Information Systems – A managerial End User Perspective
6. Basandra : Computers Today
7. Leon & Leon : Fundamentals of Information Technology
8. Shepherd : Introduction to Computers & Technology
9. V.K. Jain : Advanced Data Base Management System
10. D. Bharihoke : Fundamentals of Information Technology
11. Murdick, Ross & Claggett: Information System for Modern Management
12. Laudon & Laudon: Management Information Systems – Organization & Technology.

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C-133 : ENTREPRENEURSHIP AND PROJECT MANAGEMENT

COURSE OBJECTIVE:

The first part of the course is designed to familiarize the students with the concepts of entrepreneurship, entrepreneurial functions and the role the entrepreneurs are expected to play in a developing economy.

The second part of the course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

COURSE STRUCTURE:

PART A:

Entrepreneur & Entrepreneurial development: Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur. Role of entrepreneurs in socio-economic development of a country. Growth of entrepreneurship in India.

Entrepreneurial competencies and skills: Meaning and components of entrepreneurial competencies. Developing competencies.

Functions of an entrepreneur: Types of entrepreneurs. Entrepreneur, Intrapreneur and Professional manager.

Women Entrepreneur: Concept and functions of women entrepreneurs. Problems of women entrepreneurs. Developing women entrepreneurs – recent trends.

Factors influencing entrepreneurship : Individual factors. Environmental factors. Socio-cultural factors. Support systems.

Entrepreneurial motivation: Motivation theories. Motivating factors. Achievement motivation.

Entrepreneurial Mobility: Factors influencing mobility. Occupational Mobility. Locational Mobility.

Entrepreneurial Development programmes (EDPs): Need and objectives of EDP. Course contents of EDP. Phases of EDP. Evaluation of EDP.

Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs. (Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).

Road Map for setting up a new venture.

PART B:

Concept of a Project & Project Management: Characteristic features of a project. Project management vs. general management.

Project life cycle and its different phases.

Project feasibility study: Market feasibility, Technical feasibility. Financial feasibility.

Social cost benefit analysis (SCBA): Basic concepts and rationale of SCBA. Meaning of Shadow price. Identification and quantification of different types of costs and benefits. UNIDO Approach and L.M. approach to SCBA. Social rate and discount. Shadow Price of foreign exchange and shadow price of wage rate.

Prerequisites for successful implementation of projects.

Evaluation and appraisal of projects: Project appraisal techniques.

Project Control: Reasons for ineffective project control. Technique of project control.

Preparation of project proposals. Case studies.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper</u> :	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals</u> :	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Vasant Desai : Entrepreneurial Development (Vol. I, II & III)
2. C.B. Gupta & N.P. Srinivasan : Entrepreneurial Development
3. S.S. Khanka : Entrepreneurial Development
4. David H. Holt : Entrepreneurship
5. Siropolis : Entrepreneurship & Small Business Management.
6. P.N. Singh : Developing Entrepreneurship for Economic Growth
7. P. Drucker : Innovation & Entrepreneurship.
8. Colombo Plan Staff College for Technician Education: Entrepreneurship Development
9. Hisrich Peters : Entrepreneurship
10. I.S. Malhotra & S.L. Gupta : Management of Small Scale Industries
11. S. Choudhury : Project Management
12. V. Desai : Project Management & Entrepreneurship.
13. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
14. B.M. Patel : Project Management
15. P.K. Mattoo : Project Formulation in Developing Countries
16. Stoiner & Ryam : Industrial Project Management
17. Harold Kerzner : Project Management – A systems approach to planning scheduling and controlling
18. United Nations : Manual for Evaluation of Industrial Projects
19. H.P.S. Patwa : Project Reports & Appraisals.

MBA - III SEMESTER (ELECTIVE GROUP - A: MARKETING)

M-135 : INTERNATIONAL MARKETING

COURSE OBJECTIVES:

This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business.

COURSE STRUCTURE

Importance and Challenge of International Marketing:

Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Characteristics of International Marketing Executives.

Analysis of International Marketing Environment and Identifying Foreign Markets:

Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.

Promotion of International Marketing by Governmental and Non-Governmental Agencies:

Activities at super-national; national and sub-national levels; Governmental Agencies involved in Promoting International Marketing; Non-governmental agencies involved in promoting International Marketing.

International Marketing Intelligence and Research:

Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research.

Planning Entry and Operations Strategies:

Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

International Product Policies:

Strategic Considerations in Making Multinational Product decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions.

International Pricing Decisions:

Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.

International Distribution System and Logistics:

International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical

Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.

International Marketing Communication:

Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Durtney Brown : World Business.
2. David Carson : International Marketing
3. David Leighton ; International Marketing
4. Heary Deschampsnenfe : Marketing Overseas
5. Hess and Cateore : International Marketing
6. Patty and Vredenburn: Readings in Global Marketing Management
7. Roland Kramer : International Marketing
8. Rayans and baker : World Marketing
9. R. Vernon: Manager : In the International Economy
10. Winter and Mehta : Export Marketing Operations
11. TAS Balagopal : Export Management
12. Varshney & Bhattacharya: International Marketing Management
13. B.S. Rathore : Export Marketing
14. P. Saravanavel : International Marketing
15. Saxena & Kapoor : International Marketing
16. S.C. Jain : International Marketing Management

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M-136: CONSUMER BEHAVIOUR

COURSE OBJECTIVE:

The purpose of this course is to explain the students the relevant concepts upon which the discipline of consumer behaviour is based and also to illustrate how consumer behaviour concepts are used by marketing practitioners to develop and implement effective marketing strategies.

COURSE STRUCTUREI Consumer Behaviour : Introduction:

Introduction to Consumer Behaviour. Definition of consumer behaviour; Personnel Consumer Vs. Organisational Consumers. Consumer Behaviour and Marketing Strategy.

II Consumer Motivation: Concept of Motivation: Needs; Goals; Maslow's Hierarchy of Human Needs. Motivational Research.

III. Learning and Consumer Involvement: Concept of Learning. Behaviour Learning Theories. Cognitive Learning Theories. Brand Loyalty.

IV. Consumer Perception: Concept of Perception. Dynamics of Perception. Consumer Imagery.

V. Consumer Attitudes and Attitude change: The nature of Consumer Attitudes. Attitudes Formation. Changing Consumer Attitudes.

VI. Group Dynamics and Consumer Preference Groups: Definition of Group. Types of Groups. Consumer - relevant Groups. Reference Groups. Applications of the Reference Group Concept.

VII. Consumer Psychographic & Life Styles: Concept of psychographics and Life styles. Types of Psychographics Variables. Applications of Psychographic Analysis in Market Segmentation and Promotional campaigns.

VIII. Personality and consumer Behaviour: The nature of personality. Theories of Personality. Personality and understanding consumer diversity.

IX. Consumer Decision-making and its Process: Concept of Decision Making. Levels of Consumer Decision Making. Four views of consumer decision making. A Model of Consumer Decision Making.

X. Industrial Buying Behaviour: Organisational Buying Behaviour Vs. Consumer buying Behaviour. A Model of Organisational Buying Behaviour.

XI. Consumer Behaviour Audit:

XII. Consumer Behaviour studies in India:

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	100
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Leon G. Schiffman & Daslic Lazar Kanuk : Consumer Behaviour
2. Thomas S. Robertson, John Zielinski & Scott Ward : Consumer Behaviour
3. James F. Engle, David T. Kollat & Roger D.B. Blackwell : Cases in Consumer Behaviour
4. Peter D. Bannett and Harold H. Kassarjar : Consumer Behaviour
5. J. Paul Peter & Jerry C.Olson : Consumer Behaviour : Marketing Strategy Behaviour
6. D.R. Sainy : Marketing - A Behavioural Approach.
7. John C. Mowen : Consumer Behaviour
8. Gerald Zaltman, Christian R.A. Pinson & Reinhard Angelmar : Metatheory and Consumer Research.
9. Francesco M. Nicosia : Consumer Decision Process
10. Jagdish N. Seth, Banwari Mittal & Bruce I. Newman : Customer Behaviour – Consumer Behaviour & Beyond.
11. James F. Engel & Ruger D. Blockwell : Consumer Behaviour
12. A Coskun Somli : International Consumer Behaviour
13. Henry Assael : Consumer Behaviour & Marketing Action.

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M-137 : ADVERTISING MANAGEMENT

COURSE OBJECTIVE:

This course is intended to give the student a broad perspective and penetrating understanding of advertising, its functions, roles and its creation.

COURSE STRUCTURE:**Introduction to Advertising:**

Defining Advertising. Types of Advertising. Roles of Advertising. Functions of Advertising. Evolution of Advertising. The three players in Advertising.

The Effect of Advertising on demand.

The Advertising Spiral, the Spiral as a Management Decision Tool.

Ethical Issues in Advertising; The Criteria of Ethics; Problems of being Ethical; Ethical issues.

Advertising Organizations and Facilitators:

Advertising Agency. Its role and functions. How Agencies are organized. How they are paid. Agency-client relationship. Other Advertising Services.

Media:

Types of Media and their characteristics.

Media Planning: The functions of Media Planning in advertising. Setting objectives and strategies. Media selection procedures. Components of the Media Plan. The Cross-media concept. Media Buying. Media Research.

The Creative Side of Advertising:

What makes an idea creative? The creative concept development. Images and advertising. The creative process. Structure of an advertisement.

Advertising Campaigns:

The structure of a campaign plan. Evaluating the campaign.

Other Environments of Advertising:

Retail Advertising. International Advertising. Sales Promotion. Public Relations.

Advertising Evaluation:

Evaluating the Campaign as a whole. Some methods of advertising evaluation.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked giving reasons in not more than 50 words.	100
Two short answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Mohan M. : Advertising Management (Tata McGraw-Hill Co., New Delhi.)
2. Sandage, Fryburger & Rotzoll: Advertising Theory & Practices (Eleventh Edition.)
3. Sengupta : Cases in Advertising & Communication (SG)
4. Subroto Sengupta : Brand Positioning Strategies for Competitive Advantage.
5. Wright, Warner, Winter & Zeigler : Advertising
6. Asker & Myers : Advertising Management
7. Roderick White : Advertising: What it is and How to do it.
8. Dunn & Barban : Advertising : Its Role in Modern Marketing
9. Boyd & Newman : Advertising Management Selected Readings
10. Borden & Marshall : Advertising Management.
11. wells, Burnett & Mariarity: Advertising Principles & Practice
12. Otto Kelpner : Advertising Procedure
13. Chunawala & Sethia : Foundations of Advertising Theory & Practice
14. Rathor : Advertising Management
15. Bovee & Arens : Advertising

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**MBA - III SEMESTER
(ELECTIVE GROUP - B: FINANCE)**

F-135 : FINANCIAL DECISION MAKING

COURSE OBJECTIVES:

The present Course aims at familiarizing the participants with the concepts, problems, tools and techniques relevant to Financial Decisions.

COURSE STRUCTURE:

Introduction: Nature and Dimensions of Financial Decisions. Key variables of financing and investment decisions.

Financial Leverage - Concept of Financial Leverage and its Relationship with Operating Leverage. Impact of Financial Leverage on EPS. Combining Operating and Financial Leverages. Determining Optimal Point of Leverage for a Firm.

Capital Structure and Valuation of a firm - An Overview of Capital Structure and Valuation of a firm. Net income Approach, Net operating income approach, Traditional Approach and Modigliani-Miller Models of Capital Structure and Valuation of a firm.

Dividend Decisions - Gordon, Walter and Modigliani – Miller's Models of Dividend Decision and Valuation of a Firm.

Purpose of Financial Markets: Inflation and expected returns. Yield curves and their use.

Financing Via Long Term Sources of Funds:

Economic Evaluation of Shares and Debentures as Sources of Long Term Funds. Use of Equity Stock, Rights, Preferred Stock, Bonds, Debentures and Warrants. Financing via Term Loans. Characteristics of Term Loans, Terms and Conditions of Loan Agreements, Cost of Term Loans.

Financing Via Short Term Sources:

Trade Credit as a means of Financing: Terms of Trade Credit Decision on the Use of Trade Credit. Accrual Accounts as spontaneous financing.

Commercial Paper: Concept and Genesis of Commercial Paper Potentiality of Commercial Paper as a Source of Short-term Financing. Growth of Commercial Paper Market in India. Regulatory Framework of Commercial Paper.

Bank Finance for working capital: Forms of bank finance – Overdraft, Cash credit, Bill discounting, Working capital loan. Security required for bank finance. Guidelines for bank finance. Procedure of obtaining bank finance.

Long-term Investment Decisions:

Decisions relating to internal investment opportunities: Components of investment analysis. Net investment. Salvage Value. Capital gains and losses. Net cash benefit. Depreciation.

Criteria for evaluating investment projects: Average rate of return method. Payback period method. Present value method. Internal rate of return method.

Incorporating risk and uncertainty in investment decisions: Methods - Probability Distribution Approach, Adjusted Discount Rate Approach and Certainty Equivalent Approach.

Investment Decisions under capital rationing.

Decision relating to External investment Opportunities:

Merger and Acquisition: Types of combinations. Motives and benefits of mergers. Analysis of mergers and acquisition. DCF evaluation of mergers. Merger negotiations. Tender offer. Regulation of mergers and takeovers in India.

Corporate and distress Restructuring: Voluntary liquidation and sell offs. Spin offs. Equity carve outs. Going private and leveraged buyouts. Leveraged recapitalization. Distress restructuring.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Van Horne : Financial Management and Policy
2. Weston J.F. & Brigham E.F. : Management Finance
3. Walker E.W. : Essentials of Financial Management
4. Gitman & Joehuk : Fundamentals of investing
5. Graham and Dodd : Security Analysis
6. Walker E.W. & Baugen W.H. : Financial Planning
7. Srivastava, R.M. : Financial Decisions Making : Text, Problems & Cases.
8. Chandra P. : Financial Management
9. Khan & Jain : Financial Management
10. Pandey I.M. : Financial Management

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F-136 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE OBJECTIVE:

The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

COURSE STRUCTURE:

1. Introduction to investment and securities: Meaning of investment. Investment and speculation. Investment and gambling. Investment objectives. The investment process. Investment alternatives – Negotiable securities, equity shares, preference shares, debentures, bonds, government securities, money market securities – Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities – Bank deposits, Post Office deposits, NBFC deposits, Tax sheltered schemes, PPF, NSS, NSC, LIC, UTI, Mutual funds; real assets, real estate, art and antiques.
2. Primary market and secondary market: Relationship between primary and secondary market. Functions of primary market. Parties involved in new issues – Managers, Registrars, Underwriters, Bankers, Statutory Agencies. Private, placement bought out deals. Book building. Functions of stock exchanges. Share groups – group A, B and B. Settlement cycle. Carry forward system. Over the counter exchange of India (OTCEI). Listing of securities.
3. Regulatory framework: Securities and Exchange Board of India - Origin, functions, organization and activities. Dematerialization process and re-materialization process. National Securities Depository Ltd. (NSDL) and Central Depository Services Ltd. (CDSL). Stock Market Indices – BSE sensex, NSE 50 (NIFTY). S & P CNX 500.
4. Risk : Definition. Types – Systematic – market risk, Interest rate risk, purchasing power risk. Unsystematic risk – Business risk, financial risk. Measurement of Risk.
5. Valuation of securities: The three step process of valuation – economic analysis, industry analysis, company analysis. General framework of valuation. Value – price relationship. Valuation of fixed income securities. Valuation of preference shares and valuation of equity shares.
6. Efficient market theory: Fundamental Analysis – Economic analysis. Industry analysis. Company analysis. Financial analysis. Earning of the company. Growth in earnings. Technical analysis. Tools of technical analysis. Dow theory, trend – primary intermediate and short term trends. Indicators – Volume of trade. Breadth of Market. Short sales. Odd Lot Trading. Moving averages. Oscillators. Relative strength index (RSI). ROC, Charts – Point & figure charting. Bar Charting. Efficient market theory. Random walk theory. Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies.
7. Portfolio Analysis: Traditional portfolio analysis. Effects of combining securities. Markowitz Risk – return optimization.
8. Portfolio selection: Risk and investor preferences. Constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.
9. Capital Market Theory: Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory.

10. Portfolio revision: Meaning of portfolio revision. Need for portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	15 10
Total Marks	<u>125</u>

REFERENCES:

1. Fischer Donal E, & Jordan Ronald J: Security Analysis and Portfolio Management
2. Pandian Punithavathy : Security Analysis and Portfolio Management
3. Van Horne : Financial Management and policy,
4. Weston J.F. & Brigham E.F. : Management Finance
5. Walker E.W. : Essentials of Financial Management
6. Gitman & Joehuk : Fundamentals of Investing.
7. Graham and Dodd : Security Analysis
8. Walker E.W. and Baugen W.H. : Financial Planning.
9. Srivastava, R.M. : Financial Decisions Making: Text, Problems and Cases.
10. Chandra P. : Financial Management
11. Khan & Jain : Financial Management

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F-137 : MANAGEMENT OF FINANCIAL INSTITUTIONS & SERVICES

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

COURSE STRUCTURE:

Introduction: Changing role of financial institutions in India.

Development Banks: Objectives, functions and financing policies and practices of Indian Development Banks. Promotional role of Indian Development Banks and their financial services.

Investment institutions: Objectives, Operational Policies and practices of LIC and GIC.

Non –Banking finance Companies: Nature, Significance, Types.

Mutual Funds: Concepts, Objectives, Functions and types of Mutual funds in India. Policies and practices of Indian Mutual Funds in regard to mobilization of resources and their deployment. Future of Mutual Funds in India.

Venture Capital Funds: Objectives, Policies and Operations of Venture Capital in India.

Commercial Banks: Performance appraisal of commercial banks in India. Recent developments and challenges. Corporate Governance and TQM in banking. Universal Banking. Relationship Banking. Asset Liability Management.

Management of Capital Fund in Commercial Banks: Functions of capital fund in a commercial bank. Adequacy of capital funds - its concept and norms. Present state of capital funds in Indian commercial banks.

Management of Deposits: Relevance of marketing approach to deposit mobilization in a bank. Formulating marketing strategy for deposit mobilization by a bank.

Credit Management: Principles of Lending. New Credit Policies of commercial banks in India and their implementation. Contents of credit policy of a bank. Credit appraisal by a commercial bank. Asset Classification and management of NPAs. Concept and advantages of securitisation.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Srivastava R.M. & Nigam Divya: Management of Indian Financial Institutions
2. Srivastava R.M. : Indian Financial System - The Changing Scenario
3. Avadhani V.A. : Investment and Securities Markets in India
4. Bhole L.M. : Financial Institutions and Markets
5. Franklin R. Edwards & Cindy W. MS.: Future and Options
6. Report on Non-Banking Financial Intermediaries.
7. SEBI Guidelines.
8. Annual Reports of IDBI, IFCI, ICICI, SFCs, SIDCs,IRBI

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**MBA - III SEMESTER
(ELECTIVE GROUP - C: HUMAN RESOURCE MANAGEMENT)**

H-135 : LABOUR LEGISLATION

COURSE OBJECTIVE:

The Objective of this course is to familiarize the students with the provisions of selected labour laws and to make them understand the relevance and importance of these laws in the management of human resources in business organizations.

COURSE STRUCTURE

Industrial and Labour Legislation in India: A brief resume of the Evolution and Development of Labour Legislation in India. Definition, Scope and Need for Industrial Legislation. Evolution and Development of Industrial Legislation in India.

Factories Act: Definitions, Approval, Licensing and Registration of Factories, Inspecting Staff and their Powers, Sanitary Conditions, Safety of Workman; Welfare of the Workers; Working hours of adults, Employment of Women and young Persons, Leave with Wages.

Payment of Wages Act:- Definitions, Kinds of Deductions which may be made from wages; Conditions as to when and how above Deductions can be made; Prevention and Recovery of Wrongful Deductions, Penalties, Contracting out.

Payment of Bonus Act: Objectives of the Act, Applicability of the Act, Definitions, Liability for the Payment of Bonus, Eligibility for Bonus, Rate of Bonus, Payment of Bonus.

Employees' State Insurance Act: Definition, The Employee State Insurance Corporation, The Employee State Insurance Fund, General Provisions Regarding Benefits, Employees' Insurance Court.

Employees' Provident Fund Act: Scope and Applications, Definitions, Administration of the Schemes, Powers of the Provident Fund Commissioner, Powers of the Inspectors, Membership of the Fund, Contributions to the Fund, Payment of Contribution, Duties of Employer, Nominations, Payment and Withdrawal from the Fund, Employees' Pension Scheme.

Payment of Gratuity Act: Definitions, Controlling Authority, Payment of Gratuity, Power of Exempt, Nominations, Determinations of the Amount of Gratuity, Recovery of Gratuity, Protection of Gratuity.

Workman's Compensation Act: Definitions, Rules Regarding Workmen's Compensation, Amount of Compensation, Commissioners,

PATTERN OF EXAMINATION:

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	15 10
Total Marks	125

REFERENCES:

1. P.L. Mallik : Industrial Law
2. S.M. Chaturvedi : Labour and Industrial Law
3. R.P. Maheshwari : Industrial Law
4. R. Dayal : Labour and Industrial Law
5. C.K.. Johri : Issues in Indian Labour Policy
6. S.N. Mishra : Industrial Law
7. Chawla and Garg : A Text Book of Industrial Law
8. Sen and Mitra : Commercial and Industrial Law

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H-136 : MANAGEMENT OF INDUSTRIAL RELATIONS

COURSE OBJECTIVE :

The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

COURSE STRUCTURE

Industrial Relations: Conceptual Framework:

Concept of Labour and Management and their Role in Modern Economic System.
 Concept of Industrial Relations and its Scope.
 Factors affecting industrial relations
 Approaches to Industrial relation
 Prerequisites of successful industrial relation Programme.

Evolution of Industrial Relations:

Industrial Relations in India - A Historical Resume.
 A Critical Evaluation of the Industrial Relations Scheme in India.

Collective Bargaining:

The Concept of Collective Bargaining and its Usefulness as a Mechanism of the settlement of Industrial Disputes.
 Principles of effective bargaining
 Contents and forms of collective bargaining
 Pre-requisites of the effective Collective Bargaining.
 Collective Bargaining in India - Its Dominant Features.

Workers Education in India:

The Concept, Content and Significance of Workers' Education.
 Schemes of Workers' Education in India: Objectives, Implementation and Problems.
 Present Scene of Workers' Education in India - A Critical Evaluation.

Workers' Participation in Management:

Workers' Participation in Management: Concept, Objectives, Forms and Significance.
 Schemes of Workers' Participation in Management: Contents, Functioning and their Evaluation.

Trade Union Act 1926:

Objectives of the Act. Definition of a Trade Union,
 Registration of a Trade Union, Duties and liabilities of a registered trade union.
 Rights, Privileges, Obligations and Liabilities of a Registered Trade Union.
 Strikes and Lockouts; Lay off and Retrenchment.

Industrial Dispute Act 1947:

Definition and causes of disputes. Settlement of industrial disputes

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	15 10
Total Marks	125

REFERENCES:

1. Bhogliwal, T.N. : Industrial Relations in India.
2. Owen, W.V. & Finston, H.V : Industrial Relations
3. I.I.P.M. : Personnel Management in India
4. Heckman, I.L. & Hunuyager, S.C : Management of Personnel Function
5. Mehrotra, S.N. : Labour Problems in India.
6. Labour Acts concerned and any book on Industrial Law

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H-137: MANAGEMENT OF INTERPERSONAL AND GROUP PROCESSES

COURSE OBJECTIVE:

The purpose is to advance students understanding regarding interpersonal and group processes and help them to examine and develop process facilitation skill mainly through experienced based methods of learning.

COURSE STRUCTURE:

Introduction: Definition. Nature and types of groups. Group as medium of learning.

Group Formation and Development: Reasons of joining groups. Phases of group development.

Group Cohesiveness: Meaning of Group Cohesiveness. Cohesiveness and interaction. Cohesiveness and social influencing. Cohesiveness and satisfaction. Improving group cohesiveness.

Communication in Groups: Direction of Communication and communication network.

Group Decision Making: Group Synergy and team building.

Inter-group conflict: Nature of conflict. Sources of conflict. Settlement of inter-group conflict.

Group influences: Concept of influences. Characterization of agents responsible for influences. Targets of influence.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Shaw, M.E. : *Group Dynamics :The Psychology of Small Group Behaviour*
1. Kolasa, B.J.: *Introduction to behavioural Science for Business*
2. Reitz : *Behaviour in Organisations*
3. Jone Kelly : *Organisational Behaviour*
4. Sharma R.A.: *Organisational Theory and Behaviour*
5. Bennis W.G. : *Essay in Interpersonal Dynamics* (USA Dorsey Press, 1979)
6. Kolb, D etc. : *Organizational Behaviour An Experimental Approach* (5th Edn. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991)
7. Kolb, D etc. : *Organizational Behaviour : Practical Readings for Management* (5th Edn. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991)
8. Mainiero, L.A. & Tromley C.L. : *Developing skills in OB* (New Delhi, prentice Hall of India, 1985)
9. More, M.D. etc. : *Inside Organizations : Understanding the Human Dimensions* (London, Sage, 1988)

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

**MBA - III SEMESTER
(ELECTIVE GROUP - D: OPERATIONS MANAGEMENT)**

O-135 : PRODUCTION PLANNING & CONTROL

COURSE OBJECTIVES:

The course is designed to acquaint the students with long-term, medium-term and short-term production plan as also different types of scheduling.

COURSE STRUCTURE:

Types of production plans (long-term, medium-term and short-term). Aggregate Planning. Aggregate Planning Problems. Allocating demand to production periods through Trial & error method and linear programming technique.

Demand forecasting: Importance of forecasting. Forecasting Techniques: Jury of Executive opinion method, Delphi method, Trend projection method, Moving average method, Exponential Smoothing method. Master Production Schedule (MPS), Materials Requirements Planning (MRP), Manufacturing resources planning (MRP II)

Scheduling: Significance of scheduling, outputs of a scheduling system, Inputs of a scheduling system, Performance Criteria for Scheduling system.

Flow shop scheduling: Introduction, Line balancing problem, Johnson's rule.

Single machine scheduling: Concepts of single machine scheduling, Application of Heuristics.

Job shop scheduling : Job shop loading, Job shop sequencing, Job shop batch scheduling.

Enterprise resources planning (ERP). Case studies.

PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. K.N. Dervitsiotis : Operations Management
2. W.J. Stevenson : Production/Operations Management
3. R. Panneerselvam : Production & Operations Management
4. N.G. Nair : Production & Operations Management
5. E.S. Buffa : Modern Production Management
6. Adam & Ebert : Production & Operations Management
7. P.B. Mahapatra : Computer Aided Production Management

O-136 : MATERIALS MANAGEMENT

COURSE OBJECTIVE:

The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations; cost reduction techniques in Pre-purchase, purchase and Post purchase systems; modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

COURSE STRUCTURE:

Importance, objectives and functions of Material Management. Organizational structure for material management.

Materials Planning: Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.

Purchasing: Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.

Warehousing: Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification.

Cost reduction methods: Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.

Inventory control: Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.

PATTERN OF EXAMINATION

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Ansari A and Modarress B : JIT Purchasing (New York, Free Press, 1990)
2. Bally P. etc. : Purchasing Principles and Management (London, Pitman, 1994)
3. Burt, David N : Proactive Procurement (Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994)
4. Dobler, D.W. Etc.: Purchasing and Materials Management (New York, McGraw Hill, 1990)
5. Dutta, A.K. : Integrated Materials Management (New Delhi, PHI, 1986)
6. Farrington B and Watrs, Derek W.: Managing Purchasing (London, Chapman & Hall, 1994)
7. Gopalakrishnan P and Sunderashan M: Handbook of Materials Management (New Delhi, Prentice Hall of India, 1994)
8. O.P. Khanna : Industrial Engg. & Management
9. P.B. Mahapatra : Computer Aided Production Management
10. J.K. Sharma : Operations Research

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O-137 : OPERATIONS RESEARCH

COURSE OBJECTIVES:

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 software packages pertaining to OR problems.

Introduction:

Management and decision making. Operation Research definition. Meaning, Scope, historical developments of Operations Research. Modeling in OR. Methodology of OR. Applications and limitations of OR.

Sensitive analysis applied to linear programming problems.

Queueing Theory of Queueing Problems: Distributions of Arrivals and Service. Characteristics of M/M/1 Queueing Models.

Theory of Games: Two persons Zero-sum games. Pure and Mixed Strategies. Saddle Point. Dominance Algebraic and imperative Methods of Solution of Games.

Replacement Theory: Characteristics of Replacement problems. Replacement of Assets deteriorating gradually with use and time and Replacement of assets breaking down suddenly. Individual Replacement Policy and Group Replacement Policy.

Simulation: Meaning & Significance in Managerial Decisions. Methods of simulation. Use of Random Numbers. Montecarls simulation. Scope and Limitations.

Integer programming: Gomory's Cutting plane method and branch and bound technique.

Dynamic Programme: Introduction, Bellman's principle of optimality. Simple applications.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Thompson, W.W. : Operative Research Techniques
2. Acoff & Susoni M. : Operations Research
3. Levin R.I, Rubin D.S. & Stinson J.P : Quantitative Approaches to Management
4. Cooke, W.P. : Quantitative Methods for Management Decisions
5. Bierman H., Bonini C.P. & Housman, W.H.: Quantitative Analysis for Business Decisions.
6. Kanti Swaroop, P.K. Gupta & Manmohan: Operations Research
7. Taha, H.A. : Operations Research
8. Hillier, P.S. & Lieberman G.J. : Operations Research
9. Gupta S.P. : Statistical Methods
10. Shenoy G.V., Sherma S.C. & Srivastava U.K.: Operations Research for Management
11. Sharma K.R. : Quantitative Techniques & Operations Research
12. N.D. Vohra : Quantitative Techniques in Management.

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MBA - III SEMESTER (ELECTIVE GROUP - E: INFORMATION TECHNOLOGY)

I-135: PROGRAMMING USING C & C++

COURSE OBJECTIVE:

The course is designed to familiarize the students with programming with a scientific language and an object-oriented programming language.

COURSE STRUCTURE:

PART A:

Programming fundamentals. Introduction to C. Variables. Types. Constants. Declarations. Expressions. Assignments. Operators. Statements. Iterative Instructions.

Input & Output: Functions. Print. Scanf. Getchar & Puchar. Control Statement: Control Flow statements. Execution Flow. If Statements. If else Statements. Else if Ladder. Switch Statements. Break Statements. ?: Operator. Loops. Continue statement. Go to Statement.

Arrays: Arrays. One dimensional Array. Two dimensional Arrays. Multidimensional Arrays.

Strings: Reading Strings. Writing Strings. Character and integer. Combining two strings.

Functions: Function definition. Statement return. Exit statement. Functions of type void. Declaration and definition. Internal and external variables. Scope. Blocks.

Stepwise Refinement through functions: A programme through step wise refinement. Main function. Function read dates. Function Valid. Function days-till-end-year.

Recursion: Definition of recursion leading to recursive programmes. Some computing best described recursively.

Pointers and structures: Address of a variable. Declaring pointers. Operations with pointers. Pointers as function arguments. Address of an array. Address of a string. Pointers to functions. Dynamic memory allocation. Unions.

PART B:

- ✓ Fundamentals of Object Oriented Programming
- ✓ Beginning with C++
- ✓ Tokens, Expressions and control structures
- ✓ Functions in C ++
- ✓ Classes and objects.
- ✓ Constructors & Destructors:

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	<u>10</u>
Total Marks	<u>125</u>

REFERENCES:

1. B Gottfried (Schaum Series) : Programming with C
2. Balaguruswamy : Programming in ANSIC
3. Perry : Absolute Beginners Guide to C
4. Kruse : Data Structures & Programm Design in C
5. Rajaraman : Computer Programming in C
6. Balaguruswamy : Object Oriented Programming with C ++
7. R. Rajaram : Object Oriented Programming and C++
8. Rowe : Introduction to Data Structure & Algorithm C++
9. Liberty : C++ An Introduction

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I – 136 : SYSTEM ANALYSIS AND DESIGN

COURSE OBJECTIVE:

This course aims at familiarizing the participants with tools and techniques which are used in solving problems using information systems:

COURSE STRUCTURE:

Systems Analysis: Introduction to System analysis. Project selection and feasibility study. Technical, economic and operational. Establishing information requirements. Concepts of Business systems. System development life cycle. Flow chart and data flow diagram. Data dictionary. Gantt Chart. Overview of system documentation.

System Design: Details of how a system will meet the information requirements as determined by the systems analysis. Logical design. Physical design. Design alternative.

The role of end users: Data security and reliability considerations in design of systems.

Completing the systems development process: Programming, Testing, Conversion, Production and Maintenance.

Understanding the business value of information systems: Capital budgeting models. The payback method. The accounting rate of return on investment (ROI). The cost benefit ratio. The net present value. The profitability index, and the internal rate of return (IRR).

Data Processing: File organization. Characteristics of storage media. File systems. Sequential. Indexed sequential and random. Management of data. Data collection. Editing and validation. Creation and updation of files. Transaction processing and report generating.

PATTERN OF EXAMINATION

	Marks
1. <u>Theory Paper</u> :	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals</u> :	15
Class Test/Quizzes (average of 2 best out of 3)	10
Write up, Presentation and Participation	10
Total Marks	125

REFERENCE:

1. Elliaz N Awad : System design and analysis (Galgotia, New Delhi)
2. I.T. Marryszkiwaycry : Introduction to system design and analysis (PHI)
3. K.C. Laudon, P.J. Laudon: MIS – Organization and Technology.

I-137: DATA BASE MANAGEMENT SYSTEM & ELECTRONIC SPREADSHEET

COURSE OBJECTIVE:

The aim of course is to familiarize the participants with the concept of data base management system, one RDBMS package, and electronic spread sheet.

COURSE STRUCTURE:

DBMS Concepts: Data Abstraction. Data base system architecture. Schemes and sub schemes. Data independence.

Physical Data Organization: Data modeling using entity relationship.

Data models: Data modeling using entity relationship.

Designing data bases: Hierarchical and network model: DBT G proposals. Data manipulation languages. Data definition languages.

Relational model: Relational Algebra and calculus. Storage organization for relations. Functional. Multi-valued and project join dependencies. Decomposition.

Normal Forms: First, Second, Third, BCNF, Fourth and PJ normal forms.

Relational Query Language, Query Processing Query Optimization: General Strategies of optimization. Optimizing algebraic expression. Systematic query optimization using cost estimates. Security in DBMS to gain integrity mechanism of roll-back and recovery. Valuation and data translation of data base operation and management.

Case Study of Oracle – Sql Plus and Sql forms.

Introduction to Electronic Spread Sheet: Use of electronic spreadsheet in managerial decision making. Examples of electronic spreadsheet. LOTUS 1-2-3, Excel.

Creating and managing files in LOTUS and Excel. Using LOTUS and excel for performing mathematical, Statistical and financial operations. Creating graph and representing data in graphical form. Using electronic spreadsheet as a data base.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCE:

1. C.J. Date : An introduction to database system (Vol. 1 & 2, Addison Wesley.)
2. J.D. Ullman : Principles of Data base systems (Galgotia, New Delhi)
3. Whederhold : Data Base Design (Mc Graw Hill)

MBA - IV SEMESTER

C-141 : SEMINAR IN BUSINESS POLICY

COURSE OBJECTIVE:

The present course is intended to provide the students an opportunity to apply their theoretical knowledge of concepts, principles, tools and mechanism of strategic management acquired in the preceding semester in the resolution of real life problems facing top management through case discussions.

COURSE STRUCTURE

This course will primarily be handled through discussion of real life cases. However, a few introductory lectures will be delivered.

A. Lectures will be delivered on the following aspects:

- ∨ Concept, characteristics and dimensions of Business Policy.
- ∨ Functions of Business Policy.
- ∨ Inter-relationship among Business Policy.
- ∨ Management policy and corporate strategy.
- ∨ Constituents of Business Policy.
- ∨ Role and responsibilities of central management in formulation of Business Policy.
- ∨ Management of Strategic Change
- ∨ Corporate Strategy and Organizational Culture

B. Real life cases will be discussed on all those aspects, which are related to policy Formulation and execution.

PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
One alternative set of question carrying 20 marks.	
One case study carrying 60 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

- | | | |
|---------------------------------|---|--|
| 1. Newman and Legal | : | Strategy, Policy and Central Management |
| 2. Ronald Christanson & others: | | Business Policy - Text and Cases |
| 3. Donald F. Harvey | : | Strategic Management & Business Policy |
| 4. Malvin J. Sanford | : | Management Policy |
| 5. Michael Porter | : | Competitive Advantage |
| 6. G. Hamel & C.K. Prahalad: | | Competing for the Future |
| 7. William F. Glueck | : | Business Policy |
| 8. R.M. Srivastava | : | Management Policy and Strategic Management |
| 9. Taylor and Macmillan | : | Business Policy |
| 10. Mc Carthy | : | Business Policy and Strategy |
| 11. R.M. Srivastava | : | Corporate Strategic Management |
| 12. T. Elgainegegue | : | Designing Effective Organizations. |

MBA - IV SEMESTER

C-142 : DISSERTATION

MBA - IV SEMESTER

C-143 : Viva Voce

MBA - IV SEMESTER (ELECTIVE GROUP - A: MARKETING)

M-144 : SALES & DISTRIBUTION MANAGEMENT

COURSE OBJECTIVE:

The purpose of this paper is to deliberate the areas in which executives make decisions in developing a sound sales and distribution policy.

COURSE STRUCTURE:

SALES MANAGEMENT:

Introduction:

1. Concept and Definition of sales management. The sales executive – his/her functions and qualities. Purpose of a sales organization. Determining the kind of sales personnel and size of sales force.
2. Recruiting and selecting sales personnel. Developing and conducting sales training programmes. Designing and administering compensation plans. Motivating sales personnel. Developing and managing sales evaluation programmes through territory and quota allocations. Sales control and cost analysis.

DISTRIBUTION MANAGEMENT:

Introduction:

The significance of physical distribution. Implications for physical distribution management. The physical distribution concept. A total systems perspective. Return on investment focus.

Marketing Channels' Structure, Functions & Relations:

Retailing and Wholesaling: Their definitions, structural dimensions, their relationships. Other channel intermediaries.

Channel Management:

Channel planning and choosing channel members. Mechanisms for achieving coordination and cooperation; causes of channel conflict. Effective conflict management. The need for channel leadership.

Organizational patterns in marketing channels:

Conventional Marketing channels. Vertical Marketing Systems. Voluntary and cooperative groups. Franchise system.

Channel Communications and information system:

Rudiments of channel communications. Channel communication strategy. Towards electronic Marketing channels. Sales force as an information source in marketing channels. Channel flows and channel communication.

Retailor communication through sales displays:**Assessing marketing channel performance.****PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked giving reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCE:

1. Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni : Sales Management Decisions, Strategies & Cases.
2. Dowing G.D. : Sales Management
3. Hudson C.L. : The Marketing Sales Operation
4. Wotrube T.R. : Sales management, Planning, Accomplishment & Evaluation (5297), Readings in Sales Management.
5. Wotrube T.R. & R. Oslen : Concepts & View-points (5298)
6. Thomas F. Stroh : Managing the Sales Function (7125)
7. Bober B. Anderson : Professional Sales Management (7221)
8. Benson P. Shapiro : Sales Program Management (7124)
9. Ansary & Cougham : Marketing Channels
10. Stern & Ansary : Marketing Channels

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M-145 BUSINESS AND SERVICES MARKETING

COURSE OBJECTIVE:

The objective of this course is to lay a foundation for an understanding of the complex dimensions of Business and services marketing and to develop insights in to the emerging trends in these sectors.

COURSE STRUCTURE:**A. Business Marketing:**

Introduction
 Business Buyer Behaviour
 Segmentation of Business Markets
 Product Decisions
 Business Pricing
 Distribution and Channel Relations
 Business Marketing Communication

B Services Marketing:

The service economy. Service providers and manufacturer's service. Classification of services. The development of services marketing. Technological developments in services marketing. International services marketing.

Service Marketing mix. The 6 P's of service marketing.

Differentiation and Positioning in services Marketing. Quality issues in marketing. Benchmarking. Developing quality standards and monitoring service quality.

Special Aspects of services Marketing: Not for profit services marketing. Leisure services marketing. Tourism marketing. Charities marketing. Financial services marketing. Professional services marketing. The internationalization of services. The importance of after-sales service in consumer and industrial markets.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked giving reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Goss, Banting, Meredith & Ford : Business Marketing
2. Hellen Woodruffe : Services Marketing (1997, Macmillan India Ltd.)
3. Palmer A : Principles of Services Marketing (1994 Mc Graw-Hill.)
4. Berry L & Parasuraman, A : Marketing Services (1991, The Free Press, Macmillan Inc.)
5. Ravi Shankar : Services Marketing
6. Payne Adrian : The Essence of Services Marketing (1996, PHI, ND.)
7. Philip Kotter : Marketing Management (Millennium Edition, PHI)
8. Cherunilam Francis : Business Marketing (2001, Himalaya Publishing House, Mumbai)
9. Reeder R.R. Briety EG & Reader BH : Industrial Marketing, Analysis Planning & Control (1997, PHI Pvt. Ltd., ND.)
10. Tom Peter : Marketing Hospitality

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M-146 : SEMINAR IN MARKETING MANAGEMENT

Course Objective:

This course is designed as an advance course in marketing. It is concerned with how to identify the key issues and important factors in selecting and developing a marketing strategy. It introduces the students to the approaches and problems of marketing decision-making. The course will be largely conducted through discussions of topics and various cases.

COURSE STRUCTURE:**Strategic Marketing:**

Marketing - strategic challenge. The Marketing concept. Strategic Marketing Planning. The strategic marketing plan.

Marketing Situation Analysis:

Defining and analyzing markets. Defining product-markets. Analyzing product markets. Forecasting.

Analyzing Consumer and Organisational Buyers:

Types of buyer behaviour. Buyer decision making. Influence on consumer buyers. Organisational buyer behaviour. Influence on organisational buying.

Market Target Strategy:

Market Targeting Options. Steps in selecting a Market. Targeting Strategy. The basis of segmentation.

Marketing Program Positioning Strategy:

Setting marketing objectives. Choosing a positioning strategy.

Product Strategy:

Strategic role of product decisions. Product strategy. Branding strategy. Product Life Cycle Analysis. New product planning.

Price Strategy:

Strategic role of price. Guide to strategic price planning. Selection of a price strategy.

Distribution Strategy:

Strategic role of distribution. Distribution functions. Strategic alternatives. Selecting a channel strategy.

Promotion and Advertising Strategies:

The communication process. Promotion components. Promotion Strategy. Budgeting and Mix strategies. Advertising Strategy. Developing a personal selling strategy.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	100
One alternative set of question carrying 20 marks.	
One case study carrying 60 marks	
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	15 10
Total Marks	<u>125</u>

REFERENCES:

1. David W. Cravens : Strategic Marketing
1. Kenneth E. Runyon : The Practical of Marketing
2. Rewoldt S.H., James D. Scott & Martin R. Warshan : Introduction to Marketing Management : Text & Cases.
2. Burns A.E. & D.W. Crovens : Reading and Cases in Marketing Management.
3. Ben M. Enis : Marketing Principles : (The Management Process)
4. Douglas J. Dairymph & Leonard J. Parson : Marketing Management (Text & Cases)
5. Kellye E.J. & W. Lazer : Managerial Marketing (Perspective & View-points)
6. Gordon Wills : Exploration in Marketing Management.
7. Harry L. Hausen : Marketing (Text & Cases)
8. Kuhlmeijer H.J. : Managerial Marketing
9. Boyd H.W. Jr. & M.C. Kapoor : Readings in Marketing Management.
10. John A. Howard : Marketing Management (Operating, Strategic & Administrative)
11. Philip Kotler & Keith K. Cux : Readings in Marketing Management.
12. Cateora P.R. & L. Richardson : Reading in Marketing.
13. Neelamegham S. : Marketing Management & the Indian Economy
3. Subhash C. Mehta : Marketing (Environment, Concept & Cases).

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**MBA - IV SEMESTER
(ELECTIVE GROUP - B: FINANCE)**

F-144 : MANAGEMENT OF BUSINESS TAX

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

COURSE STRUCTURE:

Taxation and economic development. Taxation as a means of promoting savings and investment. Optimal resources allocation of income and wealth and reducing inequalities of income and wealth.

Rationale of business taxation. Structure of business taxes in India: Salient features of capital gains tax, corporate tax, taxation of firms, wealth tax, sales tax, customs and excise duty.

Levy collection and administration of business taxes in India. Important provisions in income tax act regarding deduction of tax at source, advance payment of tax MAT, set off and carry forwarded of losses.

Provision in central sales tax act regarding levy of sales tax and determination of turnover.

Provisions under Indian Customs Act regarding valuation of excisable goods - valuation of excisable goods. Central excise licensing procedure. Exemption from excise duty levies.

Tax planning by a business enterprise. Concept of tax planning. Tax Planning. Tax evasion and tax avoidance. Methods of tax planning. Limitations of tax planning exercises.

Taxation and Business decisions. Taxation and choice of form of business organisation. Taxation and inventory valuation. Taxation and choice of depreciation methods. Explanation and diversification. Make or buy decisions.

Taxation and financing decisions. Taxation and capital structure. Taxation and lease financing. Foreign collaborations. Amalgamation mergers.

Taxation and dividend decisions. Taxation and dividend policies. Tax considerations in dividend policy and bonus issue.

Tax incentive schemes. A critical study of present tax incentive schemes of the Government of India for promoting capital formation. Industrial development of a country. Balanced industrial Growth and export promotion.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	15 10
Total Marks	<u>125</u>

REFERENCES:

1. Singhanian V.K. : Direct tax Planning
2. Andely & Sundaram: Public Economics and Public Finance
3. Walker E.A. : Corporate Tax Planning
4. Srivastava R.M. : Financial Decision Making Text : Problems & Cases.
5. Cope : Business taxation
6. Mithani D.M. : Fundamentals of Public Finance
7. Shah D.D. : A Treatise on Tax Planning (N.M. Tripathi (P) Ltd.,)
8. Jain R.K. : Central Excise Manual, Central Law office, New Delhi
9. Kampani S.P. : Valuation Under Central Excise Law Publishing House, Allahabad.
10. Singhanian V.K. : Indirect Taxes

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F-145 : INTERNATIONAL FINANCIAL MANAGEMENT

COURSE OBJECTIVE:

The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multi national corporation.

COURSE STRUCTURE:

- A. Global Financial Environment:** Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system. Political risk – concept, measurement and management of political risk.
- B. Forex and Financial Derivatives:** Foreign exchange markets, exchange rates, exchange rate theories – Mint parity, Purchasing Power parity (PPP), Balance of Payments theory, Stable and flexible exchange rate, An integrated framework of exchange rate, interest rate and inflation rate, Fischer Effect, International Fisher effect. Forward contracts, currency futures and currency options. Currency swaps and interest rate swaps. Swaptions, Cross Currency swaps and swap markets.
- C. Management of exposure & risk:** Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.
- D. International Portfolio Investment:** Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)
- E. International Capital Budgeting:** The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.
- F. International working capital management:**
- i) International cash management:
The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
 - ii) International Receivables management:
Domestic VS. International receivables management. Letter of credit. International factoring, Accounts receivables. Insurance. A comparison of the above three alternatives.
 - iii) International inventory management: Advance inventory purchases. Stockpiling.

G. International Financing Decisions:

- i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
- ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market. New financial instruments.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Abdullah Faud A : Financial Management for the Multinational Firms.
2. Dennis J.D. Connor & Albert T Bussco : International Dimensions of Financial Management
3. Zenoff David B. & Zwick Dack : International Financial Management
4. Alan C. Shapiro : Foundations of Multinational Financial Management.
5. Maurice D. Levi : International Finance
6. Eiteman David K & Stonehill Arthur I: Multinational Business Finance.
7. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial Management
8. Buckley Adrain : Multinational Finance
9. Saxena R.B. : Management of International Financial Institutions
10. Brick John R. Baker H. Kant & Hastem John. A. : Financial Markets, Instruments & Concepts.
11. Advani V.A. : International Finance: Theory and Practice
12. Seth Jagdish & Eshghi A.: Global Financial Perspectives
13. George Abraham M. & Giddy Ian H. :International Finance : Handbook Vol. 1 & 2
14. Henny Charles N. Piggot William & Scott R.H. : International Financial Management.
1. Nehrt Lea C. : International Finance for Multinational Business.
2. Ian H. Giddy : Global financial Markets
3. P.G. Apte : Global financial Management.

F - 146 : SEMINAR IN FINANCIAL MANAGEMENT

COURSE OBJECTIVE:

The objective of this course is to integrate and apply the knowledge and skill acquired in the other papers in the Finance group in resolving the real life problems. The method of teaching will essentially be case discussions. Accordingly, students will be required to present their views and comments for class discussions on the case problems assigned to them by the instructor.

COURSE STRUCTURE:

Interface of Financial Policy and strategic management.

Share-holder value creation – Market to book value per share approach.

The economic value added approach, DCF approach, value creation strategies.

Corporate Governance – concept, devices for containing agency costs, legal provisions and code.

Corporate governance in developed world. Corporate governance in India.

Cases pertaining to different aspects of financial management.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
One alternative set of question carrying 20 marks.	
One case study carrying 60 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Van Horne : Financial Management & Policy
2. Fred Weston J. & Eugene F. Brigham : Managerial Finance
3. Murty V.S. : Corporate Financial Management (A Case Book)
4. Tripathi N.M. : Cases on Finance and Marketing
5. Srivastava R.M. : Financial Decision Making - Text Problems & Cases
6. Chandra B. & Murthy : Financial Management - Theory & Practice
7. Chandra, Prasanna : Financial Management : Theory and Practice
8. Pandey, IM : Financial Management
9. Pandey and Bhatt : Cases in Financial Management

**MBA - IV SEMESTER
(ELECTIVE GROUP - C: HUMAN RESOURCE MANAGEMENT)**

H - 144 : MANAGEMENT OF CHANGE AND ORGANIZATION DEVELOPMENT

COURSE OBJECTIVE:

The basic objective is to acquaint the students with the concepts underlying organizational change and development and to prepare them as organizational change facilitator using the knowledge and techniques of behavioural sciences.

COURSE STRUCTURE:

Organization Change - An overview.

Approaches to Problem Diagnosis.

Some major techniques of planned change.

Steps in Organization Development, General Organization Development competencies, Organization Development Skills, Designing Interventions – Interpersonal, Team, Inter-group and System.

Evaluation of Organization Development, Ethics of Organization Development Professional, Future of Organization Development.

PATTERN OF EXAMINATION:

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions (carrying 40 marks) One case study carrying 40 marks	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	15 10
Total Marks	125

REFERENCES:

1. Abad, Ahmad. Etc.: Developing effective Organization (New Delhi, Sri Ram Centre for Industrial Relations, 1980)
2. De Nitish : Alternative Designs of Human Organizations (London, Sage, 1988)
3. French, W.H. and Bell, CH. : Organization Development (New Delhi Prentice Hall of India, 1991)
4. French, W.L. etc. : Organization Development Theory, Practice and Research (III ed., New Delhi, Univesity Book Stall, 1990).
5. Harvey, D.F. and Brown, D.R. : An experiential Approach to Organization Development (Englewood Cliffs, New Jersey, Prentice Hall Inc. 1990)
6. Huse, F.E. and Cummings, T.G. : Organization, Development and Change (III ed. New York, West 1985).
7. Sinha Dharni P. etc. : Consultants and consulting styles. (New Delhi, Vision, 1982)

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

H-145: HUMAN RESOURCE DEVELOPMENT : STRATEGIES AND SYSTEMS

COURSE OBJECTIVES:

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

COURSE STRUCTURE:

- Field of HRD- Concepts, goals, challenges.
- HRD Climate and practices in India.
- Staffing HRD function.
- Developing HR strategies.
- HRD system design principles.
- Design and administration of select HRD systems.
- HRD for workers.
- HRD interventions.
- HRD approaches for coping with organizational changes.
- Case studies of HRD in Indian organizations.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	<u>125</u>

REFERENCES:

1. Dayal , Ishwar: *Successful applications of HRD* (New Delhi, New Concepts 1996)
2. Dayal, Ishwar : *Designing HRD systems* (New Delhi, Concepts, 1993)
3. Kohli, Uddesh & Sinha, Dharni P. : *HRD Global challenges and strategies in 2000 AD* (New Delhi Tata Mc Graw Hill 1991)
4. Maheshwari, BL & Sinha, Dharni P: *Management of Change Through HRD* (New Delhi, Tata Mc Graw Hill, 1991)
5. Pareek, U etc. : *Managing Transitions: The HRD Response* (New Delhi, Tata Mc Graw Hill, 1992)
6. Rao, T.V. etc.: *Alternative Approaches and Strategies of HRD* (Jaipur, Rawat 1988).
7. Silvera, D.N. : *HRD the Indian Experience* (Delhi, New India, 1991).

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

H - 146 : SEMINAR IN HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE:

This course is designed as an advanced course in Human Resource Management. It integrates and apply the knowledge and skills acquired in the compulsory course of Human Resource Management and other electives in the Human Resource Management Group. The course will be largely conducted through discussions of topics and various cases. In this discussion the special emphasis will be on leadership, a role for which the students are developing themselves.

COURSE STRUCTURE:

1. Strategic Human Resource Management : Nature of strategies and strategic management. Role of HRM in Strategic Management and its formulation.
2. Challenges of Human Resource Management.
3. Learning Organization
4. Knowledge creation and management
5. Virtual organizations and role of information technology in HR activities
6. Emerging Trends in Human resource management and development

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
One alternative set of question carrying 20 marks.	
One case study carrying 60 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Nair M.R.R. & T.V. Rao (Ed.) : *Excellence Through Human Resource Development*
2. Wandell L. French & Cecil H. Bell, Jr. : *Organization Development; Behavioural Science; Interventions for Organization Improvement*
3. Michael E. McGill : *Organization Development for Operating Managers.*
4. Sehgal J.L. : *Organization Development*
5. Thomas A. Harris : *I'm OK - You're OK*
6. Eric Berns : *Games People Play*
1. John M. Piffner & Frank P. Sherwood : *Administrative Organization.*

**MBA - IV SEMESTER
(ELECTIVE GROUP - D: OPERATIONS MANAGEMENT)**

O-144 : LOGISTICS & TRANSPORTATION MANAGEMENT

COURSE OBJECTIVE:

The course is designed to acquaint the students with the key elements and techniques of logistics and transportation as also the information system associated with logistics and transportation.

COURSE STRUCTURE:

PART A :

- ✓ Introduction to Logistics and its interface with production and marketing.
- ✓ Scope & economic significance of Logistics
- ✓ Key elements of Logistics. Location. Warehouse. Distribution centers. Transportation. Communication, inventory.
- ✓ Measures of logistics. Physical distribution and logistics. Facilities and services. Inventory management decisions. Dispatch and Routing decisions & models. Analytical frameworks underlying logistics problems. Logistics audit and control. Packaging and materials handling.
- ✓ Logistics system analysis and design. Logistics information system & its relation to the logistics environment
- ✓ Future direction in Logistics.

PART B:

- ✓ Growth of urbanization and problems of transportation.
- ✓ Transportation systems – Planning, Operation and management.
- ✓ Trip generation and distribution. Load planning. Transportation modes and their selection.
- ✓ Sequential travel demand forecasting models.
- ✓ Future developments in transportation

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCE:

1. R.H. Ballaul : Business Logistics Management
2. K.A. Beal : Management Guide to Logistics Engineering
3. S.B. Benjamin : Logistics Engineering and Management
4. D.J. Bowersox et. Al: Logistics Management : A system Integration of Physical Distribution
5. B.S. Sahay : Supply Chain Management
6. M. Christopher: Logistics & Supply Chain Management
7. R. Shapiro : Logistics Strategy : Cases & Concepts.

O-145 : QUALITY MANAGEMENT

COURSE OBJECTIVE:

The objective of this course is to familiarize the students with the concepts of quality and quality management as also the components and tools and techniques required for successful implementation of quality management system in an organization. In addition, the students will be exposed to the latest tools of quality management for both manufacturing as well as service industries.

COURSE STRUCTURE:

Concepts of quality. Total quality and Total Quality Management (TQM). Views of Dewing, Juran, Crosby, Ishikawa, Garvin on Quality and quality management system.

Key elements of TQM: Vision and Philosophy. Organizational structure. Customer centered environment. Continuous improvement through 5-S, Elimination of waste & Kaizen. Benchmarking. PDCA Cycle. Tools and techniques used in TQM.

Quality cost analysis: Quality & Cost. Costs of quality. Quality cost definitions. Evaluation of quality cost. Use of Quality Cost. Quality cost system implementation.

Quality circle. Operating a quality circle. 7 QC tools.

Quality Function Deployment (QFD): Introduction. QFD. House of Quality.

Just in Time (JIT): Introduction. JIT Philosophy. Elements of JIT. JIT Implementation. Kauban System.

Taguchi's loss-function.

Six Sigma.

ISO 9000 & ISO 14000 standards.

TQM in manufacturing and service industries. Case studies.

PATTERN OF EXAMINATION:

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
Two shorter answer alternate set of questions (carrying 40 marks)	
One case study carrying 40 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. K. Maitra & S.K. Ghosh : *A guide to Total Quality Management*
2. Ashok Rao et. Al : *Total Quality Management : A cross functional perspective*
3. John Bank : *The essence of Total Quality Management*
4. Roger C. Swanson : *Quality Improvement Handbook*
5. Bharat Wakhilr : *Total Quality*
6. Tapan Bagchi : *ISO 9000*

O 146 : SEMINAR IN OPERATIONS MANAGEMENT

COURSE OBJECTIVE:

The objective of this course is to integrate and apply the knowledge and skill acquired in other papers of operations Management in resolving real life problems. The method of teaching will essentially be case discussion. Accordingly students will be required to present their views through discussions on the case problems assigned to them.

COURSE STRUCTURE:

Total Quality Management (TQM) and cases relating to TQM.

Business Process Re-engineering (BPR) and cases pertaining to BPR.

Just in time (JIT) and cases pertaining to JIT.

Total productive maintenance (TPM) and cases pertaining to TPM.

Goal programming techniques and its applications in Operations Management.

Simulation and its application in Operations Management

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
One alternative set of question carrying 20 marks.	
One case study carrying 60 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCES:

1. Ashok Rao et.al : A Guide to Total Quality Management
2. John Bank : The essence of Total Quality Management
3. Hammer & Champy : Re-engineering
4. R. Pannerselvam : Production & Operations Management
5. J.K. Sharma : Operations Research
6. H.A. Taha : Operations Research
7. K.N. Krishnaswamy : Cases in Production/Operations Management

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MBA - IV SEMESTER (ELECTIVE GROUP - E: INFORMATION TECHNOLOGY)

I-144: INTERNET FUNDAMENTALS AND WEB DESIGNING

COURSE OBJECTIVE:

The course is designed to familiarize the students with networking and various aspects of internet fundamentals and web designing.

COURSE STRUCTURE:

PART A:

LAN Basics: LANs and WANs. Net Operating systems (NOS). Networking your LANs, LAN to WAN.

Protocol Suites: Transport Layer Protocols. OSI Review. Net BEVI, TCP/IP, Dial-up Connectivity.

LAN Concepts and Higher level devices: Internet Devices. Repeaters. Bridges. Routers. Gateways.

Network Management Fundamentals: Network Security. User Management. Protecting Data with Windows NT. Disk Fault Tolerance. Backups. UPS. Network Services.

PART B:

HTML Fundamentals. Introduction to HTML. Creating HTML pages. Incorporating horizontal rules and Graphical elements. Hyper links. Creating HTML Tables. Creating HTML forms. HTML and image techniques. HTML and page accessibility.

Advanced HTML Authoring: Using frames. Style sheets. HTML 3.2. Scripting languages. Working with active content.

Fundamentals of CGI using Perl: Introduction to CGI and Perl. Creating a simple script. Perl fundamentals. Perl files. Input and output capabilities. Controlling processing and output savings. User supplied data to a file. Reading a file. Introduction to data bases. Deleting and inserting data base records. CGI security issues.

Active Server pages: Introduction to active server pages. Creating an active server application. Introduction to ASP. Intrinsic objects. Introduction to ASP default components. Introduction to active X data objects. Adding records to a data base. Searching the database. Updating and deleting the data base records. Using error. Command and record-set objects. Additional ASP objects and components.

Java Script fundamentals: Introduction to JAVA script. Working with variables and data functions. Methods and events. Controlling program flow. The Java Script object model. Java Script Language objects. Developing interactive forms. Cookie and Java script security. Controlling frames in Java script. Client Side Java Script. Custom Java Script Object.

XML: What is XML. XML into the future. Creating XML documents. Creating DTD. Function of a parser. Installing and using XML Parser. Relating technologies. What you can do XML today.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	100
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	<u>10</u>
Total Marks	<u>125</u>

REFERENCES:

1. W.G. Lehuert : Internet 101
2. Janenbaum : Computer Networks
3. Nawee : Introduction to Networking
4. Comer : Internet Working with TCP/IP
5. Purcell : The ABC's JAWA Script
6. Jamsa : Internet Bible
7. Black : Computer Network

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I-145: ELECTRONIC COMMERCE

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the various aspects of E-commerce and there by developing their deeper understanding of the digital market place.

COURSE STRUCTURE:

Introduction and concepts: Network and commercial transactions. The internet environment. Intranet and Extranet. Online commercial solutions.

Types of E-commerce applications: Business to Business, Business to Consumer etc.

Security technologies: Why the internet is un-secure. A brief introduction to various security measures.

Electronic payment methods: Updating traditional transactions. Secure online transaction models. Online commercial environments.

Protocols for the public transport of private information: Security protocols. Secure Hypertext Transfer Protocol. Secure sockets layer. Secure electronic transaction (SET).

Electronic Commerce Providers: Online commerce options. Profiles of selected Indian and foreign companies offering tools or products for electronic commerce.

Electronic Payment systems:

Digital payment systems. Cyber Cash.

Online commerce environment: Servers and commercial environments. Netscape. Netscape product line. Microsoft open market.

Digital currencies: How digital currency can work. Digicash Ecash trail. Using ecash. Smart Cards. Electronic Data interchange (EDI).

Strategies, Techniques, and tools: Internet strategies, internet techniques . Internet tools.

Internet Governance and its trade implications. Strategic implications of e-commerce.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCE:

1. Pete Loshin, Paul A. Burphy : *Electronic Commerce* (Jaico Pub. House)
2. Peter Finger, Harsha Kumar & Tarun Sharma: *Enterprise E Commerce* (Meghan Kiffer Pr. USA Ed. 2000)
3. B. Szuprowicry : *Extranets and Intranets : E Commerce Business Strategies for the Future* (T.R. Corp. USA Ed. 1998)
4. C. Fellensteen & R. Wood : *Exploring E Commerce Global E business and E societies* (Prentice Hall USA Ed. 1999)

I-146 : SEMINAR IN INFORMATION TECHNOLOGY

COURSE OBJECTIVE:

The course is designed to provide the students an opportunity to apply their knowledge and concepts acquired in the previous semesters.

COURSE STRUCTURE:

Lecturers will be delivered on:

Simulation and modeling
 Artificial Intelligence
 Expert System
 Goal Programming
 Enterprise Resources Planning (ERP)
 Data Warehousing & Data Mining.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	100
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
One alternative set of question carrying 20 marks.	
One case study carrying 60 marks	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	15
Write up, Presentation and Participation	10
Total Marks	125

REFERENCE:

1. J.K. Sharma : Operations Research : Theory and applications. (Mac Millan)
2. Wagnor : Operations Research
3. Laudon & Laudon : Business Information System (A Problem Solving Approach) (Drydon)
4. James A Obrieu : Management Information System (A managerial end user perspective) (Irwin)
5. V.K. Garg & N. K Venkitakrishnan : Enterprise Resource Planning (Concepts and Practices) (PHI)
6. Alexis Leon : Enterprise Resource Planning (TMH)

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