



पाठ्यक्रम
SYLLABUS

SCHEME OF EXAMINATION AND COURSES OF STUDY

FACULTY OF MANAGEMENT STUDIES

Master of Business Administration (MBA)

MBA-I, MBA-II

2009-10 से प्रभावी(w.e.f.)

सत्र 2013-14

महर्षि दयानन्द सरस्वती विश्वविद्यालय, अजमेर

NOTICE

1. Change in Statutes/Ordinances/Rules/Regulations/ Syllabus and Books may, from time to time, be made by amendment or remaking, and a candidate shall, except in so far as the University determines otherwise comply with any change that applies to years he has not completed at the time of change. **The decision taken by the Academic Council shall be final.**

सूचना

1. समय-समय पर संशोधन या पुनः निर्माण कर परिनियमों / अध्यादेशों / नियमों / विनियमों / पाठ्यक्रमों व पुस्तकों में परिवर्तन किया जा सकता है, तथा किसी भी परिवर्तन को छात्र को मानना होगा बशर्ते कि विश्वविद्यालय ने अन्यथा प्रकार से उनको छूट न दी हो और छात्र ने उस परिवर्तन के पूर्व वर्ष पाठ्यक्रम को पूरा न किया हो। विद्या परिषद द्वारा लिये गये निर्णय अन्तिम होंगे।

Master of Business Administration (MBA)**Ordinance for MBA programme****Programme of Study: 2009-11**

1. **Objective**
MBA programme of Maharshi Dayanand Saraswati University, Ajmer shall be a two year programme designed to create middle level managers for the corporate. MBA graduates shall also be available for placement with small and mid sized firms as functional experts. The MBA level education should also prepare learner to take up self employment in a chosen area of expertise.
2. **Programme**
MBA programme is designed as a four semester programme spread over a two year period.
3. **Eligibility**
 - a. Candidate seeking admission to MBA programme shall have passed graduation in any faculty from the any University Grants Commission (UGC) recognized University in India or abroad recognized equivalent thereto in any discipline (Science, Arts or Commerce) with at least 50% marks (45% for SC/ST/OBC) marks in aggregate
 - b. Candidates who have appeared or are going to appear in graduation final year examination may apply for admission to MBA programme for the coming academic session. Admission of such candidates shall remain provisional until the specified date of that year, and if s/he fails to submit her/his marks sheet showing that s/he has passed graduation examination with at least 50% marks, in aggregate, her/his admission shall stand cancelled.
4. **Admission**
Admission procedure to MBA programme shall be determined by relevant authorities/ university.
5. **Course structure**
Each semester shall have seven courses. Each course is worth 35-40 hours on instruction and equal hours of self study.

M.B.A. Examination**(Semester Examination Scheme)****Regulation-22**

- i. **Eligibility**
 - a. Candidate seeking admission to MBA programme shall have passed graduation in any faculty from any University Grants Commission (UGC) recognized University in India or abroad recognized equivalent thereto in any discipline (Science, Arts or Commerce) with at least 50% marks (45% for SC/ST/OBC) in aggregate

- b. Candidates who have appeared or are going to appear in graduation, final year examination may apply for admission to MBA programme for the coming academic session. Admission of such candidates shall remain provisional until the specified date of that year, and if s/he fails to submit her/his marks sheet showing that she/he has passed graduation examination with at least 50% marks, in aggregate, her/his admission shall stand cancelled.
- c. The final decision regarding the eligibility and/or the admission process would as per the Rajasthan State Government designated body/University (RMAT or otherwise as decided by the authority).
- ii. There shall be a total of 28 Papers, 7 in each Semester. Each paper shall carry a total of 100 marks of which there shall be 50 marks for term end examination and 50 marks for internal examination except in the cases of viva-voce exams. where it would be 100 marks (mba 207 & mba 407)
- iii. Term end examination shall comprise of seven questions covering entire syllabus of the course, student will have a choice of answering any five questions. Paper setter may choose to give a case study equivalent to two questions. In that case the student in addition to solving case study will have to answer any three from a total of five questions asked.
- iv. The medium of instruction will exclusively be in English and student has to answer all the question papers in the prescribed course in English only in both internal and external examinations.
- v. At the end of second semester, all students will have to undergo Summer Training of continuous period of 45 working days excluding holidays/Sunday with an industrial, business or service organization by taking up a project. Training Report evaluation shall be done as follows 50 marks for training project report to be evaluated by external examiner based upon viva-voce, 50 marks for internal evaluation, 25 of which would be based on student presentation before the faculty members of the Department and the other 25 marks to be given based upon the Summer Training Project Report submitted by the student
- vi. Project study would be based upon a topic of relevance under the supervision of one of the designated faculty members in writing on issue of contemporary relevance. This is full term effort and the Head will allocate the students to the faculty available in the Department. 50 marks are to be evaluated by supervisor and 50 marks by the external examiner during term end.
- vii. The viva-voce examination will be held at the end to second semester of Part-I and also at the end of fourth semester of Part-II. This shall be evaluated for 100 marks by a panel of one external expert, one internal expert and the Head of the concerned Department/ institute.
- viii. In order to pass a semester a student shall have to score a minimum of 40 % marks in each course **both in internal and external examination separately** and also a minimum of 50% marks in aggregate in remaining papers except ATKKT (Allowed To Keep Terms) papers.
- ix. A student will be Allowed To Keep Terms (ATKKT) to next semester if he/she obtains a minimum of 50% marks in aggregate excluding ATKKT papers and fails in not more than two courses. In a semester examination a student can hold at most four ATKKT at any point of time. Whenever a students appears at an ATKKT examination he/she will do so according to the syllabus at that time and fulfills the requirements of the course enforced at that time.
- x. Candidates reappearing at an examination in a subsequent year shall be examined in accordance with the scheme and syllabi in force and shall be entitled to the award of a degree of the year in which they clear the last failing / unclear paper.
- xi. A student shall be required to successfully complete the programme within a continuous span of four years from the date of admission. During this period if there is any ATKKT in any course/s, the same has to be passed with a maximum of three chances within a span of four years from the date of admission.
- xii. A student shall be eligible for the award of MBA degree only if he/ she fulfill the following conditions: (a) Passes all the four semesters as laid down in the syllabus as well as all the viva-voce examination and also secures minimum prescribed pass marks in the Summer Training Project and Project Study, (b) Fulfills all other requirements prescribed by the competent authority from time to time for satisfactory completion of each course of study in each of the two years. (c) Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the four semesters examinations as follows:
- | | |
|-------------------------|---|
| Passed with I Division | Aggregate marks taken together of the Part-I and Part-II of MBA examinations should be 60% and above. |
| Passed with II Division | Aggregate marks taken together of the Part-I and Part-II of MBA examinations should be more than 50% and above and less than 60%. |

Course structure for MBA programme

Year 1		Marks	
Semester I	Papers	External	Internal
101	Management Concepts	50	50
102	Accounting for Management	50	50
103	Managerial Economics	50	50
104	Statistics for Management	50	50
105	Organisation Behaviour & Managerial Skills	50	50
106	Quantitative Techniques for Management	50	50
107	Computers applications for Management	50	50
Total		700	
Semester II		Marks	
	Papers	External	Internal
201	Marketing Management	50	50
202	Financial Management	50	50
203	Human Resource Management	50	50
204	Production and Operations Management	50	50
205	Business Environment	50	50
206	Research Methodology for Business	50	50
207	Viva-Voce	100	—
Total		700	
Year 2		Marks	
Semester III	Papers	External	Internal
301	Elective 1	50	50
302	Elective 2	50	50
303	Elective 3	50	50
304	Elective 4	50	50
305	Elective 5	50	50
306	Elective 6	50	50
307	Training Project Report & Viva-voce	50	50
Total		700	
Semester IV		Marks	
	Papers	External	Internal
401	Business Policy and Strategic Management	50	50
402	Management Information System	50	50
403	International Business Management	50	50
404	Project Management	50	50
405	Entrepreneurship and Small Business Management	50	50
406	Project Study	50	50
407	Viva-Voce	100	—
Total		700	
Grand Total		2800	

Programme Structure

mba 101 Management Concepts

Objective	This course will introduce the learner to the fundamentals of business management.
Unit 1	Nature, meaning and significance of management; Managerial processes, functions, skills, and roles in organisation.
Unit 2	Overview of functions of planning, organising, staffing,
Unit 3	Directing and controlling, social responsibility and management ethics.
Suggested Readings	Stoner, Freeman and Gilbert Jr. (2002). Management. Prentice Hall of India, New Delhi. Certo, Samuel (2003). Modern Management. Pearson Education, New Delhi.

mba 102 Accounting for Management

Objective	To familiarise learner with the principles and techniques of accounting and using financial and accounting information for managerial decision making.
Unit 1	Concepts, importance, scope of financial and management accounting, Concepts and conventions of Accounting, Brief outline of Journalising, posting and trial balance.
Unit 2	Trading, Profit and Loss Account, Balance Sheet, Adjustments on final accounts, Ratio analysis, Cash flow and fund flow analysis.
Unit 3	Marginal costing, Standard costing and variance analysis; Budgeting and budgetary control.
Suggested Readings	Maheshwari, S.N. (2001). Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi. Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.

mba 103 Managerial Economics

Objective	The objective of this course is to acquaint the participants with concepts and techniques used in Economics and enable them to apply this knowledge in business decision-making.
Unit 1	Nature of business decision-making, Introduction to Managerial Economics, Theory of Demand and supply, demand forecasting; Elasticity of demand, supply & advertising, their types, influencing factors.
Unit 2	Production and Cost - returns to scale, cost curves, Market Structure - Perfect competition, Imperfect Competition, Monopoly, Oligopoly
Unit 3	Macro Economics - Introduction to GNP and GDP, Inflation, Unemployment, Balance of Payments, Economic growth
Suggested Readings	Varshney, R.L. and Maheshwari K.L. (2000). Managerial Economics. 11/e, Sultan Chand and Sons, New Delhi. Adhikary, M. (2000). Business Economics. Excel Books, New Delhi.

mba 104 Statistics for Management

Objective This course shall acquaint the students with the concepts and techniques used in Statistics and enable them to apply this knowledge in business decision-making.

Unit 1 Statistics; Characteristics, functions, limitations and scope; statistics in business management; Data collection and presentation, frequency distribution and analysis, measure of central tendency and dispersion, correlation and regression.

Unit 2 Basic concepts of probability and probability distribution- binomial, poisson and normal; Probability and non probability sampling, sampling distribution of means and proportions, estimation.

Unit 3 Hypothesis testing of means and proportions for large and small samples, chi square test, ANOVA, nonparametric tests.

Suggested Readings Levin and Rubin. *Statistics for Management*. Prentice Hall of India, New Delhi.

Chandan, J.S. *Statistics for Management*. Vikas Publishing House, New Delhi.

S P Gupta, *Statistics*, Sultan Chand, New Delhi

mba 105 Organisation Behaviour and Managerial Skills

Objective This course will introduce the learner to the fundamentals of business management and nature and importance of individual and group behaviour.

Unit 1 Introduction to individual behaviour, learning, personality, perception; Interpersonal and group processes

Unit 2 Group behaviour; theories of motivation and leadership; culture, organisational change and development

Unit 3 Effective communication skills, process of communication, barriers and gateways in communication, Individual and group communication. Oral communication- presentation of reports, reading skills, creativity, group discussion skills, public speaking and negotiation. Written communication.

Suggested Readings Luthans, F. *Organisation Behaviour*. Prentice Hall of India, New Delhi.

Robbins, S. *Organisational Behaviour*. Pearson Education, New Delhi.

Pearse, C Glenn etc. *Business Communications: Principles and Applications*, Prentice Hall of India, New Delhi.

Chaturvedi & Chaturvedi, *Business Communication*, Pearson Edu., ND

mba 106 Quantitative Techniques for Management

Objective This course will introduce the learner to the fundamentals of quantitative analysis

Unit 1 Need and importance of quantitative tools for decision making for management; Linear programming problem- graphical and simplex method, sensitivity analysis, introduction to integer and goal programming; Assignment and transportation problems.

Unit 2 Decision theory; replacement models- individual and group replacement problems; elementary queuing theory; game theory; sequencing.

Unit 3 Markov Analysis; Monte Carlo simulation; Network techniques- PERT and CPM, crashing;

Suggested Readings Render, B. and Stair, R.M. (2002). *Quantitative Analysis for Management*, Prentice Hall of India, New Delhi.

Kapoor, V.K. (2000). *Operations Research*. Sultan Chand, New Delhi.

mba 107 Computers Applications for Management

Objective This course will introduce the learner to the fundamentals of Computers.

Unit 1 Introduction to computers- characteristics, evolution, generation, classification, architecture, primary and secondary memory, input and output devices, Computer program- developing a program, algorithm, flowchart, pseudo code, debugging, documentation, Software Development Process, Personal Computers in Business.

Unit 2 Computer languages, computer softwares, operating system, Data communication and networking, LAN, WAN, Internet basics, Intranet, Multimedia, File organisation and database fundamentals.

Unit 3 PC-Software Packages - An Introduction Disk Operating System and Windows; Text Processing Software. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Presentation Graphics - Creating a Presentation on a PC, SPSS

Suggested Readings Burch, J. and Grudnitski G. *Information Systems: Theory and Practice*. 5th ed., New York, John Wiley.

David, V. *Foundations of Business Systems*. Fort Worth, Dryden, 1992.

Eliason, A. L. *On-line Business Computer Applications*. 2nd ed., Chicago, Science Research Associates.

Estrada, S. *Connecting to the Internet*. Sebastopol, CA, O'Reilly, 1993.

PK Sinha, *Computer Fundamentals*.

Semester II**mba 201 Marketing Management**

Objective This course shall introduce the learner to the basic marketing concepts, functions; market environment and decision variables.

Unit 1 Role and importance of marketing in business; meaning, definition, and basic concepts of marketing; meaning and concept of consumer behaviour; buying decision process.

Unit 2 Market segmentation, targeting and positioning; marketing research; competitive advantage and strategic positioning;

Unit 3 Product management; pricing and distribution; communication and promotion; marketing of services.

Suggested Readings Kotler, P. *Marketing Management*. Prentice Hall of India, New Delhi.

Ramaswamy, V.S. and Namakumari, S. *Marketing Management, Planning and Control*. Macmillan India Ltd., New Delhi.

mba 202 Financial Management

Objective The objective of this course is to acquaint student with the broad framework of financial decision making in a business organisation.

Unit 1 Financial Management: Meaning, scope and objectives, Profit Maximisation v/s Wealth Maximisation, Functions of finance Manager in an organisation.

Unit 2 Working Capital Management: Meaning, Determinants, Overview of Components of Working Capital, Capital Structure and Optimum Capital Structure, Theory of Capital Structure.

Unit 3 Capital Budgeting: Concept, Techniques, Cost of Capital: Debt, Preferred Stock and Equity, Dividend Policy, Capital Market: Primary Market and Stock Market.

Suggested Readings Chandra, P. *Financial Management*. Tata McGraw Hill, New Delhi.

Bhattacharya, *Financial Accounting for Business Managers*. Prentice Hall of India, New Delhi.

Pandey, I.M., *Finance: A Management Guide for Managing Company Funds and Profits*. Prentice Hall of India, New Delhi.

mba 203 Human Resource Management

Objective The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of various policies and practices of human resource management

Unit 1 Concept, meaning and importance of human resources management; Corporate objectives and human resource planning;

Unit 2 Process of human resource planning- job analysis, job description, and specifications; recruitment and selection; induction; training and development; career planning; employee records and audits.

Unit 3 Principles of wage determination, salary structure; job evaluation; and performance appraisal; wage policies, monetary and non-monetary incentives.

Suggested Readings Dressler, *Human Resource Management*. Prentice Hall of India, New Delhi.

Aswathappa, K, *Human resources and Personnel Management*. Tata McGraw Hill, New Delhi.

mba 204 Production and Operations Management

Objective To familiarise learner with the concept of operations management. Learner must be able to assimilate the techniques of managing operations that include production planning and control.

Unit 1 Role of operations management in business; Operations strategy; types of production systems; plant location and layout; new product development; managing processes;

Unit 2 Production planning and control- forecasting; routing, scheduling, expediting; aggregate planning; master scheduling, MRP, PPC in job shop, batch production, mass production and projects; Inventory control- quantity control and selective control;

Unit 3 Quality control; housekeeping and maintenance; work study-method study and work measurement; Contemporary issue- JIT, lean manufacturing, Concurrent, engineering, optimised production technology, etc.

Suggested Readings Adan EE and Ebert RJ (6e). *Production and Operations Management*. PHI, New Delhi.
Amarine Harold T *manufacturing Organisations and Management*. PHI, New Jersey
Dilworth, James B. *Operations Management: Design, Planning and Control for Manufacturing & Services*. Singapore, McGraw Hill, 1992.

Moore, FG and Hendrick, T E. *Production / Operations Management*. Homewood, Illinois, Richard D. Irwin, 1992.

mba 205 Business Environment

Objective To develop the ability to analyse the competitive business environment, to understand government policies and current issues.

Unit 1 Nature and significance of business environment, macro environment, political- legal, economic, social, technological, Economic role of government

Unit 2 Business and government policies: Fiscal policy, Monetary policy, industrial policy, policy for small scale sector, NRI investment, industrial sickness

Unit 3 Business and Law, main provisions for Companies Act, MRTP, FEMA, Consumer Protection Act (CPA), Role and functions of SEBI.

Suggested Readings Cherunilam F. *Business and Government*. Himalaya Publishing House, New Delhi.

Ashwathappa K. , *Himalaya Publishing House, New Delhi*
Mishra and Puri. *Business Environment*. Himalaya Publishing House, New Delhi.

mba 206 Research Methodology for Business

Objective To familiarise learner with the principles and techniques of accounting and using financial and accounting information for managerial decision making.

Unit 1 Definition, importance and types of business research, nature and scope of research methodology; Problem Formulation and Statement of Research Objectives, research process, research designs - Exploratory, Descriptive and Experimental Research Designs

Unit 2 Methods of Data Collection - Observational and Survey Methods; Questionnaire Design Attitude Measurement Techniques; Administration of Surveys; Sample Design;; measurement and scaling, primary and secondary data collection methods.

Unit 3 Data analysis: measures of central tendency and dispersion, correlation and regression, probability distribution (Binomial, Poisson, Normal), sampling distribution, hypothesis testing, non parametric tests

Suggested Readings Schindler and Cooper, *Business Research methods*, TMH, New Delhi

CR Kothari, *Research Methodology*,
Remenyi, Williams, Money and Swartz, *Doing Research in Business and Management*, Sage Publications, New Delhi

K R Sharma, Business Research methods, National Publishing House, New Delhi

mba 207 Viva-Voce

For the term end viva-voce candidate shall be evaluated for 100 marks by a panel of one external expert, one internal expert and the Head of the concerned Department/ Institute.

Semester III

The students will be informed about the electives being offered by the Department/ Institute at the commencement of third semester on the basis of availability of infrastructural facilities and faculty strength.

Out of six electives, the students can pick electives from two groups only. He/she can choose four electives from major area and two electives from minor area being offered by the Department/ Institute.

Marketing Electives

mba 301M Brand Management

Objective The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management. The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

Unit 1 Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity;

Unit 2 Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio;

Unit 3 Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service

Suggested Readings Aaker, David, A. *Managing Brand Equity*. New York, Free Press, 1991.

Kapferer, J N. *Strategic Brand Management*. New York, Free Press, 1992.

Murphy, John A. *Brand Strategy*. Cambridge, *The Director Books*, 1990.

Steward, P. *Building Brands Directly*. London, *MacMillan*, 1996.

Upshaw, Lyhh B. *Building Board Identity: A Strategy for success in a hostile market place*. New York, *John Wiley*, 1995.

Subroto Sengupta *Brand Positioning*, *Tata McGraw Hill*, New Delhi

mba 302M Sales and Distribution Management

Objective The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force

and marketing channels
Unit 1 Nature and Scope of Sales Management: Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans;

Unit 2 Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Control and Cost Analysis.

Unit 3 An Overview of Marketing Channels, their Structure. Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

Suggested Readings Anderson, R. *Professional Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.

Anderson, R. *Professional Personal Selling*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.

Buskirk, R H and Stanton, W J. *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.

Dalrymple, D J. *Sales Management: Concepts and Cases*. New York, John Wiley, 1989.

Johnson, E M etc. *Sales Management: Concepts, Practices and Cases*. New York, McGraw Hill, 1986.

Stanton, William J etc. *Management of a Sales Force*. Chicago, Irwin, 1995.

Cundiff, Stii, R R and Govoni. *Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

mba 303M Global Marketing Management

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

Unit 1 The globalization imperative, global marketing environment economic, financial, cultural, political and legal environment

Unit 2 Development of competitive marketing strategy – global marketing research, global segmentation & positioning, global marketing strategies, identification of markets, global market entry strategies, global sourcing strategies

Unit 3 Global Product Policy, International Product Life Cycle, global promotion strategy, global Pricing Strategy and Distribution Strategy; various Forms of International Business

Suggested Readings International Marketing Srinivasan PHI, New Delhi
International Marketing 2c Fayerweather PHI, New Delhi

International Marketing: Analysis & Strategy 3e Onkvisit & Shaw PHI,
New Delhi
Bhattacharya, B. Export Marketing: Strategies for Success.
Global Business Press, New Delhi

mba 304M Marketing of Services

The purpose of this paper is to acquaint the student with the concepts which are helpful in organizing and managing service firms.

Unit 1 Nature of service economy; characteristics of services; classification of services; service quality; consumer behaviour; segmentation and targeting;

Unit 2 Services marketing triangle; implications for marketing mix; marketing mix for services- product, place, price, promotion, people, process and physical evidence

Unit 3 Strategic options for services- marketing strategies; globalization of services, small services; Introduction to CRM

Suggested Readings

Balaji, B.: Services Marketing and Management. *S.Chand and Company Ltd., New Delhi*

Zeithaml, Valarie A. and Bitner Mary Jo: Services Marketing.
Irwin/McGraw-Hill, NY

Lovelock, Christopher: Services Marketing, 4/e. *Prentice Hall Inc., NJ*

Kurtz, David L. and Clow, Kenneth E.: Services Marketing. *John Wiley & Sons, NY*

Payne, Adrian: Essential of Service Marketing. *Prentice Hall, NJ*

mba 305 M CONSUMER BEHAVIOR

Unit 1 Studying consumer behavior, Environmental influence on consumer behaviour i.e. Culture, subculture, social class, social group, family, Personal influence

Unit 2 Individual determinants of consumer behaviour – Personality and self concept, motivation and involvement, attitudes, Consumer motives

Unit 3 Consumer satisfaction concept, consumer delight, Consumer objections, Consumer decision-making process, Consumer behaviour and marketing strategy, Consumerism

Suggested Readings **David Louden & Della Bitta, Consumer Behaviour**

mba 306 M RETAIL MARKETING

Unit 1 Retailing - Definition - Significance and Importance Indian Vs. Global scenario - Types of Retailing Store Retailing - Non-store Retailing - Types of retailers. Retail location - Factors affecting retail location decision - Site selection - Factors affecting site selection - Steps in selecting site - Location based retail strategies; store design - Store layout - Types of layouts - Factors affecting store layout - Retailing image mix - Store Facade

Unit 2 Store administration - Floor space management Space mix -

Managing store inventories and displays - Customer service - CRM in retailing - Cashiering process - Managing in-store promotions and events; Merchandising - Introduction and definition - Steps in merchandise planning - Merchandise hierarchy - Buying process - Category management manufacturer's brands Vs. private label brands

Unit 3 Retail supply chain management - Definition Integrated supply chain planning - Vendor Development - Quick Response Inventory Planning - Floor Ready Merchandise - Electronic data exchanges and bar coding - Managing reverse logistics, Retail communication - Merchandise based - Store based - Service based - Steps in planning - Retail communication mix - Sales promotion - Advertising Public relations - Personal selling; New trends in retailing - Franchising in retailing Role of IT in retailing

Suggested Readings

Retail Management - Gibson Vedamani

Retailing Management - Levy & Weitz

Retail Marketing Management - David Gilbert

Retailing Management - Swapna Pradhan

Retail Management - Ron Hasty & James Reardon

The Art of Retailing - A.J.Lamba

Retail Marketing Management - Swapna Pradhan

Retailing Management - W.Steward have

Retailing Management - Analysis, Planning & Control - David Walters

mba 307 M MARKETING RESEARCH

Unit 1 Introduction to Market Research Types of Research - Basic & Applied, Nature, Scope, Objectives, Importance & Limitations of Market Research; Sources and collection of Marketing Data. Secondary data - Advantages & Limitations, Sources - Govt. & Non Govt. Primary Data - Advantages & Limitations, Sources, Methods of Collection Primary Data - Observation, Mail, Personal Interview, Telephonic Interview, Internet Interviewing. Market Research Techniques. National readership survey, Retail Store Audit, Consumer Panels, Test Marketing, Research in Advertising Decisions, Marketing Audit, Data Base Marketing, Focus Group Interviews.

Unit 2 Sampling, Questionnaire & Scaling Techniques. Probability and Non Probability Sampling, Sampling methods, Sample Design. Questionnaire design and drafting. Scaling techniques like Nominal, Ordinal, Interval, Ratio, Perceptual Map, Semantic Differential, Likert, Rating & Ranking Scales. Setting up & Implementation of Marketing Research Project. Steps in formulating Market Research Projects, One project for consumer durables and one for non durables to be discussed.

Unit 3 Illustrations/cases to be discussed for following topics of above mentioned chapters. Data collection methods, test marketing, focus group interviews, internet interviewing, sample design, questionnaire construction, scaling techniques. Application of Marketing Research. Product Research, Price Research, Market

16 / M.D.S.U. Syllabus / M.B.A.

Segment Research, Promotion Research, Consumer Behavior Research, Distribution Research.
Suggested Readings Marketing Research by Ramanuj Majumdar
 Marketing Research by Mishra
 Marketing Research by MV Kulkarni
 Marketing Research by DM Sarawte.
 Research for Marketing Decisions by Paul Green, Donald Tull.
 Marketing Research-Rajendra Nargundkar (Tata Mc)

mba 308 M INTEGRATED MARKETING COMMUNICATION

Unit 1 Integrated marketing communication - components, plan, and value of understanding promotional p, in the context of marketing mix (4P's); The communication process Understanding the consumer, Consumer segmentation. Demographic/ psychographics segmentation, SEC classification; Promotion opportunity analysis - Market analysis and segmentation, setting up communication objectives and budget

Unit 2 Campaign Management - advertising positioning statement; Advertising design, appeals, message, strategy and its execution framework, DAGMAR.; Media types and media selection, Media buying, space & time marketing, reach and frequency; Ethics and social responsibility in marketing communication.

Unit 3 Trade promotion and Consumer promotion - Types, Planning for sales promotion programme. - Push & pull strategies; Database and direct marketing programs, Internet marketing - E-com and its incentive; Evaluating marketing communication programs Message evaluation, reorganization test etc. Public Relations and sponsorship programs - PR department and its functions, integrating PR with IMC process.

Suggested Readings Integrated Advertising, Promotions and Marketing Communication by Kenneth down & Donald Bach PHI, 2002
 Promotions and Integrated Marketing Communications by Richard Semantic, TL, 2002
 Advertising and Promotions by Belch and Belch, TM GH, 2001
 Otto Klippner's Advertising procedure — The prentice hall
 Advertising, sales and promotion mgt - Himalayan publishing house
 Advertising - frank Jerkins - Prentice Hall
 Advertising and Promotion - An Integrated Marketing communications Perspective _ Tate McGraw Hill.
 Contemporary advertising = William Fares- Irwin / McGraw hill series.
 Advertising Management - Rajiv Batra, John G Myers, David Aaker
 David Ogilvy, Ogilvy on advertising

mba 309 M RELATIONSHIP MARKETING

Unit 1 Conceptual foundation of Relationship Marketing, evolution of relationship marketing, its significance in Indian context; Relationship marketing of Services V.s. Relationship marketing in

Unit 2 Consumer markets
 Buyer seller relationships, Relationship marketing in Mass markets, relationship marketing and marketing strategy; Relationship marketing and distribution channels.

Unit 3 Role of Information Technology in building, maintaining and enhancing relationships; Customer profitability design and analysis

Suggested Readings Jagdish Sheth, Atul Parvatiyar, Handbook of Relationship Marketing Richard Batterley , Leading Through Relationship Marketing
 S. Shajahan, Relationship Marketing-
 Jagdish Seth, Atul Parvatiyar, G. Shainesh, Customer relationship Management

mba 310 M INDUSTRIAL MARKETING

Unit 1 The Industrial Marketing System - Participants, Channels, Nature of Industrial Marketing - Industrial Marketing Vs. Consumer Marketing - Economics of Industrial demand ~ The Resellers' market, Understanding Industrial Market - Organizational Customers, Buyers' strengths, Negotiation Skills, Government Agencies

Unit 2 Classifying Industrial Products - Nature of Industrial buying - Interpersonal dynamics of Industrial buying; Strategic Planning Process in Industrial Marketing Segmenting, targeting and positioning industrial products

Unit 3 Channel Structure for Industrial Products - Formulating channel strategy - Channel Logistics; Price determinants for industrial products - Price Decision Analysis; Industrial Marketing in the international environment

Suggested Readings Industrial Marketing - Hill, Alexander, Cross
 Industrial Marketing - Analysis, Planning and Control - Reeder, Brierty, Reeder
 Industrial Marketing - Hawaldar

mba 311 M ONLINE -MARKETING

Unit 1 Marketing on the net: conceptual foundation of net marketing, market opportunity, managing in the e commerce world. Business models B2B, B2C, and C2C.

Unit 2 Understanding internet consumer: B2C internet marketing; shopping agents and consumer behaviour, internet marketing communication; B2B internet marketing

Unit 3 Customer relationship development, Developing and managing effective websites, Customer service and support in web space.

Suggested Readings Chaston, E Marketing Strategy, TMI
 Paul S Richardson, Internet Marketing, TMI
 Mary Lou Roberts, Internet Marketing, TMI
 Thomas Eisenmann, Internet Business Models, TMI

Finance Electives

mba 301 F Investment and Portfolio Management

Objective The objective of this course is to impart knowledge to students

- regarding the theory and practice of Security Analysis and Investment Decision Making Process.
- Unit 1** Investment: Meaning, Principles and Avenues, Operations of Indian Stock Market; New Issue Market; Valuation Theories of Fixed and Variable Income Securities.
- Unit 2** Stock Market Analysis - Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market.
- Unit 3** Portfolio Management: Meaning, Importance, Markowitz Theory, Capital Asset Pricing Model, Arbitrage Pricing Theory, constructing efficient frontier and optimum portfolio.
- Suggested Readings** **Amling, Frederic. Investment. Englewood Cliffs, Prentice Hall Inc., New Jersey**
Bhalla, V K. Investment Management: Security Analysis and Portfolio Management., 9th ed, S. Chand, New Delhi
Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed, Prentice Hall of India, New Delhi

mba 302 F Management Control Systems

Objective The main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system

Unit 1 Management Control: Concept, Nature, Purpose and Importance, Impact of Inadequate Controls, Management Control Process, Requirement of effective Control System.

Unit 2 Types of Control, Overview of Management Control Techniques i.e. Budgetary Control, Standard Costing, Financial Ratio Analysis, Internal Audit, Performance Budgeting, Zero base budgeting, Performance Planning and Budgetary System, Statistical Quality Control, PERT, CPM, Responsibility Accounting.

Unit 3 Information needs in the Management Control Process, Measures of Performance, Key variables and Evaluation of Performance, Control of important functions and Activities, Management Reporting System, Strategic Planning and Management Control.

Suggested Readings **Anthony, RN and Govindrajan V. Management Control Systems. 8th ed., Taraporevala, Chicago, Irwin, 1995.**

Emmanuel, C and Otley D. Accounting for Management Control. London, Nostrand Reinhold, 1985.

Ghosh, P K and Gupta, G S. Cost Analysis and Control. New Delhi, Vision 1985.

Glynn, J.J. Value for Money: Auditing in Public Sector. London, Prentice Hall Inc., 1985,

Hersey, P and Blanchard, H B. Management of Organization Behaviour: Utilising Human Resources. New Delhi, Prentice Hall of India, 1988.

Maciariello, JA and Kirby C J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

mba 303 F Management of Financial Institutions

Objective The main objective of this course is to help students to learn the

various financial services and their role in the overall financial system.

Unit 1 Financial Institution: Meaning, Nature, Role of Financial Institutions, Types of Financial Institution: Kinds of Money Market and Capital Market Institutions, Challenges before Financial Institution in India.

Unit 2 Management of Commercial Banks in India: Overview of Commercial banks in India, Corporate Governance in banks, Liquidity Management, Management of Deposits, Management of Loans and Asset-Liability Management in Commercial Banks, Non Performing Assets in Banks.

Unit 3 Management of Development Banks & Investment Institutions: Overview of Development Banks and Investment Institutions in India, Resource Planning, Resource Mobilisation and Project Evaluation by Development Banks in India.

Suggested Readings **Bhalla, V K. Management of Financial Services. Anmol, New Delhi, 2001**

Bhalla, V K And Dilbag, Singh. International Financial Centres. Anmol, New Delhi, 1997.

Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub., 1990

mba 304 F Financial Decisions Analysis

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

Unit 1 Basic Concepts in Decision Making: Product Costing, behaviour characteristics of costs, Forecasting using Historical data, Least square method of Regression Analysis, Predictive quality of Regression line, Relevant cost concept in Decision making: Qualitative factors in Decision Making, Relevancy of Information.

Unit 2 Operation Research in Decision Making: Linear Programming, Sensitivity Analysis, Queing Theory, Decision Tree Analysis, Simulation Technique, Replacement Decisions,

Unit 3 Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost-volume-profit Analysis under Conditions of Uncertainty; Leasing Vs. Borrowing Decisions, Mergers and Acquisitions, Takeover code.

Suggested Readings **Bhalla, V K. Financial Management and Policy. 2nd ed., New Delhi, Anmol, Delhi, 1998.**

Bierman, Harold. Lease Vs. Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.

Fogler H and Ganpathy Financial Econometrics. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.

Levy, H and Sarnat H. Capital Investment and Financial Decision. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.

Van Horne, James C. Financial Management and Policy. Englewood Cliffs, New Jersey, Prentice Hall of India, 1997.

mba 305 F Management of Financial Services

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

Unit 1 Financial Services: Conceptual Framework, Meaning, Classification, Scope, Characteristics of Users of Financial Services, Providers of Financial Services, Challenges facing the Financial Services

Unit 2 Financial Services and Trade in financial Services, Factors affecting access to Financial Services, Financial Services and Value Addition, Innovative Financial Services, Financial Service Market and Instruments: Credit

Unit 3 An Overview of types of non-bank financial Services, Banking Services for Common man: Financial Inclusion, Security Credit Rating, Venture Capital, Credit Cards.

Suggested Readings Bhalla, V K. *Management of Financial Services*. Anmol, New Delhi, 2001

Bhalla, V K And Dilbag, Singh. *International Financial Centres*. New Delhi, Anmol, 1997.

Ennew, C, Trevor Watkins & Mike Wright: *Marketing of Financial*

Services, Heinemann Professional Pub., 1990

Gordan and K.Natrajan *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997

Meiden, Arthur Brennet M. *Option Pricing: Theory & Applications*. Toronto, Lexington Books, 1983

Kim, Suk and Kim, Seung. *Global Corporate Finance: Text and Cases*. 2nd ed., Miami Florida, Kolb, 1993.

mba 306F: WORKING CAPITAL MANAGEMENT

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

Unit 1 Working Capital management: Meaning, Concept, Importance, Levels of Working Capital Investment, Working Capital Policies, Cash Management Systems.

Unit 2 Managing Corporate Liquidity and Financial Flexibility: Determining the optimum levels of Cash Balance- Baumol Model, Beranek Model, Miller-Orr Model, Stone Model, Receivable Management—Determining the Appropriate Receivable Policy.

Unit 3 Inventory Management: Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models, Short-term financing, Programming Working Capital Management.

Suggested Readings Bhalla, V.K. *Working Capital Management: Text and Cases*, 4th ed., Delhi, Anmol, 2001

Hampton J.J. and C.L. Wagner *Working Capital Management*, John Wiley & Sons, 1989

Mannes, T.S. and J.T. Zietlow *Short-term Financial Management*,

West Pub. Co., 1993

Scherr, F.C. *Modern Working Capital Management*, Prentice Hall, 1989

Smith, Keith V. and G.W. Gallinger *Readings on Short-term Financial Management*, 3rd ed. West Pub. Co., 1988

mba 307F: INTERNATIONAL FINANCIAL MANAGEMENT

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

Unit 1 International Financial management: An Overview, International Financial System and Capital Flows, European Monetary System, Foreign Exchange Market.

Unit 2 Managing Short Term Assets and Liabilities: Working Capital Management, Financing of International Trade, Instruments of the International Money Market, Euro currency Market.

Unit 3 Managing Long Term Assets and Liabilities: Multinational Capital Budgeting, International Long term Financing, Cost of Capital and Capital Structure of the Multinational Firm, International Mergers, Acquisitions and Divestures.

Suggested Readings Abdullah, FA. *Financial Management for the Multinational Firm*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

Bhalla, V.K. *International Financial Management*. 2nd ed., New Delhi, Anmol, 2001.

Buckley, Adrian. *Multinational Finance*. New York, Prentice Hall Inc., 1996.

Kim, Suk and Kim, Seung. *Global Corporate Finance: Text and Cases*. 2nd ed. Miami Florida, Kolb, 1993.

5. Shapiro, Alan C. *Multinational Financial Management*, New Delhi, Prentice Hall 01 India, 1995.

mba 308F: CORPORATE TAXATION

Objective The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Unit 1 Basic Concepts of Income Tax, Residential status of a Company, Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act, Computation of Tax Liability.

Unit 2 Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning Relating to Amalgamation and Merger of Companies.

Unit 3 Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions. etc, Tax Planning in respect of Managerial

- Suggested Readings**
- Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance of Double Taxation Agreements. Ahuja. G K & Gupta, Ravl Systematic Approach to Income Tax. Allahabad. Bharat Law House, 1999.
- Iyengar. A C. Sampat Law of Income Tax. Allahabad, Bharat Law House, 1981.
- Kanga, J Band Palkhivala, N A. Income Tax. Bombay, VOL. 1-3, N.M. Tripathi.
- Ranina, H P. Corporate Taxation: A Handbook. 2nd ed., New Delhi, Oriental Law House, 1985.
- Singhania, V K. Direct Taxes: Law and Practice. Delhi, Taxman, 1991.
6. Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill, 1986.

mba 309F: FINANCIAL DERIVATIVES

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

Unit 1 Derivatives: Meaning, Concept, Forward Contracts, Future Contracts, Other Derivative Securities, Types of Traders, Futures Markets and the use of Futures for Hedging.

Unit 2 Forward and Futures Prices, Interest Rate Futures, Swaps, Options Markets, Properties of Stock Option Prices, Trading Strategies Involving Options, Black-Scholes Option Model, Binomial Model.

Unit 3 Options on Stock Indices, Currencies and Futures Contracts, General Approach to Pricing Derivatives Securities, Interest Rate Derivative Securities, Derivatives Market in India.

- Suggested Readings**
- Bhalla, V K. Investment Management: Security analysis and Portfolio Management, New Delhi, S. Chand, 2001.
- Financial Derivatives, Delhi, S. Chand, 2001
3. Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1993.
- Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
- Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, 1987.
- Hull, John C. Options, Futures and Other Derivative Securities. 2nd ed. New Delhi, Prentice Hall of India, 1996.
- Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.

310F: INTERNATIONAL ACCOUNTING

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

Unit 1 International Dimensions of Accounting - Conceptual Development and Comparative Development Patterns, Currency Transactions, Financial Accounting among countries and International economic linkages.

Unit 2 Managing International Information Systems, International

- Unit 3** Perspective on Inflation Accounting, Financial Reporting and Disclosure, Analysing Foreign Financial Statements. Financial Management of Multinational Entities, Transfer Pricing and International Accounting - International Standards and Multinational Corporations.

Suggested Readings

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley, 1985.
2. Choi, Frederick D S and Mueller Gerhard G International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Evans, Thomas G International Accounting & Reporting. London, MacMillan, 1985.
4. Gray, S J. International Accounting and Transnational Decisions. London, Butterworth, 1983.
5. Holzer, H Peter. International Accounting. New York, Harper & Row, 1984.
6. Prodhan, Simal. Multinational Accounting. London, Croom-Helm, 1986.
7. Rathore, Shirln. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.

Human Resource Management Electives

mba 301H Human Resource Development

Unit 1 Introduction to HRD - Concepts, Goals, Challenges: HRD system and strategies, HRD Climate;

Unit 2 Designing HRD Systems: Development system; Career system; Employee counseling, coaching and mentoring

Unit 3 HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations.

Suggested Readings

T Deb, HRD Theory and Practice, Ane Books, New Delhi

Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi,

Dayal, Ishwar. Designing HRD Systems. New Concepts, New Delhi,

Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D., ISTD, New Delhi

Objective The main objective of this course is to help students to learn the needs and methods of human resource development in an organization.

mba 302H : Management Training And Development

Objective The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Unit 1 Training Process - an Overview; Role, Responsibilities and Challenges to Training Managers, Organization and Management of Training Function methods of training and development

Unit 2 Learning and training, Identification of training needs and Action Research

Unit 3 Planning, Designing and conducting training and development programme, , evaluation of training and development programmes,

Suggested Readings Training and Development in India.
T Deb, Training and Development, Ane Books, New Delhi
Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower
Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page
Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar
Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower.
Rae, L. How to Measure Training Effectiveness. Aldershot, Gower
Reid, M A. etc. Training Interventions: Managing Employee Development. London, IPM

mba 303H Industrial Relations and Legislations

Objective The main objective of this course is to help students to learn the multidimensional complexities of trade unions.

Unit 1 Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations;;

Unit 2 Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Management; Negotiation and Collective Settlements;

Unit 3 Participative Management and Go-ownership; Productive Bargaining and Gain Sharing" Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings **Kochan, T.A. & Katz Henry.** Collective Bargaining and Industrial Relations. *Hornewood*, Illinois.
Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. *Geneva, ILO*
Rarnaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. *Oxford University Press*, New Delhi

mba 304H Human Resource Planning

Objective The main objective of this course is to help students to learn the needs and methods of human resource planning in an organization.

Unit 1 Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping;

Unit 2 Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;

Unit 3 HRD Climate; Culture; OWL and Management of Change; TOM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

Suggested **Dayal, Ishwar.** Successful Applications of HRD. *New*

Readings *Concepts*. New Delhi
Dayal, Ishwar. Designing HRD Systems. *New Concepts*. New Delhi.
Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D., *ISTD*, New Delhi.

mba 305H Organisation structure and Development

Objective The main objective of this course is to help students gain an understanding of need and process of organization structure and development.

Unit 1 Organizational structure and development, meaning and definition, OD in perspective, assumptions and values in OD

Unit 2 Operational component of OD, Characteristics and foundation of OD process

Unit 3 OD Interventions, structural and comprehensive intervention.

Suggested Readings **French and Bell.** Organisational Development. *PHI*, New Delhi
Chris Arygis. Management and Organization Development: The Path from XA to YB. *TMH*, New Delhi.

mba 306H Organizational Change and Intervention Strategies

Objective The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Unit 1 Organization Change - an Overview; Approaches to Problem Diagnosis

Unit 2 Some Major Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills

Unit 3 Organization Change - an Overview; Approaches to Problem Diagnosis, Designing Interventions - Interpersonal, Team, Intergroup and System; Evaluation of OD, Ethics of OD Professional, Future of OD.

Suggested Readings **Abad, Ahmad.** etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988.
French, W H and Bell, CH. Organisation Development. New Delhi, Prentice Hall of India, 1991.
French, W L., etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Universal Book Stall, 1990.
Harvey, D F and Brown, D R. An Experiential Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
Huse, FE. and Cummings, T G. Organization, Development and Change. 3rd ed. New York, West, 1985.
Sinha, Dharani, P. etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.

mba 307H Counselling Skills For Managers

Objective To develop basic skills among students to independently handle

- Unit 1** a wide range of employee counseling and performance counseling. Emergence and Growth of Counseling Services; Approaches to Counseling: Counseling Process - Beginning, Developing and Terminating a Counseling Relationship and Follow up
- Unit 2** Counselor's Attitude and Skills of Counseling; Assessing Client's Problems; Selecting Counseling Strategies and Interventions - Changing Behaviour through Counseling;
- Unit 3** Special Problems in Counseling: Application of Counseling to Organizational Situations with a Focus on Performance Counseling.
- Suggested Readings** **Cormer, L.S. and Hackney, H.** The Professional Counselor's Process Guide to Helping. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
- MacLennan, Nigel.** Councelling for Managers. Aldershot, Grover,
- Moursund, J.** The Process of Counseling and Therapy. 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
- Munro, C.A., etc.** Counseling: A Skills Approach. Methuen,
- Reddy, Michael.** Counseling at Work. British Psychological Society and Methuen, London and New York,
- mba 308H Compensation Management**
- Objective** The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organisations and to impart skills in designing, analysing and restructuring reward management systems, policies and strategies.
- Unit 1** Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management: Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment
- Unit 2** Determination of inter and Intra-industry Compensation Differences; Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages; Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.;
- Unit 3** Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward Systems; Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions
- Suggested Readings** **Armstrong, Michel and Murlis, Helen.** Reward Management: A Handbook of Salary Administration. London, Kegan Paul
- Bergess, Lenard R.** Wage and Salaty Administration. London, Charles E-Merril
- Capernan, George.** Employees Share Ownership. New York, Kogan
- Page Hart, Robert A.** Economics of Non-Wage Labour Costs. London, George Aller and Unwin.

Hendorson, Richard Compensation Management.- Rewording Performance. 6th ed. Englewood Cliffs, Prentice Hall Inc.

Micton, Rock. Handbook of Wage and Salary Administration

Information Technology Management Electives

mba 301I Management Support Systems

Objective This course has been designed to develop an understanding of the concepts and application of Information Technology based Management Support Systems.

Unit 1 Overview of CBIS Applications; Decision Making Concepts - A Need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business; Modeling in Decision Support; Spread Sheet Software Systems as DSS Tool

Unit 2 Development of Planning Models in Various Functional Areas; Introduction to Integrated Financial Planning System for Financial Modeling. Group Decision Support Systems; Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-objective and Analytic Hierarchy Process.

Unit 3 Artificial Intelligence; Need and Application. AI Based Systems; Fuzzy Knowledge in RuleBased Systems; Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a Functional Area. PROLOG - A Tool for AI Programming. Executive Information Systems and their Applications.

Suggested Readings **Davis, Michael W.** Decision Support. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

Jayashankar, R. Decision Support Systems. New Delhi, Tata McGrawHill, 1989.

Patterson, Dan W. Introduction to Artificial Intelligence and Expert Systems. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.

Rolph, Paul. How to choose and Use an Executive Information System. New Delhi, Viva Books.

Sprague, Ralph H. Decision Support for Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.

Turban, E. Decision Support & Expert Systems. 2nd ed., New York, MacMillan, 1990.

Bratko, Ivan. Prolog: Programming for Artificial Intelligence. 2nd ed. California, Addison-Wesley, 1990.

mba 302I Business Process Re-engineering

Objective This course has been designed to develop an appreciation of process view of business and redesign thereof. The participants would be able to develop an understanding of the use of Information Technology for process redesign.

Unit 1 Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign

Unit 2 Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement

Unit 3 Business Process Redesign; Man Management for BPR Implementation;
Re-organizing People and Managing Change, BPR Experiences in Indian Industry

Suggested Readings Carr, D K and Johansson, H J. *Best Practices in Re-engineering*. New York, McGraw Hill, 1995.
Champy, James. *Re-Engineering Management: The Mandate for New Leadership*. London, Harper Collins, 1995.
Coulson-Thomas, C. *Business Process Re-engineering: Myth & Reality*. London, Kogan Page, 1994.
Davenport, T H. *Process Innovation: Re-engineering Work through Information Technology*. Boston, Harvard Business School Press, 1993.
Hammer, Michael. *Re-engineering the Corporation: A Manifesto for Business Revolution*. London, Nicholas Brealey, 1993.
Jayaraman, M S. etc. *Business Process Re-engineering*. New Delhi, Tata Mc-Graw Hill, 1994.
Peppard, J and Rowland P. *The Essence of Business Process Re-Engineering*. New York, Prentice Hall Inc., 1995.

mba 303I System Analysis and Design

Objective This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

Unit 1 Overview of Systems Analysis and Design; Software applications today- the changing scenarios- Introduction to different methodologies and Structured System Analysis- Problem identification- requirement analysis: tools and techniques- feasibility analysis- Operational, Technical and Economical Feasibility—details of SDLC approach. Business Systems Concept-, Systems Development Life Cycle; Project Selection; Feasibility Study.

Unit 2 Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams-, Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization. Detailed Design; Modulation; Module Specification; File Design

Unit 3 Data Base Design. System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects

Suggested Awad. Elias M. *Systems Analysis and Design*. 2nd ed., New Delhi,

Readings Prentice Hall of India, 1990.

Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*. 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.

Hawryszkiewycz, I T. *Introduction to Systems Analysis and Design*. 2nd ed., New Delhi, Prentice Hall of India, 1991.

Marco, T.D. *Structured Analysis & System Specification*, New Delhi, Yourdon Press, 1989

Rajaraman, V. *Analysis and Design of Information Systems*. New Delhi, Prentice Hall of India, 1991.

Van Over, David. *Foundations of Business Systems*. Fort Worth, Dryden Press, 1992.

Whitten, J L. etc. *System Analysis and Design Methods*. New Delhi, Galgotia, 1994.

mba 304I Data Base Management Systems

Objective This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment.

Unit 1 Data Processing Concepts, Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems-, Various Data Base Management Models. Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness

Unit 2 Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System. Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems

Unit 3 Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems Structured Query Language. Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Reorganisation Problems; Implementation and Maintenance Issues; Database Administration.

Suggested Readings Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*. 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.

Kroenke, David M. *Database Processing: Fundamentals, Design, Implementation*. 4th ed., New York, McMillan, 1992.

McFadden, Fred R and Hoffer, Jeffrey, A. *Database Management*. 3rd ed., Redwood City, Benjamin-Cummings, 1991.

Pratt, Philip J. *A Guide to SQL*. Boston, Boyd and Fraser, 1990.

Salemi, Joe. *Client / Server Data Bases*. Emeryville, California, Ziff-Davis Press, 1993.

Systems and Developers Manuals for an RDBMS such as Oracle.

mba 307 Training Project Report & Viva voce

At the end of second semester, all students will have to undergo Summer Training of continuous period of 45 working days excluding holidays/ Sunday with an industrial, business or service organization by taking up a project. The student has to send a joining report duly endorsed/ signed by the training supervisor with official seal of the company. This report has to be sent to the Department's Training and Placement Officer/ Advisor by Speed post/ Registered post positively within a week of joining for training.

The project shall comprise of two parts- Part one, a general understanding of the industry and the firm and part two – a specific real time project with the consent of both the organization and the Department's Training and Placement Advisor/ Officer. The students who undergo the training are compulsorily required to arrange to deliver the confidential report of the training supervisor directly to the Training & Placement Officer/ Advisor of the Department in a sealed envelope, in the absence of which the student will not be allowed to report back at the Department and any Summer Training Report will not be allowed to be submitted and no viva-voce or presentation taken. Training Report evaluation shall be done as following: 50 marks for training project report to be evaluated by external examiner based upon viva-voce. 50 marks for internal evaluation, 25 of which would be based on student presentation before the faculty members of the Department and the other 25 marks to be given based upon the Summer Training Project Report submitted by the student in triplicate copies which should essentially include at least one certificate in original by the training supervisor on company stationary along with one soft copy on CD/DVD before the due date as announced by the Department.

Depending upon the needs of this student training, the Head of the Department may depute the faculty members to visit the organizations outside Ajmer where the students may be undergoing training to ensure the effectiveness of training and to sort out any of the training related issues on the spot, this would also be used as an opportunity to guide the students on the spot for training/ project report.

Semester IV

mba 401 Business Policy and Strategic Management

Objective This course should help learner develop understanding of process of developing and implementing strategy.

Unit 1 Nature, importance and concept of strategy; process of strategic management; vision, mission, objectives and goals; components of environmental scanning- SWOT analysis

Unit 2 Grand strategies, different types of strategies; choice of strategy and tools for choosing the right strategy

Unit 3 Strategy Implementation – organizational structure, management policies, leadership implementation and resource allocation, strategic appraisal

Suggested Readings **Kazmi, A. (2002). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.**
Wheelen, T.L. and Hunger, J.D. (2003). Strategic Management and Business Policy. Pearson Education, (LPE), New Delhi.

mba 402 Management Information System

Unit 1 Introduction to Management information System; definition, components, types; informational needs; systems concept; application of information systems in business organisation;

Unit 2 Introduction to information system technology: hardware and software resources, database management systems, telecommunication and networking systems.

Unit 3 Building information systems: Life cycle and prototype approach; Decision support system and enterprise information system; information system security and control

Suggested Readings **Laudon and Laudon, Management information System, Pearson Education, new Delhi**
O Brain, Management Information System, PHI, New Delhi
Jaiswal Mittal, Management information System, Oxford, New Delhi
Jawadekar, Management information System. Tata McGraw, New Delhi

mba 403 International Business Management

Objective To help the learner in developing the ability to analyse the competitive international business environment

Unit 1 International Business: An overview - Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends;

Unit 2 Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions: Trade and Investment - Government Influence on Trade Investment; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers

Unit 3 WTO, Regional Blocks; International production; Internationalisation of Service Firms; Operation Management in International Firms; World Financial Environment: Foreign Exchange Market Mechanism;

Suggested **Justin Paul. International Business. Prentice Hall India, New Delhi**
Francis Cherunilam. International Business: Text & Cases 3rd ed. Prentice Hall India, New Delhi

mba 404 Project Management

Objective The objective of the course is to familiarise the learner with management and techniques of Project Management.

- Unit 1** Concept, Characteristics and types of Project, Project Management: Concept, Meaning, Objectives, Participants in Project Management, Project Life Cycle.
- Unit 2** Project Planning, Project Organisation, Project Report, Project Design and Network Analysis: PERT, CPM, crashing, levelling and smoothing
- Unit 3** Social Cost benefit Analysis, Project Financing, Incentives and Subsidies, Project Monitoring and Control.
- Suggested Readings** Maylor, Harvey (2004), *Project Management, 3/e, Pearson Education*, New Delhi.

mba 405 Entrepreneurship and Small Business Management

Objective This course aims at providing student an insight into the nature of small scale industry. He will be exposed to various aspects of establishment and management of a small business unit.

- Unit 1** Concept of entrepreneurship- nature and historical evolution; entrepreneurship and economic development
- Unit 2** Role and importance of small business; defining small business; forms of organisation for small business Setting up a SSI; formalities of launching a new venture; product selection; problems of SSI
- Unit 3** Challenges of marketing for small businesses; sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations.

Suggested Readings Arora, R. and Sood, S.K. (2003). *Fundamentals of Entrepreneurship and Small Business Management. Kalyani Publishers, Ludhiana.*

Desai, Vasant (1997). *Small-Scale Industries and Entrepreneurship. 3/e, Himalayan Publishing House, Mumbai.*

Ramachandaran, K. (1993). *Managing a New Business Successfully. Global Business Press, New Delhi.*

Shukla, M.B. (2003). *Entrepreneurship and Small Business Management. Kitab Mahal. New Delhi.*

mba 406 Project Study

Work outline Project study would be based upon a topic of relevance under the supervision of one of the designated faculty members in writing on issue of contemporary relevance. This is full term effort and the Head will allocate the students to the faculty available in the Department. 50 marks are to be evaluated by supervisor and 50 marks by the external examiner during term end.

mba 407 Viva-Voce

For the programme end viva-voce candidate shall be evaluated for 100 marks by a panel of one external expert, one internal expert and the Head of the concerned Department/ Institute.