

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FIRST SEMESTER**

**MANAGEMENT AND BUSINESS COMMUNICATION**

**Course Code:MBA-411**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective** - The objectives of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.

**Course Contents:**

Unit – I - 10 Hours.

- Concept and approaches to Management:
- Functions of Management Classical theory; Behavioural school;
- Quantitative approach; systems approach; Contingency approach.
- Principles of Management ;

Unit – II - 08 Hours.

- Planning Process. Strategic planning. Managerial planning and Operational planning.
- Problem-solving and Rational Decision-Making.
- Processes of Organizing and Staffing. Organizational structure. Power and authority. Delegation and Decentralization.
- Coordination and organizational design.

Unit – III - 10 Hours.

- Motivation. Approaches to motivation related with job performance and satisfaction.
- Leadership-nature, Factors governing leadership effectiveness.
- Control process and reporting system. Designing an effective control system.
- Challenge of corporate governance and accountability of managers. Corporate ethics

Unit - I V - 06 Hours.

- Management Communication: Introduction to Communication

Meaning and Definition - Process , Essentials of good

Communication,- Communication barriers , Overcoming communication barriers

Unit – V - 10  
Hours.

Business Letters:

Need and functions of business letters , Planning & layout of business letter , Kinds of business Letters, Essentials of effective correspondence.

Application for employment and resume ,Report writing , Notices, Agenda and Minutes of the Meetings , Memos, letter or application.

Unit – VI - 06 Hours.

- Case studies - The list of case studies to be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first five units shall be given as above. As far as possible the theoretical questions and the case should not relate to the same issues/topics.

**Suggested Readings:**

1. Stoner, James A.F. and Freeman, R. Edward, Management (latest edition), Prentice Hall of India.
2. Konntz, Harold and Wehrich, Heinz, Management, McGraw-Hill, N.Y.
3. Newman, William H. and Warren, E.Kirby, The Process of Management, Prentice Hall of India.
4. Mintzberg, H., The Structuring of Organisations, Prentice Hall, 1979.
5. Bartlett, C.A. and Ghoshal, S., Managing Across Borders: The Transnational Corporation, Hutchinson Business Books, 1990.
6. Peters, Tome, and Waterman, R., In Search of Excellence, Harper & Raw, 1982.
7. Singh, B.P. and Singh, A.K., Modern Management: Text and Cases, Excel Books, 1999.
8. Singh, B.P. and Chhabra, T.N., Management: Concept & Practice, DhanpatRai& Sons, Delhi. 1999 edn.
9. Michael, VP, Perspective Management, Himalaya Publications.

10. Ivancevich, John P, Management: Principles and Functions.
11. Robbins, Stephen P, management, Prentice Hall of India.
12. Courtland I Bovee, Management, McGraw Hill.
13. Weihrich, Heniz, Management: A Global Perspective, McGraw Hill.
14. Gulati, Business Management
15. Batra, Business Management : New Innovations
16. Asvathappa, Essentials of Business Management, K.Himalaya Publishing
17. Maymand, Global Strategic Management
18. Panda, T., Management of Organisational Behaviour.
19. Sudan, Management Process & Organizational Behaviour.
20. Maslow, Motivation & Personality.
21. Sekaran, Organizational Behaviour : Text & Cases
22. David, Statagic Management : Concepts & Cases.
23. Jayashree, What Every MBA Should know about HRM, S.Himalaya Publishing
24. Reddy and Tripathi, Principles of Management, Tata Mc. Graw Hill
25. Tulsian, Business Organization & Management
26. Nakkiran m, Business Process Outsourcing (BPO) : Concept Current Trends, Management, Future Challenges.
27. Koontz, Essentials of Management.
28. Anderson, Principal of Management, Pearson Education.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FIRST SEMESTER**

**MANAGERIAL ECONOMICS**

**Course Code:MBA-412**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective** - The objectives of this course is to develop the ability of students to apply micro-economic concepts, tools and techniques in business decision-making by a firm.

**Course Contents:**

**Unit - I – 10 Hours**

- Nature, scope and application of Managerial Economics.
- Theory of the firm and business objectives. Economic, Behavioural and Managerial theories.

**Unit - II – 10 Hours**

- Demand Analysis. Law of Demand. Determinants of Demand. Elasticity of Demand. Demand forecasting.

**Unit - III – 10 Hours**

- Consumer Behaviour, Cardinal and ordinal approaches: Consumer's equilibrium; the revealed preference.

**Unit - IV – 10 Hours**

- Input-Output decisions. Law of supply; Elasticity of supply. Production function; short-run analysis; Long-run function. Short-run and long-run cost functions.

**Unit - V – 10 Hours**

- Price-Output Decisions. Market structures. Price determination under perfect, imperfect, monopoly and duopoly. Pricing practices and strategies.

**Unit - VI – 07 Hours**

- Measurement of profit and profit policy.

**Unit - VII – 06 Hours**

- Micro-economic concepts: National Income: Marginal propensity of consume; Multiplier effect; Effective demand.

**Suggested Readings:**

1. Hailstones, Thomas J. and Rathwell, John C., Managerial Economics, Prentice Hall International, New Delhi.
2. Kreps, D., A Course in Microeconomics Theory, Princeton Univ. Press, N.J.
3. Chopra, O.P., Managerial Economics, Tata-McGraw Hill, New Delhi.
4. Baumol, W.J., Economics Theory and Operations Analysis, Prentice Hall International, New Delhi.
5. Agarwal, Manju, Economics for decision Making, Indian Institute of Finance, 1997, Delhi.
6. Davis, J.R. and Chang, Simon, Principles of Managerial Economics, Prentice Hall International, New Delhi.
7. Mehta, P.L., Managerial Economics, Sultan Chand, New Delhi.
8. Gough, J. and Hills, S., Fundamentals of Managerial Economics, 1981.
9. Petterson: Managerial Economics, 3<sup>rd</sup> Ed., Prentice Hall of India, Delhi.
10. Adhikary M., Managerial Economics, Khosla Publication.
11. Salvatore, Domnick, Managerial Economics in a global economy, Irwin McGraw Hill.
12. Varshney, RL and Maheshwari, K.L., Managerial Economics, Sulatan Chand & Sons
13. Dwivedi, DN., Managerial Economics, Vikas Publications.
14. Gopalakrishna, A Study of Managerial Economics, D. Himalaya Publishing
15. Trivedi, ML, Managerial Economics, Tata Mc. Graw Hill
16. Reddy, Essentials of Managerial Economics, Appannaiah&OthersHimalaya Publishing
17. ML. Trivedi , Managerial Economics,Tata Mc. Graw Hill
18. Managerial Economics, Atlantic publishers & distributors
19. Mithani, D.M., Managerial Economics - Theory and Application, Himalaya Publishing

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FIRST SEMESTER**

**FINANCIAL ACCOUNTING**

**Course Code: MBA-413**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective –**

- (a) to develop an understanding of Financial accounting concepts and principles, ability to read and understand Financial Statements, and familiarity with the techniques of Financial Statement analysis.
- (b) To develop an understanding of cost accounting concepts, elements of cost and cost accumulation systems.

**Course Content -**

Unit – I - 08 Hours.

Nature of Accounting Information

Financial Accounting : Objectives

Accounting Concepts, Principles and Standards-IAS, IFRS.

Unit – II - 12 Hours.

Basic Accounting Records and Books of Accounts.

Understanding Financial Statements:

- Balance Sheet
- Profit & Loss Account

Unit - III - 10 Hours.

Inventory Valuation. Meaning of Inventories Cost for Inventory Valuation

Inventory Systems : Periodic Inventory System and Perpetual Inventory System Valuation: Meaning and Importance

FIFO, LIFO and Weighted Average Method

Unit – IV - 08 Hours.

Accounting of fixed assets: Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation. Valuation of goodwill.

Unit – V - 10 Hours.

Statement of Changes in Financial Position Preparation of Funds Flow Statement, Preparation of Cash Flow Statement, Analysis of Financial Statement– Profitability Ratios, Turnover Ratios, Liquidity Ratios, Leverage and Financial Ratios, Sensitivity Analysis. Financial Statement Analysis .

Unit- VI - 08 Hours.

Introduction to non-profit accounting.

Difference between non profit and for profit organization.

Financial statement of non- profit organization

**Suggested Readings:**

1. **Jain and Narang**, Financial Accounting, Kalyani Publication
2. **Shukla and Grewal** Financial Accounting, Himalaya Publishing House
3. JawaharLal, Principal of Financial Accounting, S.Chand Publications
4. Haniff and Mukharji, Financial Accounting, Tata McGraw Hill
5. Hermanson, Roger H., Financial Accounting Business Publishers.
6. Jaedixke, R.C., and Sprouse, R.T., Accounting Flows: Income, Funds and Cash, Richard D.
7. Foster , George, Financial Statement Analysis, Prentice Hall.
8. Agarwal, J.D. Accounting for Financial Analysis, IIF Publication, Delhi.
9. Dhameja N., and Sastry, K.S., Finance and Accounting (Wheeler)
10. Maheshwari S.N. "Financial & Cost Accounting" Sultan Chand & Sons.
11. ICA "Accounting Standards"
12. Maheshwari "Financial Accounting" Vikas.
13. Tulsian, Financial Accounting

14. Gupta, Financial Accounting for Management: An Analytical Perspective
15. Tulsian, Advanced Accountancy Vol.I
16. Bhattacharyya, Essentials of Financial Accounting



MASTER OF BUSINESS ADMINISTRATION (FULL TIME)

FIRST SEMESTER

OPERATION RESEARCH

Course Code:MBA-414

TIME: 3 Hrs.

MARKS- (External- 70: Internal- 30)

**Objective :**

The objective is to provide scientific methods, techniques and tools to make decisions in obtaining optimum solutions to the problems involving the operations of large systems of men, machines and money in the industry, business etc.

**Course Content**

Unit – I - 04 Hours.

Nature and Scope of OR, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.

Unit – II -15 Hours.

Linear Programming: Formulation of Linear Programming Problem (LPP), Basic Feasible Solution, Solution of LPP by Graphical Method and Simplex Method, use of artificial variables - M-technique and Two Phase Technique, Duality theory, Conversion of Primal into its dual.

Unit – III - 12 Hours.

- (a) Transportation Technique: Formulation of a TP, Determination of Initial Basic Feasible solutions by North-West Corner Rule, the Least Cost Method, Vogel's Approximation Method(VAM). Optimum solution by MODI Method.
- (b) Assignment problem: Solution of assignment problem by Hungarian Method, Special Cases of Assignment: Maximization, unbalanced assignment.

Unit – IV – 06 Hours.

- (a) Sequencing Problem: 'n-jobs, two-machines', 'n-job, 'more than three machines' (Johnson's Rule)
- (b) Queuing Theory-Concepts, Managerial Implications in Decision making

Unit – V - 08 Hours.

Game Theory: Two person, zero-sum game, Maximin and Minimax Principle, Dominance rule. Solution under pure and mixed strategy,  $2 \times 2$ ,  $2 \times n$ ,  $n \times 2$  ( $n > 2$ ) games.

Unit – VI - 15 Hours.

(a) Network Analysis: Construction of Networks, Time Calculation of Network Diagram by PERT/CPM, Critical activities and Slack Time;

(b) Inventory Control: Classical EOQ Model, Limitations and uses of EOQ Model, Re-order Level.

Suggested Readings:

1. Operations Research - an Introduction, Hamdy A. Taha, PHI, New Delhi.
2. Operations Research, Anand Sharma, HPH, New Delhi.
3. Mohanty, Advanced Operations Management.
4. Vohra , Applied Operational Research.
5. Dixit & Jain, Business Mathematics, Himalaya Publishing
6. Singh, J.K., Business Mathematics, Himalaya Publishing
7. Sharma, Anand, Operation Research , Himalaya Publishing
8. Mahadevan, Operations Management : Theory & Practice Natarajan, Operations Research.

\*\*\*\*\*

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FIRST SEMESTER**

**BUSINESS ENVIRONMENT**

**Course Code:MBA-415**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective** - The course is aimed at acquainting the students with the nature and dimensions of the evolving environment in India which influence managerial decisions.

**Course Contents:**

**Module I - 08 Hours.**

Business environment: Concept, significance and nature of business environment; elements of environment-internal and external: changing dimensions of business environment; environmental scanning and monitoring.

Environment I: Environment, ecology and economic development; impact of industrial development on environment.

**Module II - 08 Hours.**

Economic environment of business : NITI Ayog, fiscal policy, monetary policy ,export and import policy : economic reforms, liberalization.

**Module III - 10 Hours.**

Political and legal environment of business: Government and business: changing dimensions of legal environment in India: Competition act 2002,FEMA,FDI and Consumer Protection Act.

Regulatory bodies: SEBI,TRAI,IRDA: small and micro enterprises in India : reservation of industries for small – scale units:

**Module IV - 10 Hours.**

Socio – cultural environment: Critical elements of socio cultural environment: social values& ethics, and attitudes: social groups: middle class : emerging rural sector in India: social responsibility of business; social audit.

**Module V - 10 Hours.**

Technological environment: Multinational corporations: foreign collaborations and Indian business: – resident Indians and corporate sector: International economic institutions.WTO, IMF:, technological environment in India, policy of research and development ; patent laws: technology transfer . Intellectual property rights:

**Suggested Readings:**

1. Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
2. Ghosh, P.K. Business and Government, 1998 Sultan Chand, Delhi.
3. Devis, Keith, and Blomstrom, Robert L, Business and Society: Environment and Responsibility, 1975.
4. Ghosh, P.K. and Kapoor, G.K. Business Policy and Environment, 1998, Sultan Chand, Delhi.
5. Adhikary, M. Economics Environment of Business (latest ed.), Sultan Chand, Delhi.
6. Jalan, B., India's Economic Crises, 1991. Oxford Univ. Press, New Delhi.
7. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.
8. Cherunilam, Francis, Business and Government, Himalaya.
9. Aswathappa, K., Essentials of Business Environment, Himalaya.
10. Prakash, Business Environment
11. Shaikh, Business Environment
12. Cherunilam, Francis, Business Environment and Policy, Himalaya Publishing
13. Asvathappa, K., Business Environment for Strategic Management, Himalaya Publishing Cherunilam, Francis, International Business Environment, Himalaya Publishing.

\*\*\*\*\*

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FIRST SEMESTER**

**COMPUTER APPLICATIONS IN MANAGEMENT**

**Course Code: MBA-416**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective :** To acquaint the students with the application of computers in understanding the latest trends in information technology. This course will also provide an orientation about the increasing role of technology in business data processing and data communication.

**Course Content**

**Unit I - 10 Hours.**

**Components of computer system**

Hardware: Input devices, central processing unit, output devices, secondary storage devices. Software: Introduction, types of computer software, introduction to programming languages, compiler, interpreter and assembler. Computer system configuration, classification of computers

**Unit II - 14 Hours.**

**Business Data Processing**

Data, information, data processing, types of data processing, data processing cycle. Business data: Meaning, nature, data structures. Data files: meaning, types, usage of data files, file structure, methods of file organization. File processing: sorting, updating, merging, query, report generation, processing logic, flowcharting.

**Unit III - 18 Hours.**

**Data Communication**

Communication: Analogue and digital data communication, switching techniques. Computer Networks: Overview of Computer Network, Types of computer networks (LAN, MAN and WAN), network topologies, Internet: Overview of Internet, Architecture & Functioning of Internet.

Basic services over Internet: WWW, FTP, Telnet, IP addresses, URL, domain names, internet protocols, search engines, e-mail, e-commerce, remote login.

Applications of Information Technology

**Unit IV - 07 Hours.**

Cyber Laws- concept, features, provisions, violence and penalties.

**SUGGESTED READINGS:**

1. William, Brin K. Sawyer, Stacey C. and Hutchinson, Sarah E. Using Information Technology. A practical Introduction to computers and communications, Irwin.
2. Larry Long and Nancy Long, Computers Prentice Hall.
3. Sanders, D.H. Computers today, McGraw-Hill.
4. Sachdeva, R.K., Management Hand-Book of Computer Usage, NCC Blackwell, U.K.
5. Sinha, P.K., Computer Fundamentals: Concepts Systems and Applications, BPB.
6. Norton's Peter, Introduction to Computers, Tata McGraw.
7. Basandra, Suresh K., Computers Today, Galgotia.
8. Mohan, P., Computer Application in Business, Himalaya Publishing
9. Murthy, C.S.V., Computer Application in Business, Himalaya Publishing
10. Ravishankar, S., Computer Awareness and Applications, Himalaya Publishing
11. Vaze& Joshi , Computer Fundamentals and RDBMS, Himalaya Publishing
12. Soni, Vishal, Computer in Business Application, Himalaya Publishing
13. Saravanel&Sumathi, Computer Language for Management,Himalaya Publishing
14. Soni, Vishal, Computer System and Applications, Himalaya Publishing
15. Kakar&Vaswani, Fundamentals of Computer Science, Himalaya Publishing
16. Soni, Vishal, Fundamentals of Computers, Himalaya Publishing
17. Mohan, P., Information Technology and Its Application in Business, Himalaya Publishing
18. Jayram& Prasad, Object Oriented Programming with C++, Himalaya Publishing
19. Jayram& Prasad, Programming in C++ and Data Structures , Himalaya Publishing Saini, Computer Application in Management.

\*\*\*\*\*

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**  
**SECOND SEMESTER**  
**ORGANISATION THEORY AND BEHAVIOUR**

**Course Code:**MBA-421

**TIME:** 3 Hrs.

**MARKS-** (External- 70: Internal- 30)

**Course Objective:** To develop an understanding of the behaviour of individuals and groups inside organization and to develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

**Unit I - 06 Hours.**

**Fundamentals of OB:** Definition, elements, scope and evolution of Organizational Behavior, contributing disciplines to OB, challenges and opportunities for OB,

**Unit II - 14 Hours.**

**Individual behaviour:** Foundations of individual behavior

**Personality:** Definition, determinants, personality traits, types, theories, personality attributes influencing OB, global implications of personality.

**Values:** Definition, importance of values, sources of our value systems, types of values, values and ethical behavior in Asian countries.

**Perception:** Meaning, factors influencing perception, theories, perceptual implications for managers.

**Emotions:** Meaning, types of emotions, emotional labour, emotional intelligence.

**Attitudes:** Definition, components of attitudes, types of attitudes, cognitive dissonance theory, major job attitudes.

**Motivation:** Meaning, theories of motivation, rewards for employee motivation, global implications of motivation.

**Unit III - 08 Hours.**

**Interpersonal behaviour:** Conflict in Organizations, the conflict process, conflict and culture.

**Group dynamics:** Types of groups, group decision making, stages of group formation.

**Employee stress:** Meaning, causes, impact on productivity.

**Leadership:** Inspirational Approaches to leadership, types of leadership, styles of leadership, theories of leadership, creating effective leaders, challenges to the leadership construct.

**Unit IV - 08 Hours.**

**Organizational Culture:** Definition, types, creating and sustaining organizational culture, creating a positive organizational culture, global implications of organizational culture.

**Organizational Change:** Meaning, types, forces for change, resistance to change, approaches to managing organizational change, organizational change in Indian business.

**Unit V**

**Case Studies:** Case studies relating to the issues detailed under one or more of the first four units that should not relate the theoretical questions.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as unit V. As far as possible the theoretical questions and the case should not relate to the same issues/topics.

**Suggested Readings:**

1. Devis, K., Human Behaviour at Work. Organisational Behaviour, McGraw-Hill.
2. Robbins, Stephen P., Organizational Behaviour, Tata McGraw Hill, New Dehli.
3. Sharma, R. A., Organizational Theory and Behaviour, Tata McGraw Hill, New Delhi.
4. Hersey, Paul and Blanchard, Kenneth H., Management of Organizational Behaviour Prentice Hall of India.
5. Cherunilam, Francis, Business and Government, Himalaya.
6. Organizational Behaviour, Asvathappa, K., Himalaya Publishing
7. Organizational Behaviour, Jones, Pearson Education
8. Organizational Behaviour , S.S.Khanka, S.Chand

\*\*\*\*\*



**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**  
**SECOND SEMESTER**  
**MARKETING MANAGEMENT**

**Course Code:**MBA-422

**TIME:** 3 Hrs.

**MARKS-** (External- 70: Internal- 30)

**Objective** - The purpose of this course is to develop an understanding of the basic concepts of Marketing and acquire skill to develop necessary product, pricing, distribution and promotion strategies for marketing of product and services.

**Course Contents:**

**Unit – I - 06 Hours.**

**INTRODUCTION**

Nature and Role of Marketing. The Marketing Concept, Marketing Environment, Market Mix, Marketing Planning.

**Unit – II - 08 Hours.**

**MARKET SEGMENTATION TARGETING AND POSITIONING**

Targeting, Segmenting and Positioning, Marketing Research and Information System.

**BUYER BEHAVIOUR**

Meaning and Importance, Determinants and consumer Behaviour, Buying Decision Process, Industrial Buyer Behaviour.

**Unit – III - 10 Hours.**

**PRODUCT DECISIONS**

Product Life Cycle, Product Mix Strategies, Branding and Packaging Decisions, New product Development, Consumer Adoption Process.

**PRICING DECISIONS**

Pricing Objectives, Price Determinants, Pricing Methods, Pricing Policies and Strategies.

**Unit – IV - 08 Hours.**

**MANAGING DISTRIBUTION FUNCTION**

Nature and importance of distribution channels, Patterns of distribution Channels, determinants of Channel Design, determining intensity of Distribution, Selecting Motivating and Evaluating Channel Members, Physical distribution task and approaches.

**PROMOTION DECISION**

Marketing Communication Process, Promotion Mix and its Determinants Role of Advertising, Sales Promotion and Personal Selling; Promotion Budget.

**Unit – V - 08 Hours.**

**GLOBAL MARKETING**

Reasons underlying International Business, Distinction between Global and Domestic Marketing.

**CONTEMPORARY ISSUES**

Direct marketing, Rural Marketing, Marketing of Services, Green Marketing, Environmental and ethical issues in marketing

**Unit – VI - 08 Hours.**

Case Studies: The List of the Case studies to be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit VI. As far as possible the theoretical questions and the case should not relate to the same issues/topics.

**Suggested Readings:**

1. Kotler Philip : Marketing Management: Analysis, Planning and Control (Prentice Hall, New Delhi).
2. Ramaswamy V.S. and S.Namakumari: Marketing Management - Planning, Implementation and Control (MacMillan India, New Delhi).
3. RajanSaxena: Marketing Management (Tata McGraw Hill, New Delhi).
4. Stanton William J. and Charles Futnell : Fundamentals of Marketing (McGraw Hill International).
5. Neelamegham S.: Marketing in India - Cases and Readings (Vikas Publishing House, New Delhi).
6. Ramaswamy vs. Marketing Management, Planning Implementation and Control, Macmillan.
7. Varshney, RL and Gupta, SL., Marketing Management, Sultan Chand.
8. Saxena, Rajan, Marketing Management, Tata McGraw Hill.
9. Boyd Harper, W., Marketing Management, Irwin McGraw Hill.
10. Marketing Management : Text and cases in Indian Context, Karunakaran, K.Himalaya Publishing
11. Marketing Management, Chandrasekar, K.S., Himalaya Publishing
12. Marketing Management, Ramaswami VS, Millanium
13. Global Marketing Management, Keegan
14. Globalisation& Marketing Management, Batra
15. International Marketing Management, Sharma
16. Marketing : Concepts & Cases, Etzel
17. Marketing Management, Kotler
18. Marketing Management, Kotler

19. Marketing Management, Panda, T.
20. Marketing Strategy : A decision focused approach, Walker
21. Principles of Marketing, Kotler
22. Strategic Marketing : Making Decisions for Strategic Advantage Sahaf
23. Strategic Marketing Management, Parr
24. Case studies in Marketing - The Indian Context, Srinivasan
25. Consumer Behaviour, Dr. Purohit, H.C.
26. Elements of Marketing Management, Lal& Jain
27. Framework of Marketing Management, Kotler
28. Global Marketing Management, Keegan
29. Globalisation& Marketing Management, Batra
30. Marketing : Concepts & cases, Etzel
31. Marketing Management, Atlantic publishers & distributors
32. Marketing Management, Saxena, Rajan, Tata Mc. Graw Hill
33. Principles of Marketing, Kotler Strategic Marketing Management Parry

\*\*\*\*\*

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**SECOND SEMESTER**

**HUMAN RESOURCE MANAGEMENT**

**Course Code: MBA-423**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective** - The objectives are to develop understanding of basic concept and components of Human Resource Management so as to impart among the student much needed knowledge of the problems and practices related to the area of HRM and getting them updated so that they can properly handle their responsibility as managers.

**Course Contents:**

**Unit - I – 08 Hours.**

INTRODUCTION - Nature of Human Resource Management, Need, Significance, Functions of HRM, Human Resource Policies, Qualities of HR Manager, System Approach to HRM.

**Unit - II – 10 Hours.**

Human Resource Planning and Development - Human Resource Planning, Job Analysis, Job Description, Job Specifications, Use of Job Analysis Information, Recruitment and Selection, Induction, Placement and Orientation, Training & Development.

**Unit - III – 12 Hours.**

Compensation Management and Performance Appraisal - (a) Wage and Salary Administration, Incentives and Fringe Benefits, Morale and Productivity. (b) Performance Appraisal: Concept and Methods, Barriers to Effective Appraisal, Overcoming Barriers to Appraisal.

**Unit - IV – 10 Hours.**

Industrial Relation - Concept. Health, Safety, Welfare and Social Security, Counselling. Workers' Participation in Management, Industrial Relation in India: Trade Union Movement in India, Industrial Conflicts and Resolution Mechanism. Industrial Dispute Act- 1948

**Unit - V – 10 Hours.**

Knowledge management: Concept and Process, KM Architecture-Knowledge conversion, Virtual Organization- Concept, Features Nad Type Learning Organization- Concept, Role of Leader in Learning Organization

**Unit- VI– 06 Hours.**

Case Studies :

The List of the Case Studies to be provided in the class.

**Note:** A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues/topics.

## **Suggested Readings:**

1. T.V.Rao: Readings in HRM, Oxford & IBH Pub. Co. Ltd.
2. P.SubbaRao: H.R.M., Chugh Publication, Allahabad.
3. V.P.Michael: HRM & HR, HHPH, New Delhi.
4. Leonard R.Sayles \* George Strauss.
5. Wayne F.Casio: Managing Human Resource, McGraw Hill Companies.
6. Aswathappa, K.: Human Resource Management - Text and Cases, McGraw Hill Companies.
7. Charles R. Greer: Strategic Human Resource Management: PEL New Delhi.
8. N.K.Singh: Human Resource Management, Excel Books, New Delhi.
9. Armstrong, M.A. Handbook of personnel Management, Kogan and Page, London.
10. Cascio, W.F. Managing Human Resources. McGraw Hill, New York.
11. DeCenzo, D.A. and Robbins, S. Personnel/Human Resources Management Prentice Hall of India, New Delhi.
12. DeVries, D.L. et al., Performance Appraisal on the Line John Wiley, New York.
13. Effective Management of Human Resource, Singh
14. Essentials of HRM and Industrial Relation - Text and Cases, SubhaRao, P. Himalaya Publishing
15. How to Choose the Right Person for the Right Job Every Time, Davila
16. How to motivate Every Employee : 24 Proven Tactics to Spark Productivity in the workplace, Singh
17. How to Succeed at Interview, Andrews,
18. Human Resource Development : Global Perspective, Dudeja
19. Human Resource Management, SubhaRao, P., Himalaya Publishing
20. Human Resource Management: A competitive Advantage (Concepts, Strategies, Challenges), Bhatia
21. Managing Human Resources, Gomez
22. Managing Human Resources, Gomez-Mejia
23. Strategic Human Resource Management, Greer
24. How to Plan & Execute Strategy, Stettinius
25. Human Resource Management , Pattanayak
26. Strategic Approach to Human Resource Management, Atlantic publishers & distributors Strategic Human Resource Management, Greer.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**SECOND SEMESTER**

**CORPORATE FINANCIAL MANAGEMENT**

**Course Code:MBA-424**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective** - The objective is to provide conceptual knowledge of the tools of financial analysis and management and various long-term and short-term sources of finance. It also aims at helping them to develop skills for making financial decisions in practical business situations.

**Course Contents:**

**Unit - I – 10 Hours.**

Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management - Profit Maximization Vs Wealth Maximization, Organization of the Finance Function. Financial forecasting

**Unit - II – 10 Hours.**

Capital Budgeting - Time Value of Money-Future value of a single cash flow, Annuity, Present value of a single cash flow, Annuity. Capital Budgeting Decision, Methods of Appraisals – Discounting and Non Discounting Techniques – Pay Back, ARR, NPV, IRR, Benefit Cost Ratio Principles and Techniques:ARR, Payback, Net Present Value, Internal Rate of Return;

**Unit - III – 10 Hours.**

Capital structure- Relevance of Capital Structure, Cost of Capital - Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Weighted Average Cost of Capital, Leverage - Operating, Financial and Combined.

**Unit - IV – 05 Hours.**

Long Term Financing, Sources of Long Term Finance, Preference and Equity Shares, Debentures; Term Loans, Lease Financing, Hire purchase, Venture Capital Financing.

**Unit - V – 10 Hours.**

(a)Concept & Importance, Factors Influencing Working Capital Requirements, Operating Cycle and Cash Cycle. Determinants of Working Capital, Working Capital Policy, Working Capital Financing Policy.

(b)Meaning & Forms of Dividend, Theory of Relevance- Walter's Model, Gordon's Model, Theory of Irrelevance- Miller- Modigliani Model, Influencing Factors of Dividend Policy.

**Suggested Readings:**

1. Khan & Jain: Financial Management, TMH, New Delhi.

2. James C.Van Horne: Financial Management
3. I.M.Pandey: Financial Management, Vikas Publication.
4. Financial Management, Kulkarni&Satyaprasad, Himalaya Publishing
5. Financial Management , Mittal, A.C.
  
6. Financial Management , Chandra
7. Financial Management, Khan
8. Financial Management , Malhotra
9. Strategic Financial Management, Rao
10. Cases in Financial Management, Pandey
11. Effective Financial Management, Singh
12. Financial Management : Text, Problems & Cases, Khan & Jain, Tata Mc. Graw Hill
13. Fundamentals of Financial Management Chandra
14. Strategic Financial Management, Rao, Theory & Problems in Financial Mgt M.Y. Khan & P.K. Jain, Tata Mc. Graw Hill

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**SECOND SEMESTER**

**ACCOUNTING FOR MANAGERS**

**Course Code:MBA-425**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective** - To develop an understanding for the techniques of standard costing budgetary control and variance analysis as well as ability to use cost accounting information for decision making and control and achieving operational efficiency.

**Course Contents:**

**Unit - I – 04 Hours.**

Cost Accounting: Objectives, concepts and terminology. Cost elements, Classification of cost.  
Nature of Management Accounting, Scope and objectives.

**Unit - II – 06 Hours.**

Materials cost accounting and control Labour cost accounting and control  
Overhead costs allocation and absorption

**Unit - III – 06 Hours.**

Cost accumulation systems: Job and contract costing, Output costing. Service costing. Process costing  
(Excluding inter-process profits)  
Reconciliation of Cost and Financial accounting

**Unit – IV – 06 Hours.**

Standard Costing and Variance analysis. Managerial Reports on variance.

**Unit- V – 10 Hours.**

Cost- Volume-Profit Analysis. Break even analysis. Marginal Costing,  
Absorption Costing, and their uses in Profit Planning, Limitation & Merits of Marginal costing.

**Unit –VI– 10 Hours.**

Budgeting and Budgetary Control. Financial Budgeting; Programme and Performance  
Budgeting. Zero Base Budgeting. Behavioural Aspects of Budgetary Control.



**Suggested Readings:**

1. Anthony, Robert N and Reece, James S., Management Accounting; Text and Cases, Richard D
2. Trwin, Homewood, Illinois
3. Horngren, Charles T., cost of Accounting: A Managerial Emphasis, Prentice Hall of India, New Delhi.
4. Sastry, K.S. and Dhameja, N., The Prentice of Management Accounting, Wheeler Publications.
  
5. Pandey, I.M., Management Accounting, Vikas Pub., New Delhi.
6. Khan, M.Y. and Jain, P.K., Management Accounting, Tata McGraw hill, New Delhi.
7. Maheshwari, S.I.N., Principles of Management Accounting, Sultan Chand, New Delhi.
8. Horngre: Introduction to Management Accounting, Prentice Hall of India, Delhi.
9. Kaplan, Robert S., Advanced Management Accounting, Prentice Hall.
10. R.K.Sharma and Shashi K. Gupta, Management Accounting: Principles and dpractice Kalyani.
11. Bhattacharya and Dearden: Accounting for Management
12. Sharma and Popli: Financial Accounting, Kitabmahal, Allahabad.
13. A Textbook of Financial, Cost and Management Accounting, Periasamy, P. Himalaya Publishing
14. Accounting for Management, JawaharLal, Himalaya Publishing
15. Accounting for Managers, Madegowda, J., Himalaya Publishing
16. Accounting for Managers, Josep
17. Accounting for Managers, Sharma
18. Management Accounting, Gordan, Jayaram & Others, Himalaya Publishing
19. Management Accounting, Madegowda, J., Himalaya Publishing
20. Management Accounting, Chakroborty R & Chakroborty S, Oxford Univ. Press
21. Management Accounting, R.S.N. Pillai & V. Bagarathi, S.Chand

\*\*\*\*\*

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**  
**SECOND SEMESTER**  
**RESEARCH METHODOLOGY AND STATISTICAL METHOD**

**Part - I Research Methodology**

**Course Code:**MBA-426

**TIME:** 3 Hrs.

**MARKS-** (External- 70: Internal- 30)

**Objective** - The course will expose the students to the nature and extent of research orientation which they are expected to possess when they enter the industry as practitioners.

**Course Contents:**

**Unit - I – 08 Hours.**

The Nature and Types of Research-Specifying a Problem for Research in Business Administration  
Planning and Organizing Research-

**Unit - II – 08 Hours.**

Measurement - Data. Collection- Observation Techniques, Interviewing, Questionnaire and Correspondence.  
Library and Documentary Courses

**Unit - III – 05 Hours.**

Sampling and Testing of Hypothesis: Sampling methods, Basic concepts of Hypothesis Testing.  
Confidence Interval, Chi-square Test, t-test, f-test, z-test.

**Unit - IV– 10 Hours.**

Case Studies- Designing of Research projects- Organization and presentation of Data-Use of Computing and  
Data Processing Machines in analyzing data. Writing Research Report.

**Unit - V – 10 Hours.**

Review of Basic Concepts of Multi-Variate Analysis and the interpretation of data-use of Non-Parametric  
Statistics in Testing of Hypotheses.

**Suggested Readings:**

1. Emory, W.G.: Business Research Methods, Richard D.Irwin.
2. Kerlinger F.N.: foundation of Behavioural Research, Holt Rinchert Winston.
3. Kinneer, T.C., and Taylore J.R.: Marketing Research Applied Approach, Megraw Hill.
4. Wilkinson T.S., and Bhandarkar, P.L.Methodology and Techniques of Social Research, Himalaya Publishing House, Bombay.

5. Siegal Sidney: Non Parametric statistics for the Behavioural Sciences, McGraw Hill, Tokyo.
6. Kothari, CR, Research Methodology.
7. Gupta, Santhosh Research Methodology and Statistical Techniques, Deep and Deep.
8. Verma, R.K. and Verma, Gopal Research Methodology, Common Wealth Publications.
9. Operation Management : Theory & Practice, SMahadevan
10. Operation Research, Natarajan
11. Research Methodology, Sharma, C.K.
12. Research Methodology & Statistical Technique, Gupta
13. Research Methodology & Statistical Technique, Jain, Dr. Mahesh K.

**Part - II Statistics**

**Objective** - The objective of this course is to familiarize the students with the basic statistical tools and their application in business decision-making.

**Course Contents:**

**Unit - I – 04 Hours.**

Collection and Analysis of Statistical Data: Table and Graphs, Frequency Distribution, Histogram, Cumulative Frequency Curves.

**Unit - II – 05 Hours.**

Probability and probability Distribution: Rules of Probability, Random variable, Probability Distributions, Mean, Median and Mode, Variance and Standard Deviation, Binomial Distribution, Poisson Distribution, Normal distribution.

**Unit - III– 06 Hours.**

Linear Correlation, Linear Regression and Multivariate Analysis: Correlation Analysis.

**Unit - IV – 05 Hours.**

Time Series Analysis and Index Numbers: Trends Analysis, Cyclical, Seasonal and Irregular Variation. General Index Numbers, Uses of Index Numbers.

**Unit - V – 05 Hours.**

Decision Theory, Objectives and Constraints. Decision Under Certainty. Risk and Uncertainty, Criteria for Decision under Risk and Uncertainty, Decision Trees,

**Suggested Readings:**

1. Statistics for Management by Richard I. Levin & Levin & David S. Rubin, Prentice Hall of India.
2. Business, Statistics by S.P.Gupta & M.P.Gupta, Sultan Chand & Sons.
3. Quantitative Techniques for Managerial Decisions by U.K. Srivastava et al., New Age International.
4. Spiegel, Murray R., Theory and Problems of Statistics, Schaum Outline Series, McGraw Hill.
5. Bhardwaj R.S., Business Statistics, Excel.
6. Shenoy GV, Business Statistics, New age Int.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME  
SEMESTER - III  
PRODUCTION AND MATERIALS MANAGEMENT**

**Course Code : MBA-431**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:** The course is designed to acquaint the student with the basic management decisions with respect to production function and the effective utilization of materials in manufacturing and service organization.

**Course contents :**

**Unit I – 10 Hours.**

Nature and Scope of production/operation Management, Environmental and Social Concerns, Relationship with other functional Areas, Standardization and Simplification, Reliability and Redundancy.

**Unit II – 12 Hours.**

Value Engineering, Types of Production System And Layouts, Capacity Requirements Planning. Facilities location, Factors, Evaluation of alternatives, Productivity and Work Study, Method Study, Basic Procedure, Charts, Diagrams, Work measurement, Time study. Work sampling Learning Curve.

**Unit III – 08 Hours.**

Production Standards, Aggregate Production Planning, Heuristic Methods, Inventory Management basic concepts. Selective Inventory Control Models, Ordering systems.

**Unit IV – 12 Hours.**

Materials Requirements Planning, Operations Scheduling, Static and Dynamic Scheduling. Design Rules. Quality Control. Variables and attributes, process control and Acceptance Sampling, Facilities Maintenance, Preventive maintenance, Materials Management, Purchasing Process, Classification and Codification, Make - or-Buy decisions.

**Unit V – 06 Hours.**

Case Study: The list of case studies to be provided in the class.

**Note :** A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**Suggested Readings :**

1. Dervitsiotis, K.N: Operation Management .McGraw-Hill International, New Delhi.
2. Mayer , Raymond R: Production and Operations Management. McGraw-Hill New Delhi.
3. Moore, Franklin G and Hendrick , Thomas E: production/operation Management Richard D. Irwin Homewood Illinois.
4. ILO: Introduction to work study ,International Labour Office ,Geneva.
5. Leenders, Michael R. Fearon, Harold E. and England , Wilbur D. Purchasing and Materials Management, Richard D. Irwin, Homewood, Illinois.
6. Gopalakrishnan P and Surderesan M: Materials Management, Prentice Hall of India , New Delhi.
7. Dabler, Donald W and Lee, Lemar: Purchasing and Materials Management, McGraw-Hill New York.
8. Adam, Everette E. Production and Operation Management, Prentice Hall
9. Chary, S. N. Theory and Problems in Production and Operations Management, Tata McGraw.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME )  
SEMESTER - III  
CORPORATE LEGAL ENVIRONMENT**

**Course Code : MBA-432                      TIME: 3 Hrs.                      MARKS- (External- 70: Internal- 30)**

**Objective :** To familiarise the students with the nature of legal regulatory environment of corporate enterprises in India.

**Course Contents :**

**Unit I – 15 Hours.**

Companies Act, 2013 - Formation of Companies, Memorandum and Articles of Association, Prospectus, management & Meetings.

Factories Act, 1948 - Provisions governing working conditions, Safety, Health and Welfare of employees.

**Unit II – 06 Hours.**

TRAI Act 1997- powers and functions of the authority, establishment of Appellate Tribunal, Application for settlements of disputes and appeals to Appellate Tribunals.

IRDA Act 1999- Duties ,powers and functions of authority, power of central Gov't to issue directions and supersede authority.

**Unit III – 10 Hours.**

Securities Contracts (Regulation) Act, 1956 - Rules and Bylaws, Listing of Securities, Operations of Stock Exchanges.

SEBI Act, 1992 - Functions of SEBI, powers of SEBI in relation to Securities Markets, Guidelines for Security Issues.

**Unit IV – 12 Hours.**

Environment protection Act, 1986 - Objectives, Powers of the Central Government.

Corporate Governance- Definition, Principles, codes and guidelines, responsibilities of BOD.

**Unit V – 06 Hours.**

Case Study: The list of case studies to be provided in the class.

**Note :** A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**Suggested Readings:**

1. Ramaiya,A., Guide To Company Law, Wadhwa, Nagpur.
2. Shah, S.M., Lectures on Company Law, N.M. Tripathi, Mumbai.
3. Verma, D.P.S., MRTP Law, Manas publications, Delhi.
4. Gulshan,S.S., Consumer Protection and Satisfaction, Wiley Eastern Ltd., New Delhi.
5. Kapoor, G.K., Industrial and Other Laws, New Age International (P) Ltd., New Delhi.
6. Environment Protection Act, 1986 (with commentaries), Jain Book Agency, New Delhi.
7. Sick Industrial Companies (Special Provisions) Act, 1985.



**Management Information & Control System**

**Course Code : MBA-433                      TIME: 3 Hrs.                      MARKS- (External- 70: Internal- 30)**

**Course Objective:** To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business

**Course Contents :**

**Unit I – 11 Hours.**

Introduction to MIS: Definition, Role & Impact of MIS, MIS & Computer, MIS & the user. MIS as a tool for Management, Organisation as a system, Organisation of business in an E-enterprise, managing security threats in E-business. Decision making process, Organisational decision making, Information Concepts - Classification of information, Methods of data and information collection, Human Beings as Information Processors, use of information for competitive advantage.

**Unit II – 08 Hours.**

Systems Engineering Analysis and Design: Systems Concepts, Types of systems, MIS and systems concepts, need for system analysis, system analysis of existing system, system development model, computer system design, System development through OOT

**Unit III – 07 Hours.**

Decision Support System: Data warehousing and data mining, group DSS, executive support system, knowledge based expert system

Development of MIS: Methods for determining information requirements, Implementation of MIS, factors contributing to failure in implementation of MIS.

**Unit IV – 07 Hours.**

Application of MIS : Applications in Manufacturing Sector - Personnel Management,

Financial Management, Production Management, Materials Management, Marketing Management. Application in Service Sector - Hotels, Hospitals, Banking, Insurance, Utilities

**Unit V – 09 Hours.**

Technology in MIS: Data Processing, Transaction Processing, Application Processing, Information System Processing, Human Factor and User interface.

Overview of: Data models, RDBMS, client server architecture, communication networks, BPR, EMS.

**References:**

1. MIS By WS Javadekar, Tata McGraw Hill, 1990.
2. MIS by Gorden B. Davis, Margrethe Holson.
3. Conceptual Foundation, Tata McGraw Hill.
4. Information Systems for Managers by Ashok Arora/ Akshaya Bhatia- Excel Publishers 1999.
5. Laudon, Kenneth C and Laudon, Jane Price, Management Information Systems, Prentice Hall

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**  
**SEMESTER IV**  
**Strategic and Innovation Management**

**Course Code: MBA-441**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objectives**

This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment. It is designed to let students understand the relationships between Purpose, People, and Process. This also highlights the relationship between Content and Process schools of thought, Environmental and Resource-based view, the Strategic Programming, and Learning Organization Perspectives, and the integration of Strategic Intent and Strategic Architecture. The purpose of innovation management is to facilitate the student's knowledge, understanding and application ability and originality in thinking and creativity.

**Contents**

**UNIT 1 – 08 Hours.**

**Understanding** strategy, defining strategy, importance of strategy, levels at which strategy operates, Strategic Intent ( vision, mission, goals , objective)

**UNIT 2 – 08 Hours.**

Corporate level Strategy (grand strategies- stability, expansion, retrenchment, combination) , Business Level Strategy , functional level strategies

**UNIT 3 – 08 Hours.**

**Strategic analysis and choice**, corporate level strategic choice- BCG matrix, GE nine cell matrix, SWOT analysis, business level strategic analysis-experience curve analysis, Industry analysis-porter five force model

**UNIT 4 – 08 Hours.**

**Process of technology change**

**Innovation** : Definition, Components & Types of Innovation. **Diffusion**: Definition, factors driving process of diffusion. Competitive consequences of technological change, Technological characteristics of competitive domains, modes of value chain configuration

**UNIT 5 – 07 Hours.**

**Technological Strategy** : Definition, technological intelligence, mapping technology environment, tools for forecasting, technological business connection, appropriation of technology: meaning, evolutionary principles. Deployment in products: principles and process. Deployment of technology in value chain, technology alternatives in the value chain.

**UNIT 6 – 07 Hours.**

**Role of general management**: Organizational mechanisms for Innovation, characteristics of innovative organizations, generic mechanism for intellectual property protection, the challenges of globalization, project valuation, fundamental challenges in financing, sources of financing.

**Suggested Readings:**

1. Azhar Kazmi, business policy and strategic management, Tata McGraw Hill
2. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
3. Hamel and Prahalad- Competing for Future
4. Alex Miller, Strategic Management. 3rd Edition, McGraw Hill. 1998
5. Narayanan, V.K, Managing Technology and Innovation for Competitive Advantage, Pearson Education, New Delhi.
6. Rose, H. & King, R., Cambridge, Technology Management & Development Planning, Kanishka Publication, New Delhi.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
SEMESTER - IV  
ENTREPRENEURSHIP AND FAMILY BUSINESS**

**Course code: MBA-442**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

Objective: The objective of this course is to acquaint the students with entrepreneurship and small enterprises management.

**Course contents:**

**Unit - I – 7 Hours.**

Entrepreneurship and its scope, Entrepreneurship as the process, career option, Need, values, attitude and motivation of entrepreneurs.

**Unit - II – 10 Hours.**

Becoming Entrepreneur, Personal and environmental barriers in entrepreneurship, Problems and stages for setting up a new venture, Franchising and entrepreneurial experiences, Select case studies of heading entrepreneurs in India

**Unit - III – 10 Hours.**

Growth and Development of Small Scale Industries, Definition of small enterprise and their scope in emerging scenario, Incentives and concessions, Technology know-how and appropriate technology.

**Unit - IV – 12 Hours.**

Financial and Marketing Management of SSI, Financial planning, long term and short term credit flows, sources of finance including venture capital, project appraisals and financial institutions. Measures and facilities to SSI for exports, Legal aspects of SSI.

**Unit - V – 06 Hours.**

Family and non- family entrepreneur, Role of Professionals, Professionalism Vs Family entrepreneurs, role of women entrepreneurs.

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**Suggested References:**

1. Desai , Vasant , Small Scale Industries and Entrepreneurship, Bombay, Himalaya 1995.
2. Staley ,E.and MorseyR.Small scale Industries in developing Countries. New York , McGrow Hill.
3. Malhotra I. S and Gupta S.L. Management of Small scale Industries. New Delhi, Galgotia.
4. Drucker , Peter F. Innovation and Entrepreneurship, East west Press(P) Ltd., 1992.
5. Gupta ,C.B and Srinivasan, Entrepreneurial Development in India .
6. Taneja S and Gupta S.L., Entrepreneur Development - New Ventures Creation , Galgotia Publishing Co.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**PROJECT REPORT**

**Course Code: MBA PR**

The Project Reports of the Fourth Semester, which will be based on a subject related to the chosen elective package, shall be evaluated by an external examiner appointed by the University/ Department. For this purpose, the candidate must submit at least two copies of the Project Report to the Head of the institution at least fifteen (15) days before the commencement of the end term examination.

**COMPREHENSIVE VIVA-VOCE**

**Course Code: MBA V**

Comprehensive viva-voce examination will be conducted by a Board of Examiners as approved by the University. This Board will be comprised of the Head of the institution or his nominee and two external experts, of these one shall preferably be from the corporate world.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

Optional Papers

\*Finance\*

**INVESTMENT MANAGEMENT**

**Course Code: MBAF01**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:** The objective of the course is to impart knowledge to the students regarding problems faced and techniques used in investment decision making process.

**Course Contents:**

**Unit I – 06 Hours.**

**Nature and Scope of Investment Management**

What is Investment?, Financial and Economic Meaning of Investment, Investment and Speculation, Investment and Gambling, Why Investments are Important? Factors favourable for Investment, Investment Media, Features of an Investment Programme, The Investment Process.

**Unit – II – 12 Hours.**

**Structure of Financial Markets**

Role of SEBI, The Relationship of the new issue market and stock exchange, Role of the New Issue market, Mechanics of Floating new Issues, Mechanics of Security Trading in Stock Exchanges, kinds of Trading Activity, Membership rules in Stock Exchange, Listing of Securities, Legal control of stock exchanges in India, Capital issues control. Market Index. Investment companies- insurance co. and mutual funds.

**Unit III – 10 Hours.**

**Security Valuation-** Elements of Investment, Approaches to Investment, , Basic Valuation Models, Bonds, Preference Shares, Common Stock.

**Risk-** Risk classification, Systematic, Unsystematic risk measurement, Standard Deviation and Variance,

**Unit IV – 05 Hours.**

money market instrument and their market.

Government securities- features, merits and demerits, real assets investment

Derivatives - definition and features of Options Futures, Swaps, Convertible Securities, Warrants.

**Unit V – 05 Hours.**

**Investments and Tax Planning**

Computation of Tax, Liability, Other Taxes, Exemptions, Deductions.

Foreign Investment in India - Emerging Trends and Policy Developments.

**Suggested Readings:**

1. Amling, Frederic, Investment, Englewood Cliffs, New Jersey, Prentice Hall.
2. Avadhani, V.A., Investment Management, 3<sup>rd</sup> Edition, Himalaya.
3. Bhalla, V.K., Investment Management, S, Chand & Company Ltd.
4. Haung, Stanley, S.C. and Randall, Maury, R., Investment Analysis and management, London, Allyn and Bacon, London.
5. Haugen, Robert H., Modern Investment Theory, Englewood Cliffs, New Jersey, Prentice
6. Radcliffe, Robert C. Investment: Concepts, Analysis and Strategy, Scott, Foresman.
7. Sharpe, William F., etc. Investment, New Delhi, Prentice Hall of India.
8. Francis, Jack Clark, Investment: Analysis and Management, McGraw Hill.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
WORKING CAPITAL MANAGEMENT**

**Course Code: MBAF02**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

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

**Course Contents:**

**Unit I – 04 Hours.**

**Working Capital Management**

Meaning, Concepts, Classification and Importance of working capital.

Excess or Inadequate working capital, its disadvantages.

Objective of working capital. Factors determining working capital requirements,

Forecast of working capital requirement

**Unit II – 05 Hours.**

**Management of Cash**

Nature of Cash, Motives of holding Cash

Cash Management - Managing cash Flows Determining Optimum Cash Balance

Cash Management Models, Investment of Surplus Funds

**Unit III – 06 Hours.**

**Inventory Management-** Meaning and Nature of Inventory.

Purpose and Benefits of Holding Inventory. Risk and cost of Holding Inventory.

Inventory Management - Tools, Techniques, Objective and Meaning.

Determining Stock levels and safety stocks. EOQ, VED, and ABC Analysis.

Inventory Turnover Ratios.

**Unit IV – 05 Hours.**

**Recivables Management-** Meaning of Recivables.

Cost of maintaing Recivables. Factors Influencing Recivables.

Meaning, Objects and Dimensions of Recivable Management.

Formation and Execution of Credit Policy.

Formation and Execution of Collection Policy.

**Unit V – 06 Hours.**

**Working Capital Financing**

Financing of working capital Determining the working capital Financing Mix.

New Trends in Financing of Working Capital by Banks Dahejia Committee Report

Tondon Committee Report ,Chore Committee Report, Marathe Committee Report

Chakravarty Committee Report, Kannan committee Report

Suggested Readings:

1. I.M.Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
2. M.Y.Khan and P.K.Jain, Financial Management, Tata McGraw Hill.
3. P.Gopalkrishnan, Inventory of Working Capital Management, MacMillan
4. S.C.Kuchhal, Financial Management, Kitab mahal.
5. S.N.Maheshwari, Financial Management- Principles & Practice, Sultan Chand & Sons.
6. Singh,S.P., & Dr. Singh,S., Financial Analysis for Bank Lending in a Liberalised Economy, Himalaya Publishing House.
7. Singh, S.P., Bank Lending, NIBM, Pune.
8. Bhalla, V.K., Working Capital Management, Anmol Publication.



MASTER OF BUSINESS ADMINISTRATION (FULL TIME)

FINANCIAL MARKETS AND INSTITUTIONS

Course Code: MBAF03

TIME: 3 Hrs.

MARKS- (External- 70: Internal- 30)

**Objective:** The objective of the course is to give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

**Course Contents:**

**Unit I – 06 Hours.**

Financial Markets In India: Indian Money Markets and Recent Reforms, Call Money market, Treasury Bills Market, Commercial bills Market, Markets for Commercial Paper & Certificate of Deposits, Recent Developments in Capital markets in India, Role of SEBI, Merchant Banking, Venture Capital.

**Unit II – 06 Hours.**

Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks in the emerging new Environment of Privatisation and Globalisation. Management of Commercial Banks, Credit Gaps and Credit Rating, Consortium Loaning, Maximum Permissible banking Finance, Loan Pricing, Narasimham Committee Reports, Non-performing Assets, Assets Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestment. Basel- I, II, and III.

**Unit III – 04 Hours.**

Investment Trust Companies: Economics of Investment Trust Companies, Mutual Funds, A Detailed Critical Appraisal of UUTI in the Financial System.

**Unit IV – 06 Hours.**

Development Banking: Role of Development Banking in Industrial Financing in India, Problems of Time and Cost Overruns, Financial Goals and Proforma Statements, Working and Organisation of Different Financial Institutions in India viz. IFCI, ICICI, IDBI, IIBI, SFCS, SIDBI and NABARD.

**Unit V – 05 Hours.**

International Finance: A Study of the International Finance Corporation, New Financial Instruments in International markets viz. Global Depository Receipts, American Depository Receipts.

Suggested Readings:

1. Bhalla, V.K. Managing International Investment and Finance, New Delhi, Anmol.
2. Dougall, Herbert E. And Gaumnitz, Capital Markets and Institutions, Englewood Cliffs, New Jersey, Prentice Hall.
3. Hempel, George, H. And Yawitz, Jess, B., Financial Management of Financial Institutions, Englewood Cliffs, New Jersey, Prentice Hall.
4. Kane, Joseph, A., Development Banking, Toronto, Lexington Books.
5. Kim, Suk and Kim, Seung, Global Corporate Finance: Text and Cases. 2<sup>nd</sup> edition, Miami Florida.
6. Rose, Peter, S. And Fraser, Donald R., Financial Institutions, Ontario, Irwin Dorsey.
7. Fabozzi, Frank J., Foundations of Financial Markets and Institutions, Prentice Hall.
8. Kohn, Meir, Financial Institutions and Markets, Tata McGraw Hill. Bhalla, V.K. Managing International Investment and Finance, New Delhi, Anmol. Kohn, Meir, Financial Institutions.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**Financial Decision Analysis**

**Course Code: MBAF04**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

Objective: The basic objective of the course is to impart an intensive knowledge to the students about the use of technique in different financial decision making areas

**Course Contents:**

**Unit I – 06 Hours.**

**Foundation:** Overview of financial management, Profit, Organisation of finance function,

**Capitalisation Decision:** Financial Planning, Estimating Capital requirements, Cost and Earning Theories, Over and Undercapitalisation.

**Unit II – 07 Hours.**

Capital Structure Decision: Patterns of capital Structure, Point of Indifference, Optimum Capital Structure, Cost of Capital, Valuation of Firm, Leverages.

Investment Decision: Importance of Capital Budgeting Decision, Methods of Appraisal of Capital Investment Proposals, Capital Rationing, Risk Analysis in Capital Budgeting, Decision Tree Analysis.

**Unit III – 07 Hours.**

Dividend Decision: Walter's Model, M.M. Hypothesis, Valuation of Rights, Bonus Shares.

Project Management: Appraisal of Projects, Preparation of Project Reports, Abandonment of Projects, CPM & PERT Analysis.

**Unit IV – 04 Hours.**

Specific Financial Decisions: Own or Hire/Lease, Shut Down or Continue, Replacement of Asset, Restructuring - Mergers, Amalgamations and Acquisitions, Inflation and Financial decisions.

**Unit V – 07 Hours.**

Quantitative Analysis for Financial Decisions: Application of Linear Programming, Goal Programming, Regression analysis and Simulation Technique in Financial Decision making

Application of Multiple Discriminate Analysis.

Suggested Reading:

1. Bhalla. V.K. Financial Management and policy, New Delhi, Anmol, Delhi.
2. Bierman, Harold, Lease vs Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall.
3. Fogler, H. And Ganpathy. Financial Econometrics. Englewood Cliffs, New Jersey, Prentice Hall.
4. Hampton John J. Financial Decision Making, Prentice Hall of India.
5. Levy, H. And Sarnat H. Capital Investment and Financial Decision, Englewood Cliffs, New Jersey, Prentice Hall.
6. Maheshwari, S.N. Management Accounting and Financial Control. Sultan & Chand Sons, New Delhi.
7. Van Horne, James. C. Financial Management and Policy, Englewood Cliffs, New Jersey, Prentice Hall.
8. Emery, Douglas R. Corporate Financial Management, Prentice Hall International.
9. P GApte, International Financial management, Tata McGraw Hill.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**CORPORATE TAX ANALYSIS**

**Course Code: MBAF05**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:** The basic objective of this course is to provide an in depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on income tax.

**Course Contents:**

**Unit I – 06 Hours.**

Introductory : Definitions, Residential Status, Heads of Income, Computation of Taxable Income.

**Unit II – 08 Hours.**

Taxation of Companies: Special Provisions in Computation of profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and Fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.

**Unit III – 08 Hours.**

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies, Tax Considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue Sale in Domestic Markets or Exports, Foreign Collaboration and Joint Ventures.

**Unit IV – 08 Hours.**

Tax management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

**Suggested Readings:**

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bhaat Law House.
2. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.
3. Kanga, J.B. & Palkhivala, N.A., Income Tax, Bombay, N.M. Tripathi.
4. Singhanian, V.K. Direct Taxes: Law and Practice. Delhi, Taxman.
5. Srinivas, E.A., Handbook Of Corporate Tax Planning, New Delhi, Tata McGraw Hill.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
Securities Analysis and Portfolio Management**

**Course Code: MBAF06**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:** The basic objective of this course is to develop an understanding of the various tools and techniques for making decisions about investment in various securities.

**Course Contents:**

**Unit I – 05 Hours.**

Indian Financial System: Nature of Security and Investment Analysis, Types of Investors, Process of investment Decision, Sources of Financial Information, Types of Risks - Systematic and unsystematic, Significance of Beta as a measure of systematic risk.

**Unit II – 05 Hours.**

Security market: Capital Market and its Role, Operation of Stock Exchange, Security Listing Requirements, Classification of Securities in Stock Exchange, Transactions Requirements in Stock Exchange, Working of Over the Counter market, Working of National Stock Exchange. New Issues: Management and Promotion of New Issues, Role of SEBI.

**Unit III – 08 Hours.**

Mechanism of Security Analysis: Valuation of Fixed Income Securities, Valuation of Equities, Analysis of Factors Determining Equity Prices, Intrinsic Factors and External Factors, Assessment of Intrinsic Factors Based on balance Sheet, Income Statement and Other Reports, Quantitative Factors in Security Analysis.

**Unit IV – 05 Hours.**

Introduction to Portfolio Management: Meaning, Portfolio Selection, Optimal Portfolio Mix.

**Unit V – 05 Hours.**

Theories of Portfolio Management: Constructing Efficient Frontier, Arbitrage Pricing Theory, Capital Asset Pricing Model (CAPM), Markovitz Theory, Mean Variance Criterion, Sharpe's Ideal index, Traynor Index.

**Suggested Readings:**

1. Bhalla, V.K., Security Analysis & Portfolio management.
2. Bombay Stock Exchange Official Directory, Updated from time to time.
3. Francis, J.C., investment Game, McGraw Hill, New Delhi.
4. N.J.Yasaswy. Equity investment Strategy, McGraw Hill, New Delhi.
5. Prasanna Chandra. Valuation of Equity Shares, S.Chand and Co. Ltd., New Delhi.
6. Sharpe, Alexander and Bailey. Investments, Prentice Hall of India, new Delhi.
7. Anadhani, V.A., Securities Analysis and Portfolio management, Himalaya.
8. Fischer, Donald, Security Analysis and Portfolio Management, Prentice Hall.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

\*Marketing\*

**ADVERTISING MANAGEMENT**

**Course Code :- MBAM01**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

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

**Course Contents:**

**Unit I – 08 Hours.**

Role and objective of marketing communication in the marketing programme; Stimulation of primary and selective demand; Role of advertising in the marketing mix;

**Unit II – 12 Hours.**

Process of marketing communication Will Schramm's Model. Two Step Flow communication, Theory of Cognitive Dissonance; Determination of target audience; Cultural, Demographic, Social class; Consumer Attitudes; Definition of advertising Goals; DAGMAR approach; Building of advertising programmes; message theme headline, layout, copy, logo, appeals;

**Unit III – 10 Hours.**

Media Planning; Determining advertising expenditure; Determining advertising effectiveness; Rational testing, opinion and attitude tests, recognition, recall and controlled experiments in the field of Advertising organization.

**Unit IV – 10 Hours.**

Advertising agency, advertising department, choosing the agency, appraisal of commission system; Legal, ethical and social aspects of advertising

**Unit V – 07 Hours.**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above. As far as possible the theoretical Unit I

**References:**

1. Aaker, David, Rajeev Batra & Myers, John G. Advertising Management, (4<sup>th</sup> ed. 1995). Prentice Hall of India, New Delhi.
2. Manendra Mohan Advertising Management; Concept and Cases, (1989). Tata Mc Graw Hill, New Delhi.
3. Peebles, D.M & Ryans, J.K. Management of International Advertising; A Marketing Approach, (1984), Allyn and Bacon, Boston.
4. Blattberg, R.C. and Neslin, S.A. Sales Promotion Concepts, Methods and Strategies, Prentice Hall, New York.
5. Rajeev Batra, Advertising Management, Prentice Hall.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
SALES AND DISTRIBUTION MANAGEMENT**

**Course Code: MBAM02**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

Objective: The purpose of this paper is to acquaint the students with the concepts that are helpful in developing a sound sale and distribution policy and in organizing and managing sales force and marketing channels.

**Course Contents:**

**Unit I – 05 Hours.**

Nature and scope of sales Management;

**Unit II – 06 Hours.**

Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans;

**Unit III – 12 Hours.**

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 Cost and Cost Analysis.

**Unit IV – 11 Hours.**

An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning Managing marketing Channels; Marketing Channel Policies and Legal issues; Information system and Channel Management; Assessing performance of Marketing Channels; International Marketing Channels.

**Unit V – 07 Hours.**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**Suggested Readings:**

1. Anderson, R. Professional Sales Management. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
2. Anderson, R. Professional Personal selling, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1991.
3. Buskirk, R.H and Stanton, W.J Management of Sales Force Homewood Illinois, Richard D.Irwin, 1983.
4. Sales Management-Decision ,Strategies and cases, Richard Still, Edward Cundiff, Norman Govani, Prentice Hall of India

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**MARKETING RESEARCH**

**Course code:- MBAM03**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

Objective: The objective of the course is to develop and understand the research techniques prevailing in the markets.

**Course Contents:-**

**Unit I**

Nature, Scope and Structure of Marketing Research; Marketing Research Process;

**Unit II**

Research design; Exploratory, Descriptive and Experimental; sources of marketing information; Observational methods; Questionnaire Design and Testing; Attitude Measurement Techniques; Motivational Research Technique; Market Surveys and sampling procedures in marketing research; Determining sample size;

**Unit III**

Tabulation of survey, Data and its analysis ; Statistical techniques and their limitations. Advanced techniques in analyzing associate data; Discriminant analysis ; Clustering methods; Multi-dimensional scaling and conjoining analysis.

**Unit IV**

Applications of Marketing Research; Sales forecasting techniques; Brand positioning and market segmentation; Evaluating new marketing strategies. Ethical issues in Marketing Research

**Unit V**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**References**

1. Green P.E & Tull,D.S &Albaum.G Research for Marketing Decisions. Prentice Hall of India, New Delhi
2. Luck D.J.\$Rubin R.S Marketing Research, Prentice Hall of India, New Delhi
- 3 .Boyd. H.W. & Westfall R& Stasch, S.F, Richard D Irwin. Marketing Research: Text & cases
4. Kinneer Thomes C. Marketing Research ,McGraw Hill.



**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
MARKETING OF SERVICES**

**Course Code: MBAM04**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:** The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of their services on national basis.

**Course Contents:-**

**Unit I – 05 Hours.**

Service as a market concept; type of Services; Social, Financial, Physical, Economic, Domestic and cultural;

**Unit II – 07 Hours.**

Growth of service sector in Indian Economy,. Applications of Marketing Research, Tools and Techniques in Analysing Service Markets; Behaviour Models;

**Unit III – 07 Hours.**

Planning the service marketing mix; Evolution of Concept Planning; Service Package; pricing and Distribution of Services;

**Unit IV – 08 Hours.**

Mass and Localised promotion of service packages, Organising Institutional setup for service Marketing; Information and Auditing of Marketing services.

**Unit V – 05 Hours.**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

Suggested Readings:

1. Lovelock, Chirstopher H. Marketing of Services (1991, Prentice Hall, Englewood Cliffs, New Jersey.
2. Kotler, Philip Marketing of Non-Profit Organisation, (1981), Prentice Hall of India, New Delhi.
3. Sinha, P.K, Saho, S.C(Eds) Servies Marketing:Text & Readings (1994), Himalaya Publications House, Mumbai.

MASTER OF BUSINESS ADMINISTRATION (FULL TIME)

INDUSTRIAL AND RURAL MARKETING

Course Code :- MBAM05

TIME: 3 Hrs.

MARKS- (External- 70: Internal- 30)

**Objective:** The objective of this course is to lay a foundation for an understanding the complex dimensions of the industrial and rural marketing and to equip the students with the latest development developments in the field of management science in dealing with the problem currently facing industrial and rural marketing.

**Course Contents :**

**Industrial Marketing**

**Unit I – 06 Hours.**

Industrial Marketing : Nature of industrial Marketing; Industrial Marketing Concept,

**Unit II – 08 Hours.**

Dynamics of Industrial Buyer Behaviour, Industrial Marketing segmentation. Target Marketing and Positioning,

**Unit III – 08 Hours.**

Formulating channel strategy, Role of industrial distributor in industrial marketing strategy, Planning, personal selling, managing advertising sales promotion and publicity strategy, pricing strategy, international industrial marketing.

**Rural Marketing**

**Unit IV – 06 Hours.**

Trends and structural features in India's rural economy; size and structure of India's rural market; special problems of rural marketing;

**Unit V – 06 Hours.**

Market strategy and tactics with reference to rural markets; RuralAdvertising in India and its Impacts.

**Unit VI – 06 Hours.**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first five units shall be given as above.

Suggested Readings:

1. Reader, Robert R. Brierty Savitt, R. & Reader, Edward G. Brierty, H. Industrial Marketing; Analysis Planning and Control,  
(2<sup>nd</sup> ed 1991)
2. Ames, Charles B. & Hilavacek James D. Managerial Marketing for Industrial Firms; (1984).  
Random House, New York.
3. Hass, Robert W. Industrial Marketing Management (2<sup>nd</sup> ed. 1982) Kant Boston.
4. Corey Raymond E industrial Marketing , McGraw Hill New York.
5. Gopaldaswamy T.P. Rural Marketing : Environment , Problems and Strategies, Wheeler  
Publishing New Delhi.
6. Thakur, S.Y. Rural Industrialisation ion India Oxford and IBH, New Delhi.
7. Desai , Vasant Rural Development Organisation and Approach Streling, New Delhi,

MASTER OF BUSINESS ADMINISTRATION (FULL TIME)

CONSUMER BEHAVIOUR

Course Code :- MBAM06

TIME: 3 Hrs.

MARKS- (External- 70: Internal- 30)

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

**Course Contents:**

**Unit I – 04 Hours.**

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy;

**Unit II – 06 Hours.**

Consumer Involvement and Decision Making; information Search Process; Evaluation Criteria and Decision

**Unit III – 14 Hours.**

Evaluation Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making;

**Unit IV – 10 Hours.**

Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

**Unit V – 06 Hours.**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**Suggested Readings**

1. Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995.
2. Engle, J F etc Consumer Behaviour. Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing , Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I etc Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour. New York, MacMillan, 1993.
6. Schiffman, LG and Kanuk, L.L Consumer Behaviour, New Delhi, Prentice Hall of India, 1994.

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

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**  
**\*HUMAN RESOURCE MANAGEMENT\***  
**HUMAN RESOURCE DEVELOPMENT-STRATEGIES AND SYSTEMS**

**Course Code :- MBAH01**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:** This is a follow up course of Personnel Management into a broader area and perspective. The purpose of this course is to provide an indepth knowledge of the concepts, principles, methods and strategies of HRM.

**Course Contents:**

**Unit I – 06 Hours.**

HRM and HRD - Comparison and contrast; Concepts, objectives, processes, issues and emerging trends.

**Unit II – 08 Hours.**

Career Planning and Development: Introduction ,Meaning and objectives ,Individual Career Planning, Career Management Meaning and Element, Benefits of career Planning and Development, Limitations and Steps in Effective Career Planning and Development .

**Unit III – 06 Hours.**

Action Research; OD and HRD; Functions of HRD professionals; Strategic HRM.

**Unit IV – 08 Hours.**

Learning Processes, principles , Management development methods and Benefits of Management developments Programs; HRD experiences at Indian Corporate Level.

**Unit V – 07 Hours.**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

References :

1. Srivastava,M.P Human Resource Planning (1997). Inst. OfApplied Manpower Research, New Delhi.
2. Maheshwari, B.L.& Sinha, D.P.Management of Change through HRD (1991). Tata McGraw Hill, New Delhi.
3. Pareek, Udai and Nair,M.R.Managing Transitions; The HRD Response(1992) Tata McGraw Hill, New Delhi.
4. Silvere, D.N. HRD; The Indian Experience, (1991), New Delhi.
5. Brinkerhoff, Robert O. Achieving Results from Training; How to evaluate HRD to strengthen Programmers and Increase Impact (1987), Jossey Bas, San Francisco.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
INDUSTRIAL RELATIONS MANAGEMENT**

**Course Code :- MBAH02**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:** This course is concerned primarily with the conceptual and practical dimensions of industrial relations in the Indian context, it will examine the structure and process of trade unionism, collective bargaining, participative management and related issues.

**Course Contents:**

**Unit I – 06 Hours.**

Concept and models of industrial Relation; Industrial Relations and the State; Legal Framework of Industrial relations.

**Unit II – 06 Hours.**

Structure and Strategies of Trade Unions; Collective Bargaining; Nature and significance of wage, salary administration, issues and constraints in wage administration,

**Unit III – 06 Hours.**

Industrial Democracy and Participative Management; Labour Welfare and Social Security;

**Unit IV – 08 Hours.**

Discipline and Grievance Management, Technology and industrial relations. ILO- introduction ,ILO and India

**Unit V – 06 Hours.**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**References:**

1. Joseph , J. Strategic Industrial Relations Management, (1991), Global, New Delhi.
2. Punekar, S.P.Deodhar, S.B Saraswathi Sankaran, Labour Welfare, Trade Unions and I.R (5<sup>th</sup> ed. 1995) Himalaya Pub. House Bombay.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
LABOUR LEGISLATIONS AND WELFARE**

**Course Code - MBAH03**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Course Objective:** The course is designed to promote a critical understanding of substantive and procedural labour laws. The approach is to develop skills in handling legal issues in industrial relations and other labour matters.

**Course Contents:**

**Unit I : – 16 Hours.**

**Industrial Relations Legislations**

Need, objectives, scope, growth of labour legislation in India. Payment of Gratuity Act 1972, Maternity Benefit Act 1961, Indian Trade Union Act 1926, Industrial Employment (Standing Order) Act 1946, Industrial Dispute Act 1947.

**Unit II: – 14 Hours.**

**Legislations concerning wages**

Payment of Wages Act 1936, Payment of Bonus Act 1965, Equal Remuneration Act 1976, The Workmen's Compensation Act 1923, Employees' State Insurance Act 1948, The Employees Provident Fund Act 1952 & 1995.

**Unit III: – 12 Hours.**

**Labour Legislation:**

Legislations on working conditions, Factories Act 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act 1970, Minimum Wages Act 1948.

Child Labour(Prohibition & Regulation) Act 1948, Crèche facility at work place.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**References:**

1. Ghaiye, B.R Law and Procedure of Departmental Inquiry in Private and Public Sector, (1988), Eastern, Lucknow.
2. India, Ministry of Labour Employment & Rehabilitation, Report of the National commission on Labour, (1969), New Delhi.
3. Kothari, G.M.A Study of Industrial Law, 2v (1987), N.M.Tripathi, Bombay.
4. Malik, P.L.Industrial Law, (1991), Eastern Lucknow.
5. Taxmann, Taxmann's Industrial Laws (1996), TaxmannAllied Services, New Delhi.
6. Kumar, H.L.Labour Problems and Remedies (7<sup>th</sup> ed. 1996), New Delhi, University Law Publishing, New Delhi.
7. Punekar, S.D, Deodhar, S.B Sankaran, S.Labour Welfare, Trade Unionism and Industrial Relations, (5<sup>th</sup> ed, 1995), Himalaya Publishing house, New Delhi. Govt. of India: BareActs on Labour.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
CORPORATION MANAGEMENT**

**Course code: MBAH04**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objectives:** The objective of this paper is to develop understanding about corporate processes.

**Course Contents:**

**Unit I**

Principles and practices of Corporate Management; Corporate Management Tools; Corporate Responsibilities

**Unit II**

Power games amongst Competing players; Chief executive and Board; Work of top management.

**Unit III**

Turnaround Management; Management of Strategic Change; Mergers and Acquisitions; Corporate Evolution in Indian Context

**Unit IV**

Corporate Planning; Nature scope and content; Factors governing corporate plans; Corporate policies.

**Unit V**

Case Studies : The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**Suggested Readings:**

1. Chakravorty , S K .Managerial Transformation Through Values ; New Delhi , Sage . 1993.
2. David Fred Strategic Management. 7<sup>th</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
3. Drucker , Peter F. The Changing World of the Executive. New York, Time Books 1982.
4. Hamel G and Prahalad,CK. Competing for the future.Boston, Harvard Business School Press, 1994.
5. Jemison ,D B and Haspeslagh, P C. Managing Acquisitions : creating Value Through Corporate Renewal, New York, Free Press, 1991.
6. Lorange, P and Ross, J. Strategic Alliances: Formation, Implementation and Evaluation, Massachusetts, Blackwell Business,1992.
7. Ohmae, Kenichi. The Mind of the Strategist: The Art of Japanese Management, New York, McGraw Hill, 1982.



**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
GROUP DYNAMICS AND PROCESSES**

**Course code: MBAH05**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Course Objective:** The purpose of this course is to advance understanding regarding interpersonal and Group Process and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

**Course Contents:**

**Unit I – 16 Hours.**

**Group Dynamics :** Group: Meaning, reason of group formation, main factors of group formation, types of Group, functions of group, group dynamics, internal & external determinants of group Change.

Committee groups: Definition and types, advantages and disadvantages of committee groups.

Group structure: Formal leadership, roles, norms, status.

Group cohesiveness: Definition, features, factors, consequences, group processes, group think, group shift.

Team: Definition, types, phases of team formation.

**Unit II – 14 Hours.**

**Group Decision Making ;** Nature of decision making, behaviour in group decision making, assets & liabilities of group problem solving & decision making, characteristics of decision making, decision making process, advantages and disadvantages of group decision making, participative decision making techniques, positive and negative aspects of group decision making, rational decision making process.

**Unit III – 12 Hours.**

**Communication :** Definition, objective, types & functions of communication, communication process, communication barriers, communication network, communication technologies.

Interpersonal communication: Importance of feedback to interpersonal communication, ways to improve effectiveness of downward and upward communication, global communication.

**Unit IV – 06 Hours.**

**Case Study :** The list of case study to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first three units shall be given as above.

References:

1. Sudan, A.S. & Kumar, N., Mgt process and Organisational Behaviour, Anmol Pub. New Delhi.
2. Robbins, S.P., Organisation Behaviour, Prentice hall, New Delhi.
3. Dwivedi, R.S., Human Relation and Organisational Behaviour, Mecomillan.
4. Sharma, R. A., Organizational Theory and Behaviour, Tata Mc Graw Hill, New Delhi.
5. Hersey, Paul and Blanchard, Kenneth H., Management of Organizational Behaviour, Prentice Hall of India.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
MANAGEMENT TRAINING AND DEVELOPMENT**

**Course Code: MBAH06      TIME: 3 Hrs.      MARKS- (External- 70: Internal- 30)**

**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.

**Course Contents:**

**Unit I - 08 Hours.**

Introduction to Training & Development Need for Training - Individual, Operational and Organizational, Meaning and Distinction - Education, Training and Development, Aligning training function to business strategies, Challenges in training

**Unit II - 08 Hours.**

Process of Training, Need Analysis, Methods of Training Needs Assessment, Training Feedback and Analysis, Training Evaluation - Need for evaluation, Techniques of Evaluation

**Unit III - 06 Hours.**

Learning Process and Principles of Training, Creating a Training climate, Lesson Planning.

**Unit IV - 06 Hours.**

Training Methods and Techniques, Benefits of training, Training and Development in India.

**Unit V - 06 Hours.**

Case Study: The list of case studies to be provided in the class.

Note: A one page single case study relating to the issues detailed under one or more of the first four units shall be given as above.

**Suggested Reading:**

1. Beunet, Roger ed.. Improving Training Effectiveness, Aldershot, Gower, 1988.
2. Buckley, R. & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page,
3. Lynton, R. Pareck, U., Training For Development, 2<sup>nd</sup> ed. New Delhi, Vistaar, 1990
4. Pepper, Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.
6. Reid, M.A. etc. Training Interventions: Managing Employee Development, 3<sup>rd</sup> ed., Century, 1992.
7. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organisation,

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

\*Information Technology\*

**COMPUTER PROGRAMMING AND OBJECT ORIENTED LANGUAGE**

**Course code: MBAIT1      TIME: 3 Hrs.      MARKS- (External- 70: Internal- 30)**

**Objective:** To make the student conversant with object oriented language using C++

**Course Contents:**

**Unit I**

Objects relating to other paradigm (functional, data decomposition) ,Basic concepts of object oriented programming (Data abstraction , Data encapsulation ,Inheritance Polymorphism , Dynamic Binding, Message passing ).

**Unit II**

C++: Structure of C++ program Tokens, keywords, Identifier Basic data types, User defined data types , Enumerated data types , Derived data types ,Variables ,Escape sequence (Declaration of variables, Initialisation of variables), Operators in C++, Scope resolution operator ,manipulator , Type cast operator, Operator overloading , Operator precedence etc.

**Unit III**

Functions:- Declaration, definition and prototypes ,function overloading, virtual functions etc. Array, String, Pointers, Control Structures; If-else, Switch, for, do- while, while, repeat- until loops, Structures, Unions etc.

**Unit IV**

Encapsulation : Information hiding, abstract Data types , Objects and classes : attributes, Methods, C++ Class declaration , State identify and behaviour of an object , Constructors & destructors instantiation of objects default parameter value , object types , C++ garbage collection , Dynamic memory allocation .

**Unit V**

Inheritance, class hierarchy , derivation - public , private &protected , polymorphism , generic function - template function , function name overloading , overriding , inheritance methods, run time polymorphism, virtual base classes , abstract classes , member classes. Pointers, virtual function and polymorphism. Stream and file management.

**Unit VI**

Object- Oriented Systems Development: Procedure - oriented paradigms, procedure oriented development tools, object oriented paradigm, steps in object oriented design, implementation.

**Unit V**

Inheritance, class hierarchy , derivation - public , private &protected , polymorphism , generic function - template function , function name overloading , overriding , inheritance methods, run time polymorphism, virtual base classes , abstract classes , member classes. Pointers, virtual function and polymorphism. Stream and file management.

**Unit VI**

Object- Oriented Systems Development: Procedure - oriented paradigms, procedure oriented development tools, object oriented paradigm, steps in object oriented design, implementation.

References:

1. Object oriented programming in Turbo C++ by Robert Lafore - Galgotia publishers 1998.
2. Object oriented programming with C++ by E Balagurusamy- Tata McGraw Hill, 1998.
3. Barkakati, Nabajyoth, Object oriented programming in C++, Prentice Hall of India.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
SOFTWARE PROJECT MANAGEMENT**

**Course Code: MBAIT3**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:** To make the student conversant with software project management concepts, Techniques implementation.

**Course Contents:**

**Unit I**

Nature & qualities of software - representative qualities of correctness, Reliability, Robustness, performance, user friendliness, verifiability, maintainability, Evolvability, Portability, Understandability, Interoperability, Productivity, Timeliness, Visibility, Quality requirements in info system, Real time system, Distributed system & embedded system.

**Unit II**

Software Design Principles- Rigor & Formality, Separation of Concern, Modularity  
Abstraction, Anticipation of change, Generality & Incrementality.

Software Specification- User of Specification, Specification qualities, classification of  
Specification styles, verification of Specification, operational Specification, Descriptive  
Specification building and using Specification in practice.

**Unit III**

Software production process models- waterfall, evolutionary, Transformation, spiral models.

Software project planning- Software productivity, people & productivity, cost estimation models.

**Unit IV**

Software project control- work breakdown structures, Gantt charts, PERT charts, Dealing with deviation in plan.

Software development organization- centralised team organization, decentralized control team organization, typical  
management risks in Software development projects.

References:

1. Software Engineering by carlo Ghezzi, Mehdi Jazayeri, PH1 1996 .
2. Software Engineering A Practitioners Approach by Roger pressman. Tata McGraw-Hill 4<sup>th</sup> edition  
1999.
3. Sommerville Ian, Software Engineering , person Ed.
4. K.K Aggarwal and yogesh Singh, Software Engineering., NewAge International.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
STRUCTURED SYSTEMS ANALYSIS AND DESIGN**

**Course Code – MBAIT4      TIME: 3 Hrs.      MARKS- (External- 70: Internal- 30)**

**Objective:** To make the student conversant with the principles and practices of SSAD.

**Course Contents:**

**Unit I**

Overview of the waterfall model of software development - Feasibility study , requirement analysis , system design, Link program testing, System testing, conversion and installation, System review and evaluation, Maintenance.

**Unit II**

Role of system Analyst, the analyst/ user interface.  
Investigate the existing system - Data gathering techniques . Problem analysis.

**Unit III**

Documentation techniques for system analysis - Context diagram. Activity diagrams or Data Flow Diagrams. Activity Sheets, Data Flow Sheets, Data Stores Sheets, Data item Sheets.

**Unit IV**

High Level Data Analysis, ER Diagrams, Making the new proposed system - considerations - cohesion, coupling, data analysis. Documentation of the new system. Procedure specification from structured analysis, Structured Walk through.

**Unit V**

System Test Planning. Implementation and software maintenance. Hardware/Software selection. Security /Disaster recovery planning.

References:

1. Systems Analysis & Design by Elias M.Awad Galgotia.
2. Systems Analysis & Design by Roger Pressman Tata McGraw Hill.
3. Modern StructuredAnalysis by Edward Yourdon PHI.
4. Analysis and Design of information Systems, Mc Graw Hill.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
COMPUTER NETWORKS**

**Course Code – MBAIT5      TIME: 3 Hrs.      MARKS- (External- 70: Internal- 30)**

**Objective:** To make the student conversant with basic networking concepts and internet capabilities.

**Course Contents:**

**Unit- I**

Uses of computer, LAN ,MAN, WAN, Wireless networks, Internet works, Network Softwares: Protocol Hierarchies, Design issues for layers, Interfaces and Services, Connection oriented and connectionless services, Service Primitives, OSI Reference model, TCP/IP Reference model.

**Unit - II**

Theoretical basis for Data Communication, Transmission media, Wireless transmission, Telephone System, Narrowband ISDN, Broadband ISDN and ATM, Cellular Radio, Communication Satellites.

**Unit - III**

Inter-working - How networks differ, Internet work routing. Fragmentation, Firewalls IP protocol, IP Addresses, subnets, mobile IP, Domain Name System, SNMP, Electronic mail- Architecture ad Services (SMTP/POP), The user agent, Message formats, message transfer, Email privacy, Usenet, mailing lists, worldwide web, multimediaAudio, Video, Data Compression, Video on demand. Gopher, IRC, WAIS, Search engines. Servers and clients, Browsers, Host and terminal, configuring internet on your computer, ISP's URL's .

**Unit - IV**

HTML- Tags and Attributes, JavaScript for making your pages dynamic, VBScript and ASP using Windows NT. Overview of other related technologies for developing websites.

**Reference:**

1. Internet : The Complete Reference by Harley Hahn.
2. Computer Networks by Andrew Tanenbaum PHI.
3. Forouzan, BehrouzA. Data and Computer Communications, PHI.
4. Cady, Gleo Harrah, Mastering the Internet, BPB.



**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
DATA BASE MANAGEMENT SYSTEMS**

**Course Code – MBAIT6                      TIME: 3 Hrs.                      MARKS- (External- 70: Internal- 30)**

**Objective:** To make the student familiar with the concepts and practices in Data Base Management.

**Course Content:-**

**Unit I**

Introduction to Database Systems, Database design - Conceptual design with ER Model. The Relational Model- Creating and modifying relations using SQL, Integrity constraints over relation, Enforcing integrity constraints, Querying Relational data, views, Data independence, security, Destroying/altering tables/view, SQL : Queries, Programming, Triggers: Form of a basic SQL query, UNION, INTERSECT, EXCEPT, Nested queries, Aggregate operators, Comparisons using NULL values, Logical connectives AND, OR and NOT, Outer joins, Cursors, Embedded SQL, ODBC and JDBC architecture, Triggers and Active database. Query by Example (QBE).

**Unit II**

Storing data: Disk and Files: The memory hierarchy - Magnetic disks, Performance implications of Disk Structures RAID Data striping, Redundancy, Levels of Redundancy, Choice of RAID levels. Buffer management in DBMS, Files and Indexes - Heap files, sorted files, hashed files, ISAM, Properties of Indexes using composite search keys.

**Unit III**

Schema refinement and Normal forms upto 3NF, BCNF, Physical Database Design and Tuning - Database workloads, Physical Design and tuning decisions, Need for database tuning, guidelines for index selection. Tuning indexes, Tuning the conceptual schema, tuning queries and views, Impact of concurrency.

**Unit IV**

Security - Access Control - Discretionary, Mandatory, Role of DBA, Encryption.

Overview of Transaction Management, Concurrency control, Crash recovery.

**Unit V**

Distributed DBMS Architecture - Client - Server Systems: Storing data query processing and updating in a distributed DBMS.

Introduction to Internet Database, Data ware-housing, OLAP Queries, Data Mining object, Database Systems.

References:-

1. Database Management systems by Raghu Ramakrishnan/Johannes Gehrke: Tata Mc Graw hill Publications Second Edition, 2000.
2. Data Base Management Systems by CJ Date.
3. Data Base Management Systems by Gerry M Litton S.Chand & Co. 1998.
4. Ramez Elmasri, Fundamentals of Database Systems, Addison Wesley.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
COMPUTER PROGRAMMING & OBJECT ORIENTED LANGUAGES LAB.**

**Course Code: MBA 351L**

The computer lab practice will be based on course MBA 351 "Computer Programming & Object Oriented Languages"

**E-COMMERCE LAB**

**Course Code: MBA 352L**

Develop an online shopping mart incorporating the features discussed in the Theory paper. Data base connectivity to other SQL server or MS Access or Oracle should be established, HTML, ASP using Java Script or VBScript and other related tools should be employed in developing the virtual shopping mart.

**SOFTWAREPROJECTMANAGEMENTLAB.**

**Course Code: MBA 353L**

The Computer Lab. Practice will be based on course MBA 353 "Software Project Management"

**STRUCTUREDSYSTEMANALYSIS&DESIGNLAB.**

**Course Code: MBA 354L**

The computer lab. Practice will be based on course MBA 354 "Structured Systems Analysis & Design."

**COMPUTERNETWORKLAB.**

**Course Code: MBA 355L**

The Computer Lab. Practice will be based on course MBA 355 "Computer Networks"

**DBMS LAB.**

**Course Code: MBA 356L**

The DBMS Lab. Will be based on course MBA 356 "Data Base Management Systems"

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FOURTH SEMESTER**

**PRODUCTION PLANNING AND CONTROL**

**COURSE CODE: MBAP01**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objectives-** To develop a board conceptual framework based on t6he research which has been done in the recent past to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

**COURSE CONTENT:**

**UNIT I**

**INTRODUCTION to PPC:-**

Role and stages of PPC as an integrated Function, Product life Cycle Analysis, Types of Production systems.

**UNIT II**

**Forecasting Techniques:**

Use and types of forecasting and comparison, verification and control.

**UNIT III**

**Techniques and Production Control:**

Process sheet, Routing Scheduling- Gantt chart, Machine Loding Chart, Dispatching rules, Sequencing – Johnson’s rule.

**UNIT IV**

**Materials Planning and Purchasing:**

Scope and requirement of MRP,MRP I,MRP II,Master Production Schedule, Capacity Requirement Planning.

**Suggested Readings:**

1. Burbidge ,John L. : Principal of Production Control ,London,Donald and Evans,1981.
2. CaubangTegC.:Reading on Production Planning and Control,Geneva,ILO.
3. Green ,James H.: Production and Inventory Control Handbook ,New York,McGraw Hill ,1987.
4. Mc Leavey, Dennis W and Narasimhan ,S.L.: Production and Inventory Control,Boston,Allyn and Bacon,1985.
5. Peterson,R and Silver ,E.A .: Decision systems for Inentory Management and Production Planning ,NewYork.John Wiley1979.
6. Vollmann,T.E .etc :ManufacturingPlaning and Control,Homewood,Illinois.Richard D.Irwin,1988.

MASTER OF BUSINESS ADMINISTRATION (FULL TIME)

FOURTH SEMESTER

MATERIALS MANAGEMENT

Course code MBAP02

TIME: 3 Hrs.

MARKS- (External- 70: Internal- 30)

**Objectives :** The key objectives 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 organization’s reduction techniques in Pre –Purchase, Purchase and Post Purchase Systems; Modern Material Planning and delivery system like MRP and JIT and material handling and logistics systems.

**COURSE CONTENTS:**

**UNIT I**

Materials Management: An Overview ;Objectives;Evolution;Strategies;Function ; Profit Making Potential ;Costs

**UNIT II**

Inventory Management:Stages; Selective Control, Forecasting; Lead –time; SafetyStock; Fixed Quantity Reorder System; Fixed Period Reorder System;MRP and JIT systems;.

**UNIT III**

Purchasing : Objectives ;Types of Materials ; Important Aspects; Procedures ;Quality; Quantity ; Time ,Price and Source; Standardization and Codification; Make or Buy Decisions;Negotiations;Government and International Buying ;Warehouse Location ;Transportation ;Receiving ,Issuing and Store Keeping.

**Suggested Readings:**

1. Ansari,A. and Murdemess B : JIT Purchasing , New York,Free Press,1990.
2. Baily P. Purchasing Principles and Management, London.Pitam, 1994.
3. Burt,David N.; Proactive Procurement,EnglewoodCliffs,Newjesery ;Prentice Hall Inc.,1994.
4. Dobler, D.Wetc:Purchasing and Materials Management,NewYork,McGraw Hill,1990.
5. Dutta,A.k.:Integrated Material Management,New Delhi,PHI,1986.
6. Farringtoc,B . and Waters ,Derek W.:Managing Purchasing ,London,Chapman&Hall ,1994.
7. Gopalakrishnan,P and Sundarshan ,M.Handbook of Materials Management ,New Delhi,Prentice Hall of India,1994.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FOURTH SEMESTER**

**TOTAL QUALITY MANAGEMENT**

**Course code MBAP03TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objectives:** The objective of this course is to acquaint the students with to make clear to candidates the basics concept of total Quality (TQ) from design assurance to service assurance ; to give emphasis on International Quality Certification Systems- ISO 9000 and other standards and their applicability in design manufacturing quality control and services to closely inter – link management of quality.

**COURSE CONTENT:**

**UNIT I: Introduction to Quality Management**

Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three levels of Quality, The Juran Philosophy, Seven basic tools of quality.

**UNIT II: Principles and Design for Six Sigma**

Kaizen ,Total Productive Maintenance (TPM) ,Six Sigma, The Statistical Basis Of Six Sigma, Project Selection For Six Sigma.

**UNIT III: Statistical Process Control**

Statistical Process Control, Specification & Limits ,Process Control (X,R &P Chart),Summary Of Control Chart Construction, Designing Control Charts, Product Control- Acceptance Sampling And OC Curve, Process Improvement Methodologies.

**UNIT IV: Quality Systems**

ISO SYSTEMS,ISO Certification Schemes ,Preparing An Organization For ISO Certification, Service Quality Management – Product & Services, Services Quality, Total Productive Maintenance.

**UNIT V :Case Study** – Relevant Case have to be discussed in each unit.

**Suggested Readings:**

1. Total Quality Management:ByBosterfied el al.Pearson Education India,2001.
2. The Essence of Total Quality Management by John Bank,Prentice Hall of India 2000.
3. Managing for Total Quality: By Logothelis Prentice Hall of India,2000.
- 4.Total Quality Management: By SundraRaju,TataMcgraw Hills Publishing Company,1997.
5. TQM and ISO 9000: By K.C Arora ,S.K.Kataria& Sons 2000.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FOURTH SEMESTER**

**GOAL PROGRAMMING IN MANAGEMENT**

**Course code MBAP04**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objectives:-**The objective of this module is to provide the participants with a good knowledge on Programming and how these topics can be related with the organization and their business needs.

**UNIT I**

Goal Programming ,Basic Concept model Formulation,Graphical and Simplex Method;

**UNIT II**

Integer Goal Programming ,Post – Optimal Sensitivity Analysis ;Parametric Goal Programming ;

**UNIT III**

Goal Programming Under uncertainty ; application of goal Programming in Functional Areas of Management; Implementation of Goal Programming ;

**UNIT IV**

Introduction to some application software such as – QSB, Micro Manager and LIGO.

**Suggested Readings:-**

1. Cook, Thomas M and Rursell ,Robert A .Introduction to Management Science. 3<sup>rd</sup> ed. Englewood cliffs, New Jersey, Prentice Hall Inc. 1985.
2. Eppen ,GD. etc. quantitative concepts of Management. Englewood Cliffs, New Jersey ,Prentice Hall Inc. 1994.
3. Ignizio ,J.P . Goal Programming and Extensions. Lexington, Lexington books, 1976.
4. Ijier Y. Management Goals and Accounting for Control. Amsterdam, north Holland, 1965.
5. Lee S M . Goal Programming for Decision analysis, Philadelphia ,Auerbach, 1971.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FOURTH SEMESTER**

**SERVICE OPERATION MANAGEMENT**

**Course code MBAP05**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objectives:-** The objective of this module is to provide the participants with a good knowledge on Service Operation Management and their applications can be related with the organization and their business needs.

**UNIT I**

Matrix Of Service Characteristics; Challenges In Operations Management of Services; Aggregate Capacity Planning For Services ;Facility Location And Layout For Services; Job Design

**UNIT II**

– Safety And Physical Environment; Effect Of Automation ;Operations Standards And Work Measurement;

**UNIT III**

Measurement And Control Of Quality Of Services; Dynamics Of Services Delivery System; Scheduling For Services Personnel And Vehicles; Waiting – Line analysis ; Distribution of Services;

**UNIT IV**

Product – support services; Maintenance of Services ; Inventory control for Services ; case Studies of Professional Services.

**Suggested Reading:-**

1. Bowman David E. etc. service Management Effectiveness : Balancing Strategy ,Organization and Human Resources,Operations and Marketing. San Francisco,Jossey Bass 1990.
2. Collier David A. Service Management: Operating Decision . Englewood cliffs,NewJersey,Prentice Hall Inc.1987.
3. Fitzsimmons,James A and Sullivan ,Robert S. Service Operations Management,NewYork,McGraw Hill 1982.
4. Heskett,James L etc. Service Breakthroughs – changing the Rules of the Game. New York ,free Press ,1990.
5. Murdick,RG.etc. Service Operations Management. Boston,Allyn and Bacon,1990.
6. Sharma, JK. Service Operations Management, Delhi Anmol, 2001.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**

**FOURTH SEMESTER**

**LOGISTICS & SUPPLY CHAIN MANAGEMENT**

**Course code MBAP06**

**TIME: 3 Hrs.**

**MARKS- (External- 70: Internal- 30)**

**Objective:-** The objective of this module is to provide the participants with a good knowledge on logistics and supply chain management and how these topics can be related with the organization and their business needs.

**UNIT I**

Logistics Management: Origin and Definition – Types of Logistics – logistics Management – Ware House Management– Automation and Outsourcing – Customer service and logistics Management – A Perspective – Concepts in Logistics and Physical Distribution – Distribution and Inventory.

**UNIT II**

Types of Inventory Control – Demand Forecasting- Warehousing and Stores Management – Routing – Transportation Management- Some Commercial Aspects in distribution Management- Codification – Distribution Channel Management – Distribution Resource Planning (DRP) – Logistics in 21<sup>st</sup> Century.

**UNIT III**

Supply Chain Management:- Introduction and development – Nature and Concept – Importance Of Supply Chain-Value Chain – Components of supply Chain – The need for Supply Chain – Understanding the Supply chain Management – Participants in supply Chain Management- Participants in Supply Chain – Global Applications.

**UNIT IV**

Role of a Manager in Supply Chain – Supply chain Performance Drivers – Key Enablers in Supply Chain Improvement – Inter – relation between Enablers and Levels of Supply Chain Improvement – Systems and values of supply Chain.

**UNIT V**

Aligning the Supply Chain with Business Strategy – SCOR model – Outsourcing and 3 PLs – fourth Party logistics – Bull Whip Effect and supply Chain –Supply Chain Relationships –Conflict Resolution strategies – Certifications-

**Reference Book:-**

1. G Raghuram& N Rangaraj , Logistics and supply Chain management – Cases and concepts. MAC Millan.
2. Martin Christopher ,logistics& Supply Chain Management: Creating Value – Adding Networks ,FT Press. JanatShah ,Supply chain Management: Text and cases ,1st Edition ,Pearson .



