

SCHEME FOR THE COURSE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Overview:

Master of Business Administration (MBA) with dual specialization course is offered by Faculty of Commerce and Management Studies working under the aegis of Lachoo Memorial College of Science & Technology, Jodhpur. The college was established in the year 1965 and is the only UGC approved Autonomous college of Western Rajasthan, since 2012. The MBA course is affiliated to Jai Narain Vyas University, Jodhpur and is recognized by the All India Council of Technical Education (AICTE).

A candidate admitted in Master of Business Administration (MBA) dual specialization course is required to carry two year full time on campus studies comprising of four semesters. Master of Business Administration (MBA) dual specialization degree will be awarded to the candidate when he/she passes all the four semester examination papers including papers for which deficiency, if any, is to be made up.

Objective:

The business scenario is ever changing in terms of practice and knowledge generation and is leaving a tremendous impact on management education worldwide. Management practitioners and academicians are striving hard to cope-up with the changing demand of the industry and are coming up with advance and more need base course content nearer to the requirements of industry. The objective of this course is to impart modern and relevant management skills to the students which transform them into employable youth of the nation.

**Faculty of Commerce and Management Studies,
Lachoo Memorial College of Science & Technology (Autonomous),
Jodhpur-342009**

COURSE/EXAMINATION STRUCTURE FOR MBA PROGRAM
EFFECTIVE FROM ACADEMIC SESSION 2016-17

MBA (First & Second Semester)
I Semester MBA

I Semester MBA Code No.	Name of Subject	Number of Hours per week	Marks		
			CIA (Continuous Internal Assessment) 1 hour Examination	ESE (End Semester Examination) 3 hours Examination	Maximum/ Minimum
MBA111	Principles of Management	4	20	80	100/40
MBA112	Organizational Behavior	4	20	80	100/40
MBA113	Quantitative Methods	4	20	80	100/40
MBA114	Managerial Economics	4	20	80	100/40
MBA115	Fundamentals of Accounting	4	20	80	100/40
MBA116	Business Environment	4	20	80	100/40
MBA117	Information Technology in Management	4	20	80	100/40
MBA121	Seminar on Contemporary Issues	4	20	80	100/20
	Total	32	160	640	800/300

***The BOS approved paper number MBA121 is the paper on seminar on Contemporary issues. Here the faculty members will assign contemporary issues concerning with Corporate sector like, merger & acquisition, current economic issues, stock market developments, new HR initiatives, recent trends in marketing etc. to the students. Students will prepare seminar report under the guidance of assigned faculty members and will submit and present the report in the Continuous Internal Assessment Examinations (CIA) of 20 marks and will be evaluated by the internal and external examiners on the same in End Semester Examinations (ESE).**

II Semester MBA

II Semester MBA Code No.	Name of Subject	Number of Hours per week	Marks		
			CIA (Continuous Internal Assessment) 1 hour Examination	ESE (End Semester Examination) 3 hours Examination	Maximum/ Minimum
MBA211	Human Resource Management	4	20	80	100/40
MBA212	Marketing Management	4	20	80	100/40
MBA213	Financial Management	4	20	80	100/40
MBA214	Business Legislation I	4	20	80	100/40
MBA215	Production and Operations Management	4	20	80	100/40
MBA216	Business Research Methods	4	20	80	100/40
MBA217	Management Accounting	4	20	80	100/40
MBA221	Major Research Report & Presentation	4	20	80	100/40
	Total	32	160	640	800/300

***The BOS approved paper number MBA221 i.e. the paper on major research report & presentation. Here the students are required to do research work related to the corporate world or different industries or the issues related to the social science. Students will prepare research report under the guidance of assigned faculty members and will submit and present the report in the Continuous Internal Assessment Examinations (CIA) of 20 marks and will be evaluated by the internal and external examiners on the same in End Semester Examinations (ESE).**

Note: * *In order to gain practical exposure of real life corporate/industrial world students are required to take Corporate/Industrial training of six weeks after completion of their second semester examination in any of the industrial unit or business houses approved by the Director. Students are also required to submit and present a training report on their training/field experience at the time of examination.

**MBA (First& Second Semester)
III Semester MBA**

III Semester MBA Code No.	Name of Subject	Number of Hours per week	Marks		
			CIA (Continuous Internal Assessment) 1 hour Examination	ESE (End Semester Examination) 3 hours Examination	Maximum/ Minimum
COMPULSORY SUBJECTS					
MBA311	Business Policy and Strategic Management	4	20	80	100/40
MBA312	Business Ethics	4	20	80	100/40
MBA321	Small Business Development Plan (Presentation & Viva)	4	20	80	100/40
MBA322	Summer Training Report (Presentation & Viva)	4	20	80	100/40
OPTIONAL SUBJECTS (DUAL SPECILIZATION)					
In order to avail dual specialization in MBA a Candidate can choose any two specializations or elective subjects/stream listed below. He will study two papers of both the specialization/elective subjects/stream in semester III & two papers of both the specialization/elective subjects/streams in semester IV.					
	First Elective Stream-PaperI	4	20	80	100/40
	First Elective Stream–PaperII	4	20	80	100/40
	Second Elective Stream-Paper I	4	20	80	100/40
	Second Elective Stream-Paper II	4	20	80	100/40
	Total	32	120	640	800/320

***Paper MBA321 Small Business Development Plan, Students are required to submit and present the plan in the Continuous Internal Assessment Examination (CIA) of 20 marks and will be evaluated in the same by internal and external examiners in End Semester Examinations (ESE).**

****Paper MBA322 Summer Training Project report presentation, Students are required to submit and present the report in Continuous Internal Assessment Examination (CIA) of 20 marks and will be evaluated in the same by internal and external examiners in End Semester Examinations (ESE).**

*****Note: An elective/optional group opted will be open only if it is desired by 1/6th of the total strength of the students**

IV Semester MBA

IV Semester MBA Code No.	Name of Subject	Number of Hours per week	Marks		
			CIA (Continuous Internal Assessment) 1 hour Examination	ESE (End Semester Examination) 3 hours Examination	Maximum/Minimum
COMPULSORY SUBJECTS					
MBA411	Business Legislation II	4	20	80	100 /40
MBA412	Project Management	4	20	80	100/40
MBA421	Comprehensive Viva- Voce	-	-	100	200/ 80
OPTIONAL SUBJECTS (DUAL SPECILIZATION)					
	First Elective Stream-Paper III	4	20	80	100/40
	First Elective Stream-PaperIV	4	20	80	100/40
	Second Elective Stream-Paper III	4	20	80	100/40
	Second Elective Stream-Paper IV	4	20	80	100/40
	Total	24	120	680	800/320

*The BOS approved paper number MBA421 Comprehensive Viva-voce examination is based on the subject knowledge of MBA I to MBA IV Semester and will be jointly examined by the internal and external examiners.

NOTE: Eligibility and Admission Scheme of Examination, Promotions, Grace Marks etc. will be as per the rules and regulations of college.

List of Specialization/Elective Subjects/ Streams for MBA Semester III & MBA Semester IV

FINANCE (GROUP A) **(III SEMESTER)**

FM101	:	Security Analysis and Portfolio Management
FM102	:	Management of Financial Services
FM 201	:	Corporate Taxation
FM 202	:	Strategic Financial Management

(IV SEMESTER)

FM103	:	International Financial Management
FM104	:	Financial Derivatives
FM203	:	Financial Reporting
FM204	:	Banking & Insurance

MARKETING (GROUP B) **(III SEMESTER)**

MM101	:	Consumer Behavior
MM102	:	Marketing of Services
MM 201	:	Advertising Management
MM 202	:	Sales & Distribution Management

(IV SEMESTER)

MM103	:	Product & Brand Management
MM104	:	International Marketing
MM 203	:	Marketing Research
MM 204	:	Marketing for non-profit organizations

HUMAN RESOURCE MANAGEMENT (GROUP C) **(III SEMESTER)**

HRM101	:	Management of Industrial Relations
HRM102	:	Counseling Skills for Managers
HRM 201	:	Human Resource Planning & Development
HRM 202	:	Training & Development

(IV SEMESTER)

HRM103	:	Labor Legislation
HRM104	:	Organizational Development
HRM 203	:	Team Building & Leadership
HRM 204	:	Performance Management & Retention Strategies

PRODUCTION AND OPERATIONS MANAGEMENT (GROUP D)

(III SEMESTER)

POM101	:	Total Quality Management
POM102	:	Applied Operations Research
POM 201	:	Production Planning & Control
POM 202	:	Logistics and Supply Chain Management

(IV SEMESTER)

POM103	:	Materials Management
POM104	:	Service Operations Management
POM203	:	Technology Management
POM 204	:	Manufacturing Policy & Implementation

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT (GROUP E)

(III SEMESTER)

SBE101	:	Government Business Interface
SBE102	:	Small Business Marketing
SBE201	:	Small Business Environment
SBE202	:	Entrepreneurship & Innovation

(IV SEMESTER)

SBE103	:	New Enterprise Management
SBE104	:	Entrepreneurial Development
SBE203	:	Entrepreneurship & Project Management
SBE204	:	New Venture Creation & Growth Strategy

RURAL MANAGEMENT (GROUP F)

(III SEMESTER)

RUM101	:	Rural Financial Management
RUM102	:	Rural Resources and Development
RUM201	:	Rural Industrialization
RUM202	:	Co-operative Management

(IV SEMESTER)

RUM103	:	Rural Marketing
RUM104	:	Rural Business Management
RUM203	:	Participatory Development in rural areas
RUM204	:	Urban Organization & Management

INTERNATIONAL BUSINESS (GROUP G)**(III SEMESTER)**

IB101	:	Export-Import Procedures
IB102	:	International Business Management
IB201	:	International Accounting
IB202	:	International Financial Markets

(IV SEMESTER)

IB103	:	International Business Legislation
IB104	:	Foreign Exchange Markets
IB203	:	India's Foreign Trade policy
IB204	:	Global Human Resource Management

TOURISM AND HOTEL MANAGEMENT (GROUP H)**(III SEMESTER)**

THM101	:	Legal and Regulator Framework of Tourism
THM102	:	Tourism Management
THM201	:	Tourism Marketing
THM202	:	Airlines Management

(IV SEMESTER)

THM103	:	Hotel Management
THM104	:	Management of Travel Agency and Tour Management
THM203	:	Event Management in Tourism
THM204	:	Tourism Product in India

ECONOMIC ENERGY MANAGEMENT (GROUP I)**(III SEMESTER)**

EEM101	:	Energy Economics
EEM102	:	Energy Trading
EEM201	:	Energy Management
EEM202	:	Energy & Environment

(IV SEMESTER)

EEM103	:	Energy Trading Lab-I
EEM104	:	Energy Trading Lab-II
EEM203	:	Electricity Industry Structure & Regulation
EEM204	:	Renewable Energy Resources

SYLLABUS
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
SEMESTER I

MBA111: PRINCIPLES OF MANAGEMENT	
Objectives: The objective of this paper is to familiarize the students with basic management	
Concept	
Unit 1	Concept of Management: Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - the Classical School, the Human Relations School, Systems Theory, Contingency Management, Excellent Managers
Unit 2	Planning: Nature and Purpose of Planning, the Planning Process, Principles of panning, Types of Planning, Advantages and Limitations of Planning
Unit 3	Concept and Nature of Objectives: Types of Objectives, Importance of objectives, Management by Objectives (MBO).
Unit 4	Organizing: Nature and Purpose, Organizational Structure, Departmentalization, Span of Management, Delegation, Centralization and Decentralization.
Unit 5	Decision Making- Meaning and definition, importance and process, Models of decision making. Directing Meaning, Definition, Concept, Importance, and Principle. Control: Meaning, Importance, Process, Techniques

Suggested Readings

1. Koontz, H & Wehrich, H. Management.10th ed.,New York, McGraw Hill, 2005
2. Luthans, F. Organizational Behavior. 7th ed.,New York ,McGraw Hill , 12 edition ,2010
3. Robbins, S P. Management. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 12 edition.
4. Robbins, S P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India., 12 edition .
5. Stoner,J.etc.Management.6th ed.,New Delhi, Prentice Hall of India.,

MBA112: ORGANISATIONAL BEHAVIOUR	
Objectives: The objective of this paper is to familiarize the students with the basic behavioral <i>processes in the organization</i>	
Unit 1	Organizational Behavior – Meaning &Definition, Importance, Historical Background, Challenges and Opportunities for OB, Contributory Disciplines to OB Foundations of Individual Behavior-Ability- Intellectual &Physical Abilities, BiographicalCharacteristics-Learning-Definition,Process,Theoriesof Learning
Unit 2	Attitudes and Job Satisfaction-Meaning and Definition of Attitude, Components of Attitudes, Behavior and Attitude, Job Related Attitudes, Meaning &Definition of Job Satisfaction, Impact and Causes, Measuring Job Satisfaction, Global Implications Personality and Values-Meaning and Definition, Personality Theories,(MBTI)Myers-Briggs Type Indicator, Big Five Personality Traits and Other Personality Traits-Meaning and Definition of Values, Importance, Values and Ethics, Linking an Individual Personality and Values
Unit 3	Perception and Decision Making-Meaning &Definition, Determinants, Person Perception, Perception and Individual Decision Making, Influences on Decision Making Motivation- Meaning & Definition, Importance, Early Theories of Motivation, Contemporary Theories of Motivation, Rewards and Employee Involvement, Group Dynamics and Work Teams–Meaning and Definition, Stages of Group Development, Theories of Group Formation, Group Norms, Group Cohesiveness. Meaning & Definition of Work Teams, Importance, Types of teams
Unit 4	Leadership–Meaning and Definition, Importance, Leadership Styles, Theories of Leadership- Trait theories, Behavioral Theories, Contingency Theories, Leader Member Exchange Theory (LMX Theory),Contemporary Issues in Leadership Power and Politics- Meaning & Definition of Power, Bases of Power, Power Tactics-Meaning & Definition of Politics, Causes and Consequences of Political

	Behavior
Unit 5	Conflict Management-Meaning & Definition, Transitions in Conflict Thoughts, Conflict Process Management of Change-Meaning & Definition, Importance, Forces responsible for change, Resistance to change, Overcoming resistance to change Stress Management- Concept of stress, Sources of stress, Effects and Management of Stress

Suggested readings

1. Robbins, S P. Management.., New Jersey, Englewood Cliffs, Prentice Hall Inc., 12 edition.
2. Robbins, S P. Organizational Behaviour. 15th ed., New Delhi, Prentice Hall of India., 2010
3. Staw, B M . Psychological Dimensions of Organization Behaviour. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 2005
4. Singh, Dalip. Emotional Intelligence at work, Response Books, Sage Publications, Delhi 2006.
5. Luthans, F. Organizational Behavior, New York, McGraw Hill, 2013

MBA113: QUANTITATIVE METHODS	
Objectives: <i>The objective of this course is to make the students familiar with basic statistical and linear programming techniques, with main focus on their application in business decision making.</i>	
Unit 1	Introduction to Quantitative Techniques. Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices
Unit 2	Correlation and Regression. Transportation and assignment problems
Unit 3	Basics of Probability, Linear Programme, Problem formulation and geometric methods of solution Simple method, Two phase method, Elementary ideas about duality
Unit 4	Decision Theory, Decision making under uncertainty, Criterion of Maximax, Minimax. Maximin and Minimin and Laplace. Decision making under risk Bayesian approach. Criterion of Maximum likelihood.
Unit 5	Decision Tress-Applications, Decision making in a Competitive Situation, Game Theory

Suggested Readings

1. Chandha , N. K. Statistics for Behavioral and Social Scientist, Reliance Publishing House, Delhi 2013
2. Gupta , S P and Gupta, M P. Business Statistics. New Delhi, Sultan Chand Publications.
3. Sharma, J K. Fundamentals of Operations Research , Macmillan , New Delhi, 2010..
4. Terry, Sineich. Business Statistics by examples. London, Collier Mac Millian Publishers, 5 edition
5. Narag, A S. Linear Programming and Decision Making. New Delhi, Sultan Chand, 2010

MBA114: MANAGERIAL ECONOMICS	
Objectives: The objective of this course is to acquaint the students with the concept and techniques used in Micro Economics Theory and to apply this knowledge in business decision making	
Unit 1	Nature & scope of Managerial Economics, Fundamental concepts of economics, Utility Analysis, Consumer Surplus
Unit 2	Demand Analysis: Meaning, Law, Exceptions, Elasticity of Demand, Methods for measurement of Elasticity of Demand, Demand Forecasting, Law of Supply: Meaning, Law, Exception
Unit 3	Cost & Revenue: Short run and Long run costs, Fixed and Variable Costs, Average, marginal and Total Cost Curves, Cost Output relationship, Average Marginal and Total Revenue. Production Analysis: meaning, Laws of Returns, Law of Variable Proportions.
Unit 4	Market Analysis: Price & output determination under Perfect Competition, Monopoly and Monopolistic, Oligopoly
Unit 5	National Income, Balance of Payment, Business Cycle, the new

economy, Inflation

Suggested Readings

1. Dwivedi, D N., Managerial Economics, New Delhi, Vikas Publishing House, 2009.
2. Keat, P. Managerial Economics, 7th ed., New Delhi, Pearson Publishing House, 2013.
3. Dean, J. Micro Economics, 4th ed., New Delhi, PHI Learning House.
4. Douma, S., Economic Approaches to Organization, 5th ed., Pearson Publication House, 2012.
5. Mithani, J., Managerial Economics, 2nd ed., New Delhi, Himalaya Publication House.

MBA115: FUNDAMENTALS OF ACCOUNTING	
Objectives: The basic purpose of this course is to develop an insight of the student regarding the basic accounting concept.	
Unit 1	Introduction to Accounting: Meaning, objectives, Basic Accounting terms. Accounting Principles: Meaning and nature, accounting concept. Nature of Accounts, An overview of Accounting Standards (AS) in India. Books of Original Entry- Journal, special purpose journal. Ledger posting from Journal and Balancing.
Unit 2	Trial Balance: Meaning, objectives & preparation. Financial Statements: Meaning, Capital and Revenue Expenditures, Preparation of Trading and Profit and loss account and Balance Sheet, Adjustments in preparation of Financial Statements
Unit 3	Accounting for Non-profit organizations; Receipts and Payment Account, Preparation of Income and Expenditure Accounts and Balance Sheet from Receipt and Payment account.
Unit 4	Hire Purchase and Installment Payment System.
Unit 5	Accounting for Depreciation: Methods, computation and accounting treatment of Depreciation, change in depreciation method. Accounting for insurance claims for loss of stock and loss of profit.

Suggested Readings

1. Maheshwari, S N. Advanced Accountancy, 9th ed., New Delhi, Vikas Publishing House, 2009.
2. Maheshwari, S N. Corporate Accounting for Managers, New Delhi, Vikas Publishing House, 2009.
3. Khan, M.Y. and Jain, P.K. Financial Management, Text, Problems & Cases. 4th ed., New Delhi, Tata McGraw Hill Company, 2005.
4. Jain, S P. Financial Accounting, New Delhi, Kalyani Publishers, 2002.
5. Bhattacharya, Ashish K. Financial Accounting for Business Managers. Prentice Hall of India, 2003

MBA116: BUSINESS ENVIRONMENT	
Objectives: The primary objective of this course is to make the students acquainted with the emerging trends in business environment.	
Unit 1	Business Environment: Nature, Concept and Significance of External and Internal. Business Environment, Environmental Analysis and Forecasting, Management of Change
Unit 2	Economic Environment: Types of Economic systems-A Comparative Analysis, Nature and Characteristics of Indian Economy, Economic Reforms: Impact of Liberalization and Privatization and Globalization on Indian economy, Role of Indian Economy in World Economy, Critical Evaluation of Monetary and Fiscal Policies.
Unit 3	Political and Social Environment: Types of Political system, Political Tie Ups. Corporate Social Responsibility, Consumer Rights and Consumerism, Corporate Governance, Business Ethics, Changing Elements of Indian Socio Cultural Environment
Unit 4	Technological, Legal and Regulatory environment: Industrial Policy, Small Industries, Industrial Sickness, Intellectual Property Rights, Stock Exchange and Regulations, Commercial Banking in India

Unit 5	Global Environment: GATT/WTO, IMF, World Bank, Multinational Corporations, Foreign Capital in India Development and Regulation of Foreign Trade, FEMA.
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Suggested Reading

1. Maheshwari, S.N. and Maheshwari, S.K.. A Manual of Business Law. Himalaya Publishing House, New Delhi, 2005.
2. Bedi, Suresh. Business Environment. Excel Books, New Delhi, 2004.
3. Tulsian, P.C. Business Law. Tata McGraw – Hill, New Delhi, 2006.
4. Tuteja, S.K. Law for Managers. Sultan Chand and Sons, New Delhi, 5 edition,2002
5. Bulchandani, K.R.. Business Law for Management. Himalaya Publishing House, New Delhi,2002

MBA117: INFORMATION TECHNOLOGY FOR MANAGERS	
Objectives: T <i>The objective of this course is to develop an appreciation of different software and hardware and build up the experience of computer usage in business organizations</i>	
Unit 1	Introduction to computers - definition, a simple model of computer, Characteristics of computer systems. Types of Software- Application Software, System Software, Operating systems and types, Windows OS and its applications. Introduction to Linux
Unit 2	Networking: General features. Concept of Concept of LAN, MAN and WAN. Internet, Net browsing–browsers, websites, webpage, portals, web searching, email, blogging, social net working sites. Concept of virus, prevention and firewalls.
Unit 3	Overview of a Management Information System. Computers and information processor, Data, information systems, Information resource management and decision making, MIS structure, Structure base on management activity and organization functions
Unit 4	Documentation and communication decision rules. Relevance of decision making. Age of information and application of information. Type of system and subsystems. Preventing system sentropy. System stress and system change. System concepts and its use in MIS
Unit 5	E-Commerce: Introduction, need, growth, advantages & limitations. Traditional Commerce v/s E-Commerce. E-Commerce opportunities for industries, Models: B2C,B2B,C2C.

Suggested Readings

1. Rajaraman, V..Introduction to Information Technology. PHI, 2004.
2. Turban, Rainer and Potter ,Introduction to information technology. John Wiley and sons, 2006.
3. Sinha,P.K., Priti Sinha. Foundation of computing. BPB Publications, 2004.
4. Ram, B. Computer Fundamentals. New Age Publication, 2009.
5. Alexis Leon and Mathew Leon, Fundamental of Information Technology, New Dehli, Vikas Publishing House Pvt. Ltd, 2009

SYLLABUS
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
SEMESTER II

MBA211: HUMAN RESOURCE MANAGEMENT

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

Unit 1	Human Resource Management- Meaning & Definition, Importance, Role of HR Manager- Strategic HRM, Human Resource Planning- Meaning & Definition, Objectives, Process, Forecasting. Job Analysis- Job Description & Job Specification. Recruitment-Meaning & Definition, Sources of Recruitment, Process, Employer Branding. Selection-Meaning & Definition, Process. Induction
Unit 2	Training & Development- Meaning & Definition, Objectives and Needs, Process & Methods of Training, Evaluation of Training Programme, Performance Management- Concept & Definition, Methods, Rating Errors, Competency Management.
Unit 3	Compensation Management-Concept, Job Evaluation, Incentives & Benefits, Types of Compensation Plans, Career Planning-Succession Planning-Talent Management-High Potential Employees
Unit 4	Productivity Management- Concept- TQM- Kaizen- Quality Circles, Industrial Relations- Grievance, Collective Bargaining
Unit 5	Retirement/Separation- Superannuation-Voluntary Retirement Schemes Resignation- Discharge-Dismissal-Suspension-Layoff.Exit Interview.

Suggested Readings

1. DeCenzo, D. A. and Robbins, S. P.. Fundamentals of Human Resource Management. 8th ed., John Wiley, 2007.
2. Dessler, G. Human Resource Management. Pearson Education, 2011.
3. Ivancevich, John M. Human Resource Management. Tata McGraw Hill. 2010
4. Monappa, A. and Saiyadain, M. Personnel Management. Tata McGraw-Hill, New Delhi.
5. Fisher Cythia D., Schoenfeldt F. and James B. Shaw. Human Resource Management. Bizantra, 2004

MBA212: MARKETING MANAGEMENT

Objectives: The purpose of this course is to develop and understand of the underlying concepts, strategies and issues involved in the marketing of products and services.

Unit 1	Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview. Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market Segmentation – Meaning, Bases for market segmentation, Targeting and positioning. Consumer behavior: Introduction, types of consumer, Factors influencing consumer behavior, consumer decision making process.
Unit 2	Product Decisions: Product concept; classification of products; product differentiation; Product line and product mix; Branding- Role & scope of brands; brand equity & models of brand equity, building brand equity, brand elements, Packaging and labeling; Product life cycle – strategic implications; New product development. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies
Unit 3	Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling
Unit 4	Marketing Research: Meaning and scope of marketing research; Marketing research process. Promotion Decisions: Communication Process; Promotion mix –

	advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.
Unit 5	Market Evaluation and Control – Types, processes, and obstacles to marketing control. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing, Co-operative marketing.

Suggested Readings

1. Kotler, P. Marketing Management: Analysis, Planning, Implementation & Control. Prentice Hall of India, 2012.
2. Michael, J. E., Bruce, J. W. and Williom, J. S. Marketing Management. 13th Ed, Tata McGrawHill, New Delhi. 24 , 2004.
3. Louis, E. and David L. Contemporary Marketing. Harcourt Collye Publishers, 2001.
4. Douglas, J. & Leonard J. Parsons. Marketing Management: Text and Cases. 7th ed. John Wiley and Sons, 2002.
5. Pride, William, M., and O.C. Ferrell. Marketing: Concepts and Strategies. Biztantra, New Delhi, 2005.

MBA213: FINANCIAL MANAGEMENT	
Objectives: The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit..	
Unit 1	Meaning, Importance and Objectives of Financial Management, Conflicts in profit versus value maximization principle, Role of Chief Financial Officer. Time value of money: compounding and discounting techniques-Concepts of Annuity and perpetuity.
Unit 2	Financing Decisions: Cost of Capital, Capital Structure decisions-Capital structure patterns, designing optimum capital structure, Constraints, Various capital structure theories Business Risk and Financial Risk —operating leverage, financial leverage and Combined Leverage
Unit 3	Investment decisions: Capital budgeting-concept, theory, Techniques of Decision making: Non-discounted and Discounted Cash flow Approaches — Payback Period method, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified Internal Rate of Return, Discounted Payback Period and Profitability Index.
Unit 4	Dividend Policy: concept, theories sand determinants, Different sources of finance: Asset Based financing-Lease Hire Purchase and Project Financing, Capital Restructuring
Unit 5	Management Of working capital: Working capital policies, Inventory management Receivables management, Management of cash and marketable securities financing of working capital. Committees of Working Capital.

Suggested Readings

1. Maheshwari, S.N. Management Accounting and Financial Control. 14th ed., Sultan Chand & Sons. 2009.
2. Maheshwari, S.N. Principles of Management Accounting. 14th ed., Sultan Chand & Sons, New Delhi, 2009.
3. Maheshwari, S.N. Corporate Accounting for Managers. Vikas Publishing House, New Delhi, 2009..
4. Narayana Swamy. Financial Accounting a Managerial Perspective. 2nd Ed., Prentice Hall of India, 2014.

MBA214: BUSINESS LEGISLATION-I	
Objectives: The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.	
Unit 1	IndianContractAct1872 Contract vs. Agreement, Element of valid contract, Offer

	and Acceptance Rules regarding revocation of offer and acceptance, Standard form contract a new innovation to suit the needs, Consideration Essential elements. Exception to the Rule No consideration no contract Privities of contract and consideration, Capacity to contract, Free consent coercion, undue influence, misrepresentation, fraud. Mistake as to identity, as to subject matter, as to nature of promise
Unit 2	Indian Contract Act 1872 Legality of the object, void agreement, voidable agreement, agreements opposed to public policy, Discharge of contract modes of discharge, by performance, by impossibility, by agreement, by breach ,Damages Rules, remoteness of damages, measure of damages, liquidated damages and penalty, Quasi contractor certain relations resembling those created by contract, Bailment Duties of bailer & bailee, Law relating to agency- types of agency, agents responsibility and rights
Unit 3	Sale of Goods Act,1930 Contract of sale, agreement to sell, Conditions and warranties,Hire-Purchase,Passingofproperty,transferofproperty,remedies for breach; rights of unpaid sellers. Doctrine of caveat emptor
Unit 4	Negotiable Instruments Act,1881 & Consumer Protection Act 1986 Definition and characteristics, promissory notes, bills of exchange and cheque, parties to negotiable instrument; methods of negotiation of instrument Endorsement and delivery of a negotiable instrument, negotiation by unauthorized parties.ConsumerProtectionAct1986-Consumer,Rights of consumer,Definitions,Natureandscopeofremediesavailabletotheconsumers
Unit 5	Indian Partnership Act 1932Definition of partnership, types of partnership, formation of partnership, registration of partnership, kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm.

Suggested Readings

1. Desai, T R. Contract Act, Sales of goods and Partnership. S.S.Sarkar & Sons, 2003
2. Kuchhal, M C. Mercantile Law, Vikas Publishing House, New Delhi,2009.
3. Kapoor, N D. Business Law. Sultan Chand & Sons, New Delhi, 2004.
4. Gogna, P P S, Business Law. Sultan Chand & Sons, New Delhi, 2008
5. Beaumont, P. B.. The Future of Employment Relations. London: Sage, 1995

MBA215: OPERATIONS & PRODUCTION MANAGEMENT	
Objectives: The course is designed to acquaint the students with the planning and control of production and operation function in manufacturing and service industry.	
Unit 1	Nature and Scope of Production Management, Facility Location; Manufacturing Systems & its types; Layout Planning and Analysis, Material Handling-Principals-Equipment's,LineBalancing-Problems,WorkEnvironment& Industrial Safety; Computer aided Manufacturing (CAM),Artificial Intelligence & expert systems.
Unit 2	Operationsdecisions-ProductionPlanningandControl-InMassProductionin Batch/Job Order Manufacturing. Capacity Planning-Models, Process Planning- Aggregate Planning-Scheduling, Concepts-Work Study, Method Study, Work Measurement, Work Sampling
Unit 3	Material Management-an Overview, Storage and Retrieval System. Inventory Control, JIT approach. Simulation
Unit 4	Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing .Humanistic and Marketing Aspects of TQ. Introduction and meaning of six sigma concept.
Unit 5	ERP and Business process engineering, Maintenance Management, Networking Techniques PERT & CPM.

Suggested Readings

1. Krajewski & Ritzman. Operation Management – Strategy and Analysis. Prentice Hall of India, 2004.
2. Charry, S N. Production and Operation Management- Concepts , Methods & Strategy. John Willy & Sons Asia Pvt . Limited. 27 , 2005.
3. Terry Hill , Operation Management. Pal Grave McMillan, 2012.
4. Adam Jr., E and Ebert, R. Production and Operation Management. 1998.
5. Chase, R B., Production and Operation Management, Tata Mac Graw Hill,2001

MBA216: BUSINESS RESEARCH METHODS	
Objectives: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making..	
Unit 1	Concept of Scientific Enquiry- Formulation of Research Problem Hypothesis Building Characteristic and Testing, Review of Literature, Research Design- Exploratory, Descriptive and Experimental research Design. Qualitative Research Design.
Unit 2	Data Collection -Sources, Constructing a questionnaire. The Interview, Observation and Survey. Sampling Decisions, Probability Distributions and Sampling.
Unit 3	Parametric and Non parametric test, level of Significance, using software for analysis Grouping and displaying data to convey meaning: Tables and Graphs
Unit 4	One sample test and two sample tests, chi-square and analysis of variance, Non-Parametric methods- the sign test for paired data, the rank sums test. The Mann-whittney U test, the one sample Runs test, rank correlation.
Unit 5	Attitude Measurement- Motivational Research, Focus Group; Scaling Techniques-Socio Metric and Rating Scale, Scalograms, Internal consistency Scales. Report Writing Organization Presentation, Bibliography and References

Suggested Readings

1. Donald, R. Cooper and Parmela, S. Schindler. Business Research Methods. Tata McGraw Hill, 2008.
2. Kothari C.R. Research Methodology Methods and Techniques. Wishwa Prakashan, 2004.
3. Malhotra, Naresh K.. Marketing Research. 4th Ed, Pearson Education Pvt. Ltd, 2010.
4. Richard, I Levin. Statistics for Management. PHI, Delhi, 2008.

MBA217: MANAGEMENT ACCOUNTING	
Objectives: To make the students aware about the concepts of basic accounting and management.	
Unit 1	Management Accounting- Introduction. Basic cost terms and concepts. Process Costing- Concept, Simple process accounts, process accounting of normal and abnormal wastage, and gain, process stock accounting , by product and joint product and inter process accounting
Unit 2	Budgeting and Budgetary control- Concept, Type of Budget- Flexible, cash, sale, production, master, Zero Base Budgeting, Standard Costing and variance analysis
Unit 3	Calculation and Inferences from published financial statements-ratio, cash flow and fund flow
Unit 4	Marginal Costing: - Application, Cost volume profit relationship, Break Even Point, Decision Making:- Make or Buy, Key factor, Export order, Shut down or continue, Multi product situation, Cost reduction system- Kaizen Costing System, ABC Analysis
Unit 5	Emerging issues in Management Accounting-Human resource accounting, EVA, Internal reconstruction and amalgamation- concept, elementary accounting and interpretation.

Suggested Readings:

1. Dave Paliwal, Management Accounting II, Ajmera Publication
2. Agarwal, Kiradoo: Management Accounting II, Ramesh Book Depot
3. Oswal Maheshwari: Cost Accounting, Ramesh Book Depot

4. Jain S.P. and Narang KL: Cost Accounting, Kalyani, New Delhi, 2012.
5. Shukla Grewal: Advance Accounting, Sultan Chand & Company, 18 edition

SYLLABUS
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
SEMESTER III

MBA311: BUSINESS POLICY & STRATEGIC MANAGEMENT	
Objectives: The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.	
Unit 1	Business Policy & Strategic Management: Evolution, Introduction to Business Policy, Understanding Strategy, Levels of strategy, strategic decision making, issues in strategic decision making, various schools of thoughts on formation of strategy, introduction to strategic management, strategic management process.
Unit 2	Establishing Strategic Intent: Understanding strategic intent, concept of stretch, leverage and fit, vision, mission, business definition, goals and objectives, role of objectives, characteristics of objectives, issues in objective setting, formulation of objective.
Unit 3	Strategy Formulation: Concept of environment, environmental sectors, scanning of the environment, environmental appraisal, organizational appraisal, corporate level & business level strategies
Unit 4	Strategic Analysis & Choice: Process of strategic choice, strategic analysis, subjective factors in strategic choice, contingency strategies.
Unit 5	Strategy Implementation: Nature of strategy implementation, barrier to strategy implementation, interrelationship of formulation and implementation, project implementation, procedural implementation, and behavioral implementation.

Suggested Readings

1. Ansoff, H Igor. Implanting Strategic Management. Englewood Cliffs, New Jersey, PH Inc., 1988.
2. Budhiraja, S B and Athreya, M B. Cases in Strategic Management. New Delhi, Tata McGraw-Hill, 1996.
3. Christensen, C Ft. etc. Business Policy 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
4. Glueck, William F. Strategic Management & Business Policy. 3rd ed. New York, McGraw-Hill, 1988.
5. Hax, A C & Majluf, N S. Strategic Management. Englewood Cliffs, New Jersey, P H Inc., 1984.

MBA312: BUSINESS ETHICS	
Objectives: To provide a comprehensive framework for ethical decision-making in business.	
Unit 1	Business Ethics: Concept, Importance, Principles Of Personal & Professional Ethics, Theories Of Business Ethics, Values & Ethics, Secular Versus Spiritual Values In Management, Ethical Dilemmas, Ethical Decision Making In Business
Unit 2	Business Ethics and Globalization: Emergence of Global Corporations, Role of MNC's and Disadvantages of MNC's To the Host Country. Corporate Governance: Definition, Concept, and Benefits of Corporate Governance, Corporate Social Responsibility: Nature, Scope & Importance.
Unit 3	Ethics in Business Disciplines: Ethics In HRM, Marketing & Finance. Ethics and Information Technology. Gandhi's Approach in Management and Trusteeship
Unit 4	Consumerism & Ethics: Consumer Rights, Exploitation Of Consumer, Legal Protection To Consumer, U.N. Guidelines For Consumer Protection, Consumer Protection And Consumerism In India, Ethics In Advertising, Woman In Advertising, Responsibilities Of Advertising Agencies.
Unit 5	Business Ethics and Environment: Basics of Environment, Pollution, Ozone Depletion and Climate Change. Environmental Regulation- WTO Environmental Provision, Environmental Regulation in India.

Suggested Readings

1. Amarchand, D. Government and Business 3rd ed. New Delhi, Tata Mc-Graw Hill, 1996
2. Cherunilam, Francis, Business and Government 8th ed. Bombay, Himalaya, 1999
3. Dassgupta A. and Sengupta, N. Government and Business, New Delhi, Vikas Publication, 1987
4. Marathe, Sharad s. Regulation and Development, New Delhi Sage publication 1986
5. Trivedi M.L., Government and business, Bombay Multitech, 19100

<u>FINANCE (GROUP A III SEMESTER)</u> PAPER – MBA FM101 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	
Objectives: The objective of this course is to give the students an in-depth knowledge of the theory and practice of Security Analysis Portfolio Management.	
Unit 1	Investment: Concepts of investment, objective of investment, Factor affecting investment decision, Investment, Speculation and Gambling, Form of Security-Financial and Non-Financial, Financial Market- Primary and Secondary Market Stock Exchange: - Meaning, Function, Significance, Trading and Settlement procedures at stock exchange, NSE, BSE, OTCEI, Online Trading, Listing of Security, Regulation of Stock Exchange
Unit 2	Risk and Return:- Concept , type of risk, calculation of risk and return, calculation of Expected return, Coefficient of Variation , Risk aversion and risk premium, Risk and Return Relationship
Unit 3	Fundamental Analysis: - Concept, Objectives, Approaches to Fundamental Analysis, Economy Analysis, Industry Analysis, Company Analysis, Valuation of Security, Technical Analysis: - Concept, Assumptions, Significance, Theory of Technical of Technical Analysis:- Bar chart, Line chart, Point and Figure chart, Candlestick chart, Confidence index RSA,RSI, Moving average analysis,
Unit 4	Portfolio management – Concept, Phases of Portfolio management, Diversification: Concept, type- Simple and Markowitz diversification, Portfolio Analysis: - Concept, Modern Portfolio theory, Markowitz risk return optimization (HM Model), Single Index Model, Sharp Index Model, Corner Portfolio, Selection of Optimal Portfolio Capital Market Theory- CAPM, CML, SML & APT, Beta Estimation Efficient Market Theory: - Random Walk Theory, The efficient Market Hypothesis
Unit 5	Process of portfolio management – International Diversification, Portfolio performance evaluation – Sharp & Treynor & Jensen’s measure, Portfolio revision – Active and passive strategies & formula plans in portfolio revision.

Suggested Readings

1. Alexander, Sharpe, William F. *Fundamentals of Investments*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 2003.
2. Bhalla, V K. *Investment Management*., 8th ed.,Delhi, S. Chand, 2008
3. Portfolio Analysis and Management, Delhi, S.Chand, 2009
4. Elton, Edwin J and Gruber, Martin J. *Modem Portfolio Theory and Investment Analysis*. New York, John Wiley, 2009.
5. Lee, Cheng F. etc. *Security Analysis and Portfolio Management*. Scott, Foresman, 2014.

<u>FINANCE (GROUP A III SEMESTER)</u> PAPER – MBA FM102 MANAGEMENT OF FINANCIAL SERVICES	
Objectives: The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.	
Unit 1	Indian financial system: an overview of Indian financial institutions, an overview of the different activities performed by a bank. Objectives and Functions of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, and LIC Reforms in financial sector.
Unit 2	Financial Services: Meaning, Nature and Types of Financial Services Fund based

	and Fee based, Mutual Fund: Concepts and emerging role. Risk in financial services and changing perception of intermediaries regarding financial services
Unit 3	Types of Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting
Unit 4	Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions. Credit Cards: Concept and Significance.
Unit 5	Venture Capital: Meaning, Modes of Financing. Merchant banking: nature and scope, regulation, overview of current Indian merchant banking scene-structure of merchant banking industry, Role and Functions of Merchant Bankers

Suggested Readings

1. Bhalla, V K. *Management of Financial Services*. Anmol, New Delhi, 2008.
2. Bhalla, V K And Dilbag, Singh. *International Financial Centres*. New Delhi, Anmol, 1997.
3. Ennew.C, Trevor Watkins & Mike Wright: *Marketing of Financial Services*. Heinemann Professional Pub.,2010.
4. Gordan.E and K.Natrajan *Emerging Scenario of Financial Services*.Himalaya Publishing House,1997
5. Meidan, Arthur Brennet, M. *Option Pricing: Theory & Applications*. Toronto, Lexington Books

FINANCE (GROUP A III SEMESTER)	
PAPER – MBA FM201	
CORPORATE TAXATION	
Objectives: 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.	
Unit 1	Introduction to Direct Taxes: Income tax, Exempted income. Head of income, Salary, House property, Business & profession, capital gain & other sources
Unit 2	Set-off and carry forward of losses. Deductions from gross total income. Calculation of total income and tax for individual (Salary only). Assessment procedure, Advance taxes and T. D. S. Introduction to proposed Direct Tax Code.
Unit 3	Introduction to Indirect taxes: Central sales taxes, service tax, Excise duty and CENVAT. VAT– Introduction. Central Excise Act, 1994 & Excise planning. Customs Act and Customs duties planning. Tax planning: Concept, Nature, scope and significance.
Unit 4	Corporate income Tax: Tax Concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses and unabsorbed items; Carry forward and set-off of losses. Computation of tax on companies. Tax and business reorganization: Merger and amalgamation, Tax planning regarding employees' remuneration, Tax appeals, revision and review. Corporate income Tax: Tax Concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses and unabsorbed items; Carry forward and set-off of losses. Computation of tax on companies. Tax and business reorganization: Merger and amalgamation, Tax planning regarding employees' remuneration, Tax appeals, revision and review.
Unit 5	Wealth Tax: Charge & scope of wealth tax, Deemed assets, exempted assets, Valuation of assets. Computation of net wealth and wealth tax. Collection, recovery and refund, penalty, Appeal & revision.

Suggested Readings

1. Singhania V. K, Singhania Monica *Students Guide To Income Tax (Including Service Tax, Vat) Taxman allied services 2014-15*
2. Ahuja Dr girish, gupta Hari *Professional applications to direct taxes* Bharat Law House Pvt.books.New Delhi.

3. Chandra Mahesh, Goyal S.P. and Shukla D.C., Income Tax Law and Practice, Pragati Prakashan, Delhi.
4. Bangar Dr.Vandana , Bangar Dr. Yogendra Indirect Tax Laws, Aadhya Prakashan

<u>FINANCE (GROUP A III SEMESTER)</u>	
PAPER – MBA FM202	
STRATEGIC FINANCIAL MANAGEMENT	
Objectives: To apply financial management theories and techniques for strategic decision making.	
Unit 1	Financial Policy and Corporate Strategy: Strategic decision making framework, Interface of Financial Policy and strategic management, Balancing financial goals and sustainable growth
Unit 2	Project Planning and Capital budgeting : Feasibility study, Cash flow Projections-Impact of taxation, depreciation, inflation and working capital; Capital Budgeting Decisions: Certainty Equivalent approach , Evaluation of Risky Investment proposals , Risk and Return analysis, Simulation and decision tree analysis , Sensitivity analysis, Capital Rationing, adjusted Net Present Value, Replacement decisions , Application of Real options in Capital Budgeting ,Impact of inflation on Capital Budgeting decisions , preparation of Project Report
Unit 3	Financial Services in India: Investment Banking , Retail Banking, On line share Trading , Depository Service. Mutual Funds: Regulatory Framework, formulation, monitoring and evaluation of various schemes of Mutual Funds, Money market mutual funds. Exchange Traded Funds.
Unit 4	Foreign direct Investment, Foreign Institutional Investment; Raising of Capital abroad- American Depository receipts, global Depository receipts, External Commercial Borrowings and foreign Currency Convertible Bonds, International Capital Budgeting , International working Capital Management. Foreign Currency market, Foreign exchange derivatives: Forward, futures, options and swaps.
Unit 5	Mergers, Acquisitions and Restructuring: Meaning of Mergers and Acquisition, categories, purposes, Process of Mergers and acquisition, post – merger integration, legal and regulatory requirements, Merger and acquisition agreement, Reverse merger, Corporate Takeovers: Cross-border takeovers, Forms of Takeovers, Takeover defenses. Leveraged Buyouts(LBOs), Management Buyouts(MBOs), Spin offs.

Suggested Readings

1. Ram V. Pattabhi, Bala S.D Strategic Financial Manangement, Snow white publication
2. Gupta J.B Strategic Management, Taxmann’s 6th Edition
3. Shridhar A. N Financial Management , 2010

<u>MARKETING (GROUP B III SEMESTER)</u>	
PAPER – MBA MM 101	
CONSUMER BEHAVIOUR	
Objectives: 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.	
Unit 1	Introduction to Consumer Behavior: Definition, Importance, Consumer and Customer, Development of Consumer Behavior Field, Marketing Concept and Consumer Behavior, Disciplines Involved in the field of consumer behavior, Determinants of Consumer Behavior. Market Segmentation: Introduction, Benefits, Limitations, and Process& Bases of segmentation. Product Positioning: Introduction, Objectives, Elements, Approaches. Consumer Research: Introduction, Importance, Limitations, Motivational Research, Process& Methods

Unit 2	Consumer Motivation: Characteristics, Needs, Goals, Motivational Conflict, McGuire's Comprehensive Scheme of Psychological Motives, Murray's Theory of Human Needs. Theories on consumer motivation- Maslow's Hierarchy of Needs Theory, McClelland's Theory of Motivation, Instinct Theory, Drive Reduction Theory, Arousal Theory. Personality & Consumer Behavior: Introduction, Features and Characteristics, Theories, Self Concept/Self Image and Their Implications, Brand Personality. Perception & Consumer Behavior: Introduction, Features, Sensation, Factors Affecting Perceptual Mechanism, Perceptual Process, Perceptual Organization, Importance of Images to Consumers. Consumer Attitude and Learning.
Unit 3	Social Class Influences: Group Influences and Consumer Behavior; Family influences; Social class and consumer behavior; cultural influences on consumer behavior; cross cultural consumer analysis.
Unit 4	Consumer Decision Making: House Hold Decision Making, Communication within Group and Opinion leadership. Models of Consumer decision-making: Nicosia model, Howard-Sheth model. Situational Influences on Consumer Decision Making Process. Post Purchase Action.
Unit 5	Socio-cultural factors; Gender mainstreaming; Economic factors; Political factors; Buyer characteristics: Age, Occupation, Economic situation, Lifestyle, personality and psychological factors of rural consumers.

Suggested Readings

1. Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 2013.
2. Engle, J F. etc. Consumer Behaviour. Chicago, Dryden Press, 2006
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, 2001.

<u>MARKETING (GROUP B III SEMESTER)</u>	
PAPER – MBA MM 102	
MARKETING OF SERVICES	
Objectives: 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 services on national basis.	
Unit 1	Foundation of Services Marketing & Customer Relationship Management: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management: Specific for Service Industry. Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services
Unit 2	Service Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Service Distributions. Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing
Unit 3	Managing Quality & Productivity in Service Marketing Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom Services.
Unit 4	Implementing Service Marketing: Building Customer Loyalty, Customer

	Complaining Behavior, Service Recovery- Concept, Customer Response to Effective Customer Recovery, Principles, Empowerment & Service Recovery, Learning From Customer Feedback
Unit 5	Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Suggested Readings

1. Lovelock, Christopher H. *Managing Services: Marketing Operations and Human Resources*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 2002.
2. Lovelock, Christopher H. *Services Marketing*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. McDonald, Malcom and Payne, A. *Marketing Planning for Services*. Butterworth, Heinemann, 1996.
4. Newton M P Payne, A. *The Essence of Services Marketing*. New Delhi, Prentice Hall of India, 1996.
5. Verma, H V. *Marketing of Services*. New Delhi, Global Business Press, 1993.
6. Zeithaml, V A and Bitner, M J. *Services Marketing*. New York, McGraw Hill, 1996

<u>MARKETING (GROUP B III SEMESTER)</u> PAPER – MBA MM 201 ADVERTISING MANAGEMENT	
Objectives: The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.	
Unit 1	Advertising objectives and planning - Meaning Definition and objectives of Advertising, Types of advertising, and the advertising agency: Function & types, Advertising Agency compensation. Creative strategy - Target market & creative objective, Advertising Appeals, Creative format & creation stage
Unit 2	Steps in Advertising Strategies. Creative Strategy-Variou appeals and execution Styles, General idea of What Great Advertising Thinkers say-both Indian and foreign, Print advertising, Electronics advertising, outdoor advertising, direct mail advertising
Unit 3	Marketing Communication Planning-Models of marketing communication, developing & control of marketing communication, marketing communication planning procedure
Unit 4	Introduction of Marketing Communication and Advertising-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication, Ethical issues in marketing communication
Unit 5	Marketing Communication Planning-Models of marketing communication, developing & control of marketing communication, marketing communication planning procedure

Suggested Readings

1. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India, New Delhi
2. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective 6th Ed.*, McGraw Hill, 2004.
3. Mandell, Maurice, *Advertising*, Prentice- Hall of India, New Delhi.
4. Still, Richard R. Edward W. Cundiff and Norman A.P.Govoni, *Sales Management: Decisions, Strategies and cases*, Prentice Hall of India, New Delhi.

<u>MARKETING (GROUP B III SEMESTER)</u> PAPER – MBA MM 202 SALES AND DISTRIBUTION MANAGEMENT	
Objectives: The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and	

managing sales force and marketing channels..	
Unit 1	Introduction to sales management -Meaning, Nature and Scope of Sales Management, Sales Organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.
Unit 2	Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.
Unit 3	Organizing and directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance
Unit 4	Distribution Channel Institutions & control - Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution management
Unit 5	Distribution Management - Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue.

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, WJ Management of Sales Force. Homewood Illinois, Richard D.Irwin, 1983.
4. Dalrymple, D J. Sales Management: Concepts and Cases, New York, John Wiley, 1989.

HUMANRESOURCEMANAGEMENT (GROUP C III SEMESTER) PAPER – MBA HRM 101 MANAGEMENT OF INDUSTRIAL RELATIONS	
Objectives: Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels..	
Unit 1	Meaning , objectives ,Concept, Scope and Approaches to Industrial Relations- Unitary, Pluralistic, and Radical Approach; Industrial Relations Systems (IRS); effects of social, technological , political and economical factors on industrial relations.
Unit 2	Objectives, Concept, structure and function of Trade Union, Union Registration and Recognition, Theories on Trade unionism- Selling Pearl man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions, Trade Union Movement in India.
Unit 3	Meaning, Causes, types, methods of settlement of dispute in India, Code of Discipline and Grievance Management.
Unit 4	Collective Bargaining; Meaning, need, importance, Concept and functions, Types of Bargaining, Process of Bargaining, Emerging Trends in Collective Bargaining, Levels of bargaining and agreements, negotiation techniques and skills
Unit 5	Worker's Participation in Management; Concept, Scope, pre-requisites for participation, Levels and functions, benefits of participation, Forms of Workers' Participation; impact of globalization on industrial relations.

Suggested Readings

1. Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam, K Trade Unionism. Myth and Reality. New Delhi, Oxford University Press, 1982.
3. Niland J R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994.4.
4. Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.

5. Ramaswamy, E A. *The Rayon Spinners The Strategic Management of Industrial Relations*. New Delhi, Oxford University Press, 1994.
6. Virmani, B R. *Participative Management vs. Collective Bargaining*. New Delhi, Vision Books, 1988.7.
Webb, Sidney & Webb, Beatrice. *Industrial Democracy*. Melbourne, Longman, 1987

HUMANRESOURCEMANAGEMENT (GROUP C III SEMESTER)**PAPER – MBA HRM 102****COUNSELING SKILLS FOR MANAGERS**

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

Unit 1	Introduction to Counseling - Definition - Historical background and origins of Counseling -Dimensions of Counseling - Basics of Counseling - Common Criticisms - Orientation Models - Problem focused models - Work oriented models - Welfare based models -Organization change models - Externally based models - internally based models
Unit 2	Roles of Counselors - Counseling values vs. Business values to training for Counselors Ethical issues in Counseling stress and Counseling - Impact of Organizations - Systematic approaches - Organization culture different culture and Counseling.
Unit 3	Preparation for Counseling - Assessing counseling - contracting for counseling - Termination counseling - Preparation of employee - Assessment of employee - Contracting / referring -Enjoying in counseling and termination counseling
Unit 4	Performance of Counseling - Objectives conditions for effective Counseling - Sequential Process of Performance Counseling - Counseling special types of employees - Training in ethical decision making - Making ethical decisions.
Unit 5	Evaluation of counseling - Usefulness of evaluation - Record keeping evaluation - Formative and Summative evaluation - Different methods of counseling evaluation - Counseling for improving performance.

Suggested Readings

1. Corner, L S. and Hackney, H. The Professional Counselor's Process Guide to Helping. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. MacLennan, Nigel. Councelling for Managers. Aldershot, Graver, 1996.
3. Moursund, J. The Process of Counseling and Therapy. 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
4. Munro, C A., etc. Counseling: A Skills Approach. Methuen, 1980.
5. Reddy, Michael. Counseling at Work. British Psychological Society and Methuen, London and New York, 1987.

HUMANRESOURCEMANAGEMENT (GROUP C III SEMESTER)**PAPER – MBA HRM 201****HUMAN RESOURCE PLANNING AND DEVELOPMENT**

Objectives: To understand the purpose, process and applications of human resource planning in the context of different organizational strategies. To create a critical appreciation and knowledge of understanding the determinants of human resource requirements

Unit 1	Introduction: Definition and Concept of HRP, Benefits, Process and HRP Components
Unit 2	HR planning and corporate strategies: HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.
Unit 3	HR Forecasting: Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, and regression analysis.
Unit 4	Job analysis: Meaning, definition, job analysis process, techniques of job analysis,

	methods and practice of job analysis, competency based approach
Unit 5	Succession Management and Career Planning: Definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP's and challenges of succession management.

Suggested Readings

1. Arthur, M. Career Theory Handbook. Englewood Cliff, Prentice Hall Inc.1991.
2. Belkaoui, A R and Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood, Quorum Books, 1995.
3. Dale, B. Total Quality and Human Resources: An Executive Guide. Oxford, Blackwell, 1992.
4. Greenhaus, J H. Career Management, New York, Dryden, 1987.
5. Thomson, R and Mabey, C. Developing Human Resources, Oxford, Butterworth-Heinemann, 1994.

HUMAN RESOURCE MANAGEMENT (GROUP C III SEMESTER) PAPER – MBA HRM 202 TRAINING AND DEVELOPMENT	
Objectives: <i>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.</i>	
Unit 1	Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration, Training methods, Technique & Aids, Training Strategy.
Unit 2	Training and Learning: Types of Training; The learning process, learning curve, principles of learning, Learning Theories, Learning through Training and Learning Styles, Learning Process.
Unit 3	Training Process: An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Training Climate and Pedagogy; Developing Training Modules; Trainer as a change agent.
Unit 4	Evaluation of Training - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism.
Unit 5	Training Methods and Techniques: Facilities Planning and Training Aids; Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India.

Suggested Readings

1. Prior John, Handbook of Training and Development Jaico, Publishing House, Bombay, 1997.
2. Donald F. Michalak and Edwin G. Yager, Making the Training Process Work, Harper and Row, New York, 1979.
3. Jack J. Phillips, Handbook of Training Evaluation and Measurement Methods, 3rd Edition, Houston, Gulf Publishing Co., 1997.
4. Lynton R, Pareek, U, Training for Development, 2nd Edition, New Delhi, Vistaar, 1990.
5. Pepper, Allan D, Managing the Training and Development Function, Aldershot, Gower, 1984

PRODUCTION & OPERATION MANAGEMENT (GROUP D III SEMESTER) PAPER – MBA POM101 TOTAL QUALITY MANAGEMENT	
Objectives: <i>The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems - ISO 9000 and</i>	

<i>other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment</i>	
Unit 1	Introduction: Concept of quality, Definition, Dimensions of quality, Evolution of TQM, Components of TQM, Developing quality Culture. Customer Focus and Satisfaction: Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints.
Unit 2	Pre-requisite for TQM: Quality Orientation, Leadership, Employee Involvement, Role of ISO9000 QMS, Organizing for quality. Quality circles, roles of BPR
Unit 3	SQC/SPC Techniques: Control charts for variables and attributes, Acceptance sampling, Six Sigma approaches, seven tools of SQC. Quality Function Deployment (QFD)
Unit 4	Bench Marking: Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.
Unit 5	Strategic Quality Management: Principles of Quality Management, Linking with strategic quality management process, TQM Implementation, Continual Improvement/Kiazen

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards. Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson, W G. and Coombas, C P. Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality. London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard. TQM in Action. London, Chapman & Hill, 1994.
6. Schmidt, Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
7. Spenley, Paul. World Class Performance Through TQ, London, Chapman & Hall, 1992.

PRODUCTION & OPERATION MANAGEMENT (GROUP D III SEMESTER) PAPER – MBA POM102 APPLIED OPERATION RESEARCH	
Objectives: <i>The course is designed to introduce the students to the principles of operations research techniques and their applications in decision making. Students will also be required to use computer packages for data processing purposes</i>	
Unit 1	Meaning, Importance, Uses, scope and applications of Operation Research in managerial decision-making
Unit 2	Transportation problem: Various method of finding Initial basic feasible solution and optimal cost, Assignment model: Algorithm and its applications
Unit 3	Introduction to Linear Programming (LP), Illustration of LP Problems, and Formulation exercises on LP Problems, Graphical Method of solving LPP, Simplex Method, and Artificial Variables: Big-M Method and Duality Problem,
Unit 4	Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Crashing and resource leveling of operations
Unit 5	Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game

Suggested Readings

1. Vohra- Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.
2. Peter C Bell- Management Science/ Operations Research (Vikas)
3. Kothari- Quantitative Techniques (Vikas), 1996, 3rded.

4. Akhilesh K B and Balasubramanyam S- Quantitative Techniques (Vikas)
5. TahaHamdy- Operations Research- An Introduction (Prentice-Hall, 7th edition), 1996, 5th ed.
6. J K Sharma- Operations Research (Pearson)

PRODUCTION & OPERATION MANAGEMENT (GROUP D III SEMESTER) PAPER – MBA POM201 PRODUCTION PLANNING & CONTROL	
Objectives: <i>To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management</i>	
Unit 1	Overview of Production planning & Control: introduction, phases of production (Schematic Diagram), Functions of production planning & controlTypes of production systems: types, concept, application, Introduction of Levels of manufacturing: Aggregate planning, master production schedule, Material requirement planning.
Unit 2	Demand forecasting & application of transportation model : Demand forecasting: introduction, meaning, Need, Types of for casts, overview of quantitative methods, and qualitative methods Numerical problems.
Unit 3	Capacity Planning & Scheduling : Scheduling: Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.
Unit 4	Inventory Management : Objective, Types of inventory, Functions, Inventory control techniques & Examples. Just in time Manufacturing : Concept, characteristics, components and process of just in time ,examples of manufacturing industries.
Unit 5	Material requirement planning, meaning, types, objective, MRP planning & controlling activities (input, inventory record, final requirement),Bill of materials, types of bill of materials, examples, various terms, material requirement planning process: Exploding and offsetting, gross & net requirement, releasing orders & low level coding & netting, Numerical Production activity control: meaning, purpose, Steps, data requirement (planning files & control files)Manufacturing lead time, Examples, Numerical

Suggested Readings

1. Groover, M. P., Automation, Computer Integrated Manufacturing System,
2. R. B Khanna, Production and operation management by–Pub. PHI
3. Aswathappa & Bhat,Production and operation management- Pub. - HimaLaya pub. House
4. Buffa, Modern Production & Operation Management

PRODUCTION & OPERATION MANAGEMENT (GROUP D III SEMESTER) PAPER – MBA POM202 LOGISTICS AND SUPPLY CHAIN MANAGEMENT	
Objectives: <i>To provide student an insight about the supply change management and its relation with creating value for customers and in pricing along with linking manufacturing unit with customers also to develop knowledge about the movement of material, warehousing, transportation and network of material transfer</i>	
Unit 1	Introduction to Supply Chain Management Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing - pricing
Unit 2	Designing the supply chain Network Designing the distribution network – role of

	distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice design in the supply chain – role of network – factors affecting the network design decisions
Unit 3	Sourcing & pricing Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration procurement process – sourcing planning and analysis. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contract
Unit 4	Dimensions of Logistics Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.
Unit 5	Supply Chain Integration Introduction – push, pull and push–pull systems – push – based supply chains – pull – based supply chain – push-pull supply chain - identifying the appropriate supply chain strategy – implementing a push-pull strategy – demand – driven – strategies – the impact of the internet on supply chain strategies – distribution strategies – direct shipment – cross docking – trans shipment – centralized versus decentralized control – central versus local facilities.

Suggested Readings

1. Sunil Chopra, Supply Chain Management—Pub: Peter Meindi
2. Badi N V , Supply chain Management- - Pub : Vrindra Publications (P) Ltd. , Delhi
3. Sunil Sharma , Supply Chain Management- Concept, Practice & Implementation — Pub: Oxford Univ. Press
4. V.V Sople- Logistics Management-Pub.- Pearson edition-2013
5. Desai K D – Six Sigma, Pub. Himalaya Publishing house
6. Ray & Ruben- Stores Management, Pub. Himalaya Publishing House

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT (GROUP E III SEMESTER) PAPER – MBA SBE 101 GOVERNMENT BUSINESS INTERFACE	
Objectives: <i>The objective of this course is to study the effectiveness of Government policies and their impact on Business</i>	
Unit 1	State participation in Business and interaction between Government, Business and Different Chambers and Commerce and Industry in India ñ Indian Planning System.
Unit 2	Public Distribution System ñ Government Control over price and distribution ñ Consumer Protection Act (CPA) and the Role of Voluntary Organizations in Protecting Consumers Rights and the responsibilities of business & Government to protect the Environment ñ Government clearance for establishing new Enterprise
Unit 3	Industrial Policy Resolution, New Industrial Policy of the Government Concentration of Economic Power, Licensing and Compete Act
Unit 4	Role of multinationals, Foreign Capital and Foreign Collaborations ñ Government Policy with regional to export promotion and import substitution.
Unit 5	Government policy concerning Development and backward areas/regions ñ Policy with regard for SSIs ñ Role of SEBI to regulate the Capital market

Suggested Readings

1. Amarchand, D. Government and Business 3rd ed. New Delhi, Tata Mc-Graw Hill, 1996
2. Cherunilam, Francis, Business and Government 8th ed. Bombay, Himalaya, 1995
3. Dassgupta A. and Sengupta, N. Government and Business New Delhi, Vikas, 1987
4. Marathe, Sharad s. Regulation and Development, New Delhi Sage 1986
5. Trivedi M.L. Government and business, Bombay Multitech, 19100

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT (GROUP E III SEMESTER) PAPER – MBA SBE 102 SMALL BUSINESS MARKETING	
Objectives: <i>The objective of this course is to develop in-depth analysis for better understanding of the nature of competition in changing business environment</i>	
Unit 1	Entrepreneur-Entrepreneurship-Enterprise: Conceptual issues. Entrepreneurship vs. Management. Roles and functions of entrepreneurs in relation to the enterprise and in relation to the economy. Entrepreneurship as an interactive process between the individual and the environment.
Unit 2	Small business as the seedbed of entrepreneurship in relation to the economy. Entrepreneurship as an interactive process between the individual and the environment. Small business as the seedbed of entrepreneurship. Entrepreneurial competencies. Entrepreneurial motivation, performance and rewards.
Unit 3	Opportunity scouting and idea generation: role of creativity & innovation and business research. Sources of business ideas. Entrepreneurial opportunities in contemporary business environment, for example opportunities in network-marketing, franchising, business process outsourcing in the early 21st century. The process of setting up a small business: preliminary screening and aspects of the detailed study of the feasibility of the business idea and financing/non-financing support agencies.
Unit 4	Managerial roles and functions in a small business. Designing and redesigning business processes, location, layout, operations planning & control. Basic awareness of the issues impinging on quality, productivity and environment. Managing business growth.
Unit 5	Issues in small business marketing. The concept and application of product life cycle, advertising & publicity, sales & distribution management. The idea of consortium marketing, competitive bidding/tender marketing, negotiation with principal customers. The contemporary perspectives on Infrastructure Development, Product and Procurement Reservation, Marketing Assistance, Subsidies and other Fiscal & Monetary Incentives. National, state level and grass-root level financial and nonfinancial institutions in support of small business development.

Suggested Readings

1. Albert, Kenneth J. *The Strategic Management Handbook*. New York, McGraw Hill, 1983.
2. Allio, Robert J. *The Practical Strategist: Business and Corporate Strategy in the 1990s*. California, Ballinger, 1988.
3. Ansoff, H I. *Implanting Strategic Management*. Englewood Cliffs, Prentice Hall Inc., 1984.
4. Harnel, Gary and Prahlad, C K. *Completing for the future*. Boston, Harvard Business School Press, 1994.
5. Hax, A C and Majlyf, N S. *Readings in Strategic Management*. Cambridge, Ballinger, 1984.

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT (GROUP E III SEMESTER) PAPER – MBA SBE 201 SMALL BUSINESS ENVIRONMENT	
Objectives: <i>This course provides a better understanding of how a business operates in our modern environment, how to manage business</i>	
Unit 1	Role and importance of small business; defining small business; forms of organisation for small business.
Unit 2	Challenges of marketing for small businesses; sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations.

Unit 3	Policy interventions for small sector development- central and state government; Sickness and challenges before small scale industries
Unit 4	Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents, Trademarks and Copyrights – importance for startups.
Unit 5	Management of Small Business- Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing;

Suggested Readings

1. Arora, R. and Sood, S.K. (2003). Fundamentals of Entrepreneurship and Small Business Management. Kalyani Publishers, Ludhiana.
2. Desai, Vasant (1997). Small-Scale Industries and Entrepreneurship. 3/re, Himalayan Publishing House, Mumbai.
3. Ramachandran, K. (1993). Managing a New Business Successfully. Global Business Press, New Delhi. Ministry of small, micro and Medium Enterprise –www. msme.gov.in
4. Francis Cherunilam, Business Environment: Text and Cases, Himalaya Publishing House, 2007

SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT (GROUP E III SEMESTER) PAPER – MBA SBE 202 ENTREPRENEURSHIP AND INNOVATION	
Objectives: <i>To provide study and analysis that will influence and encourage entrepreneur spirit</i>	
Unit 1	Creativity; creativity Tools and techniques; Lateral thinking, Enablers and barriers to creativity; Creative Personality; Brainstorming, Entrepreneurial creativity
Unit 2	Innovation; Innovation process, Commercialization of innovation, Imperatives to Innovation, Enterprise Innovation, Types of innovations, Innovative organizations, barriers and enablers to enterprise innovation
Unit 3	Diffusion of innovation, Trends in technical innovation, Technopreneurs, Exercises in brainstorming,
Unit 4	The Creative Problem – solving Structure - Planning - Task analysis – Springboards – Speculative thinking exercise – Imaging, metaphor, analogy and excursion – Journey into absurdity – Selection of springboards – Idea development – Developmental thinking exercise – Next steps – Learning from actual experience
Unit 5	Innovation and the Market – Assessing the Risk - The Innovation Process – Where Are We Now? – The Diagnosis – The Consultation Group – Selecting a Strategy – Preparing the Organisation – Setting up the Investment. Evaluating the Costs of the Project – Evaluating the Impact of the Project - Innovation is a State of Mind – Technology Watch – Acquiring Technological Innovation – Intellectual Property.

Suggested Readings

1. Rastogi P.N. - ‘Managing Creativity for corporate Excellence’, Macmillan India
2. Timple, A. Dale- ‘Creativity’, Jaico Publishing House.
3. Martal, Shlomo & Seshadri, Dve - ‘Innovation Management-: Strategies, Concepts & Tools for Growth & Profit’, Response Books, Sage Publication.
4. Prahalad, C.K., Krishnan M.S., ‘The New age of Innovation’, Tata McGraw Hil
5. John Bessant and Joe Tidd, Innovation and Entrepreneurship. Maylor, Project Management
6. Michael H. Morris, Donald F. Kuratko, and Jeffery G Covin, Corporate Entrepreneurship & Innovation

RURAL MANAGEMENT (GROUP F III SEMESTER) PAPER – MBA RUM 101 RURAL FINANCIAL MANAGEMENT	
Objectives: <i>To provide a conceptual framework and understanding of financial management practices and methods for rural development agencies</i>	
Unit 1	Cooperative: Meaning, objectives, importance, development of cooperatives, cooperatives – economy, principles. Cooperatives society structure and types.
Unit 2	Financial Management: Meaning, objectives, importance, sources of long term and short term finance, sources of rural finance and its importance.
Unit 3	Corporate financial planning, determination of capital structure, Institutional financing of industries, importance and techniques of financial analysis, organization for finance function and objects of finance function
Unit 4	Cooperative Finance : structure, needs and objectives, agriculture credit societies, service cooperatives, central cooperatives banks, state cooperative banks, land development banks, regional rural banks, NABARD.
Unit 5	Urban Co-operative Banks – Need for Urban Co-operative Banking, Origin, Role, Growth, Performance, Regulations and Reforms; Employees Co-operative Credit Societies – Objectives, functions, role, working, Non-credit activity and suggestions; Industrial Co-operative Banks

Suggested Readings

1. Dwivedi RC: Democracy in Cooperative Movement - An Indian Profile
2. Hajela TN: Principles, Problems and Practice of Cooperation
3. Kamat GS: New Dimensions of Cooperative Management
4. Ajit Singh. "Rural development and Banking in India Theory and Practice". 1985. Deep & Deep, New Delhi.
5. Dandekar, V M. "Financing Small and Marginal Farmers through Co-Operative Credit Structure". 1976. Allied, Bombay.

RURAL MANAGEMENT (GROUP F III SEMESTER) PAPER – MBA RUM 102 RURAL RESOURCE DEVELOPMENT	
Objectives: <i>To provide an in-depth understanding of the problems and processes of rural development, ecology, resources and other major developmental issues.</i>	
Unit 1	Nature and features of rural economy of India. Underdevelopment vis a vis Development, Workforce and occupational structure; Dimension, dynamics and magnitude of rural population (Demographic tradition, Rural-urban-migration.).
Unit 2	Rural indebtedness – Importance, problems and source - government-measures-and local Self Help Group (SHG). Innovative credit schemes of government and non-government agencies, their pros and cons
Unit 3	Rural poverty and development dimension. Human capital, inequalities – poverty syndrome-govt. policy; Problems of rural unemployment-specially disguised unemployment causes and remedies, Livelihood approach
Unit 4	Managing rural development: Procedure, principles and choices; Understanding the views of Dr. E. F. Schumacher, Dr. Amartya Sen and Dr. Robert Chambers about rural development
Unit 5	Development strategy: Centralization vs. Decentralization: Euro centric vs. eco-centric

Suggested Readings

1. Arora, R. C. "Integrated Rural Development". 1979. S Chand, New Delhi.
2. Bansil P C. "Agricultural Statistics in India". 1984. Arnold Heinemann, New Delhi.
3. Gupta A. "Ecology and Development in the Third World". 1988. Routledge, London.2002
4. Hanumantha Rao, C. "Agricultural Production" Functions Costs and Returns in India". 1965. Asia, Delhi.
5. Joshi, PC. "Land Reforms in India". 1975. Institute of Economic Growth, Delhi.

<u>INTERNATIONAL BUSINESS (GROUP G III SEMESTER)</u> PAPER – MBA IB 101 EXPORT IMPORT PROCEDURES	
Objectives: <i>The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.</i>	
Unit 1	Introduction: Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, commercial practices
Unit 2	Export Procedures: Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit , Export Credit Guarantees and Policies, Forward Exchange Cover, Finance for export on deferred payment terms, Duty draw-backs
Unit 3	Importing Procedure: Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital - Goods licensing /Export Houses/ Trading Houses.
Unit 4	Special Issues: Export by post parcel and by Air, GSP Certificates of origin, Custom's clearance of Import Cargo, Documents - prescribed by Importing countries, Standardized Export Documentation, Packing
Unit 5	Import Management in a Developing Economy: Foreign Exchange budgeting, Import procurement, methods, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.

Suggested Readings

1. Deb. Kalipade: Export Strategy in India - (Delhi, S. Chand).
2. Jain O.P.: Small Industrial Export - (Delhi S. Chand) 1971
3. Majaro: International Marketing: A strategic Approach to world Market, Delhi, S. Chand ,2012
4. Francis, C: International trade & Export Management - (Bombay, Himalaya Publishing House).2010
5. Balgopal, T. A. S. P: Export Management - (Bombay Himalaya Publishing house).1989

<u>INTERNATIONAL BUSINESS (GROUP G III SEMESTER)</u> PAPER – MBA IB 102 INTERNATIONAL BUSINESS MANAGEMENT	
Objectives: <i>The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.</i>	
Unit 1	International Business Environment – Cultural aspects – values and norms –social structure – religious and ethical systems – language – education –implications of cultural differences on business. International business environment – Political and legal factors – political systems – legal systems, International business environment – Economic factors – the determinants of economic development
Unit 2	International Trade Theories- Theory of Mercantilism - Absolute advantage – Comparative advantage – Hecksher – Ohlin theory – The new product life cycle theory – The new trade theory – Porter’s diamond model – implications for international business.
Unit 3	Managing Multinational Enterprises – Problems and Potential – Multinational Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems
Unit 4	Instruments of International trade policy – tariffs, subsidies, local content requirements, administrative policies, anti dumping policies – political and economic arguments for intervention - Development of the world trading system – GATT – the Uruguay round of negotiations. WTO - genesis and functions– the future of WTO
Unit 5	Multinational corporations – Organization, design and structures – head quarters and

subsidary relations in multinational corporations.
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Suggested Readings

1. Justin Paul – International Business – Prentice Hall of India, 2007 Investments – Zvi Bodie, & Mohanty – TMH – 6th Edition, 2012
2. Oded Shenkar, Yadong Lou: International Business – John Wiley & Co., 2006 Investment science – David G. Luenberger. Oxford.
3. Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall .2003
4. Alan M. Rugman and Richard M. Hodgetts – International Business by Pearson Education,, 2007

<u>INTERNATIONAL BUSINESS (GROUP G III SEMESTER)</u>	
PAPER – MBA IB 201	
INTERNATIONAL ACCOUNTING	
Objectives: <i>The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.</i>	
Unit 1	International Dimensions of Accounting – Conceptual Development and comparative Development Patterns, Currency Transactions
Unit 2	Managing and Organizing International Information systems – Objectives , Global Product Development and Production , Business Challenges , Global Strategies and Business Organizations , Challenges in Developing Global Systems.
Unit 3	International perspective on Inflation Accounting; Financial Reporting and Disclosure; Analyzing Foreign Financial Statements
Unit 4	Financial Management of Multinational Entities: Foreign Market Exchange Rates , Corporate Response to Exchange Rate Fluctuations , Risk Management in MNC's.
Unit 5	Transfer Pricing and International Accounting – International Standards and Multinational Corporations , International Cash Management.

Suggested Readings

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley, 1985.
2. Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 2013
3. Evans, Thomas G. International Accounting & Reporting. London, MacMillan, 1994.
4. Gray, S J. International Accounting and Transnational Decisions. London, Butterworth, 2014.
5. Holzer, H Peter. International Accounting. New York, Harper & Row, 1984.

<u>INTERNATIONAL BUSINESS (GROUP G III SEMESTER)</u>	
PAPER – MBA IB 202	
INTERNATIONAL FINANCIAL MARKETS	
Objectives: <i>The objective of this course is to give students an in-depth knowledge of the working of international financial markets</i>	
Unit 1	History of the International Financial System – The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives , The Crash of 1994-96 and beyond.
Unit 2	Euro-currency Market, Eurobanking and Euro-currency Centers, Deposit Dealing and the Term Structure of Eurocurrency Rates, Euro-currency

	Futures and Options, Syndicated Euro-credits.
Unit 3	International Bond Markets - Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds
Unit 4	Forecasting the Image of the Future - Central Banks and the Balance of Payments, The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets.
Unit 5	International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing

Suggested Readings

1. Bhalla, V K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001.
2. Bhalla, V K. Managing International Investment and Finance. New Delhi, Anmol, 1997.
3. Eiteman, David K and Stonehill, Arthur I. Multinational Business Finance. California, Addison-Wesley, 1988.
4. Johnson and Giaccotto. Options and Futures. St. Paul, West, 1995
5. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami, Florida, 1993.

<u>TOURISM AND HOTEL MANAGEMENT (GROUP H III SEMESTER)</u> PAPER – MBA THM101 LEGAL AND REGULATORY FRAMEWORK OF TOURISM	
Objectives: <i>The objective of this paper is to study a legal and regulatory framework for the sustainable development and management of tourism</i>	
Unit 1	Laws relating to accommodation travels agencies land tour operation sector, Law land regulations related to airlines and airways, laws related to surface transport. DGCA formalities for business and recreational flying in India.
Unit 2	Law designed for Adventure Tour operation, special permits for rafting, paragliding, helisking and angling. Peak booking formalities, IMF rules for mountain expeditions, cancellation of permits and bookings..
Unit 3	Special permits to restricted areas for foreign tourist in India, restricted area in India for foreign tourists and related authorities at these places to obtain permits, permits related to various monasteries and wild life areas and their procedure
Unit 4	Safety and security of tourist, Tourist Police, place of Tourism in the Constitution, need of tourism legislation.
Unit 5	Travel Insurance and consumer protection act, International consumer protection acts in tourism, Evacuation and International insurance business, foreigners act, passport act and visa extension. Ancient Monument Act, RTI Laws related to environment and wildlife

Suggested Readings

1. Tourism Guide lines published by Govt. of India, Ministry of Tourism.
2. Tourism guidelines issued by Department of Tourism for hotel and restaurant operation.
3. SajnaniManohar (1999) Indian Tourism Business: A Legal Perspective, New Delhi.
4. R. K. Malhotra (2005) Socio – Environmental and Legal Issues in Tourism, New Delhi.
5. Gupta S.K. (1989) Foreign Exchange Laws and Practice, Taxman Publications Delhi.

<u>TOURISM AND HOTEL MANAGEMENT (GROUP H III SEMESTER)</u> PAPER – MBA THM102
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TOURISM MANAGEMENT	
Objectives: <i>The basic objective of this course is to acquaint the students with the tourism</i>	
Unit 1	Historical perspective: co-relation between trade and travel, travel during Roman Empire and various evolutionary stages of tourism; Growth of World Tourism: Important trends and future prospects; Organization of tourism in India, Role Functions of NTO's Department of Tourism, ITDC, STDC, Tourism Policy of India.
Unit 2	Meaning of travelers, visitors, excursionist, business travelers and tourism; Distinction between travelers and visitor, visitor and tourist; types; Domestic, Regional, Intra-regional tourism and international tourism; cultural, adventure, sports, social, convention, conferences, tourism, Linkages and inter-dependence between domestic and inter- national tourism.
Unit 3	Motivation: Pleasure; education, cultural ethical; social, historical, religious, health, sports and business; Resources; Recourses and Mobility: Establishment of priorities, availability of resources, development strategy.
Unit 4	Employment generation, Earning of foreign Exchange, National integration, Regional development, Patronage to handicraft and arts, International understanding and world peace. Cultural Exchanges and development of human relations
Unit 5	Fiscal and non-fiscal incentives for tourism, concessions granted by Central and State Government's declaration and consequences of tourism as an industry

Suggested Readings

1. Elliot, James Tourism, Routledge.London, 1997
2. Hall, Derak R. (ed.), Tourism and Economic Development, Belhaven Press, London, 1991
3. Mazanec.Josef A. (ed.) International City Tourism,Pinter, London, 1997
4. Lea, J. Tourism and Development in the Third World, Routledge, London, 1988
5. Mowforth, Martin and Ian Munt Tourism and Sustainability, Routledge, London, 1988

<u>TOURSIM AND HOTEL MANAGMENT (GROUP H IV SEMESTER)</u>	
PAPER – MBA THM 201	
TOURISM MARKETING	
Objectives: <i>The course aims at an understanding of marketing Management in Tourism. To define the different components of marketing and comprehend the various P's of marketing and relevance to Tourism</i>	
Unit 1	Introduction to tourism marketing, Evolution, Definition, nature, process and system services & their marketing nature, characteristics of tourism products, its issues and challenges : Marketing mix
Unit 2	Tourism Markets: Types, world tourism markets, inbound and outbound markets for India & Domestic markets: Tourist behavior. Travel purchase and tourist buying process. Tourist discussion making models
Unit 3	Market segmentation, Targeting and positioning. Definition of market segmentation, discussions in market segmentation, Market targeting process, product positioning – purpose, process
Unit 4	Marking management information system and demand forecasting Introduction, structure of marketing management, information support system, demand forecasting
Unit 5	Market Research: Definition, research and survey methodologies, application, technology and trends in tourism marketing, role of government bodies, national, state tourism offices, local bodies, private organizations, NGO's in tourism marking..

Suggested Readings

1. Kotler P. Marketing Management C. Delhi – Prentice Hall India 1986
2. Katler Philip – Marketing for non-profit organization – Prentice Hall, New Jersey 1975
3. Jha S.M. – Tourism Marketing (Bombay – Himalaya)
4. Gavens: Marketing Management (Delhi – Himalaya)
5. Hollowacy I.C. and Plant R.V. (1992) Marketing for Tourism Pitman.

<u>TOURSIM AND HOTEL MANAGMENT (GROUP H III SEMESTER)</u>	
PAPER – MBATHM 202	
AIRLINES MANAGEMENT	
Objectives: <i>In this course students will learn historical and contemporary issues related to airlines</i>	
Unit 1	Civil Aviation in India: History, present Scenario, Legal and Regulatory Framework; Aviation Policy and Planning.
Unit 2	Introduction to Infrastructural Requirements in Aviation: Airports. Support Services, Maintenance set up, Role of organization related to Civil Aviation-Ministry of Civil Aviation, DGCA, AAI, IATA, ICAD.
Unit 3	Airlines Feasibility and Planning: Procedural Requirements, Facilities, Planning and Layout.
Unit 4	Relationship between Civil Aviation and Tourism: Strategies for Development of Civil Aviation in India
Unit 5	Establishing an Airline Company: Organization and Structure. Operations, Marketing, Aviation Safety, Costing.

Suggested Readings

1. The list of Books will be recommended by the concern teacher of the subject.

<u>ECONOMIC ENERGY MANAGEMENT (GROUP I III SEMESTER)</u>	
PAPER – MBA EEM 101	
ENERGY ECONOMICS	
Objectives: <i>The main objective of the course is to study basic economic concepts of energy consumption</i>	
Unit 1	Introduction: Meaning of Energy, Types of Energy, Overview of Concepts of Natural Resources Use International Energy Supply; Economics Efficiency, Growth & Modeling, Market, Price, Efficiencies Energy & Economics Growth, Revenues & Resources, Government Policy & Regulatory Framework
Unit 2	Energy Industry: Oil & Natural Gas Industries-OPEC & the World Oil Markets, Energy Utilities , Economics Cross Subsidy: The Demand For Energy, Energy Demand Analysis , Elasticity’s Approach, Determinants Of The Demand For Energy
Unit 3	The Supply Of Energy: Energy Availability, Applicability & Acceptability, The Economics Of Renewable Energy, Energy Conservation- Efficiencies , Conversion , Substitution : Oil Gas Economy, The Anatomy Of Oil & Gas Prices And Stocks, Refining Economics-Upstream & Downstream, Petroleum Product Markets, Computing Profitability, Margins Concepts , Retail Pricing Issue
Unit 4	The Economics Of Electricity: Electricity Markets & Competitions, Regulatory V/S Deregulation Tariffs Energy Forecasting & Sustainability, Natural Resources Scarcity, Trend Analysis & Input Out Put Analysis
Unit 5	Energy Value Chain & Energy Costs Estimates: Petroleum, Electricity , Nuclear , Gas , Renewable Energy

Suggested Readings

1. The New Energy Economics, Author – G. M Pillai, World Institute of Sustainable Energy

2. Energy Economics and Management in Industry; Author – A. Reis, I Smith, K. Stephan & J C Pense; Publishing - Pengamon Press
3. Energy Economics; Author – Diwan& Shah; Publisher – Pentagon Energy Press
4. Energy Management; Author – Diwan&Yaqoot; Publisher – Pentagon Energy Press

<u>ECONOMIC ENERGY MANAGEMENT (GROUP I III SEMESTER)</u> PAPER – MBA EEM 102 ENERGY TRADING	
Objectives: <i>The main objective of this course is to study energy security, environmental sustainability and economic development issues of different energy policies.</i>	
Unit 1	Trading Mechanics: Why Trade? Motivation to Trade Introduction to Trading – Physical and Paper Markets, Regulated and Unregulated Markets (OTC) Development of Energy Markets – Past, Present and Future
Unit 2	Trading Of Oil: Why Oil Is Traded, Trading Characteristics Of Oil, Structure Of The Oil Markets, Oil Trading Future Markets; Fundamental Analysis Of Energy Commodities- Oil Market & Price Determinations , Role Of OPEC, Inventory Dynamics
Unit 3	Technical Analysis: Use Market Generated Data (Price, Volumes, Spreads, Etc) ,Tools Of Technical Analysis (Bar Charts, Major Tops & Bottoms, Constructing Point & Figure Charts, Candlesticks, Charting, Market Profile, Volume & Open Interest, Moving Averages, Sentiments MACD, Etc) Sensitivity Analysis
Unit 4	Petroleum Trading Strategies: Refining Margins & The Crack Spreads, Fracas Spreads, Calendar Spreads, Volumetric Production Payment Contracts, Paper Refinery, Strategy Based On Price Volatility-Long & Short Straddle , Long Butterfly, Bullish & Bearish Strategies, Hedging Strategies- Backwardation, Contango Structures, Trend Markets , Monte Carlo Simulation, Portfolio Risks, Price Risks, Risks Limits, Strategies Used By Speculators & Arbitrager
Unit 5	Gas Trading: Natural Gas Trading & Future Markets, Gas Market Structures & Price Determinations, Short & Long Terms Gas Fundamentals, Gas V/S Power ‘Spark Spreads’

Suggested Readings

1. Energy Futures : Trading Opportunities; Author – John Elting & Treat; Publisher - Pennwell
2. Fundamental of Petroleum Trading; Author – Hossein Razavi & Fereidun Fesharaki; Publisher – Praegen London

ENERGY MANAGEMENT (GROUP I MBA III SEMESTER) PAPER – MBA EEM 201 ENERGY MANAGEMENT	
Objectives: <i>Application of energy management principal, skill, strategies, as well as monitoring and targeting are essential in studying this subject. With advancement in computer technology, it is now essential to apply software technique to energy management. This subject enable students to learn simulation package used in energy management</i>	
Unit 1	Energy Management- Definition and Objective of Energy Management Principle of Energy Management, Energy Management skills, Energy Management Strategies
Unit 2	Initializing and Organizing- Managing Energy Management Programmers , Organizing Energy Management Programmers , Initializing Energy Management Programmers ,Initializing Planning, Leading, Controlling, Promoting, Monitoring and Reporting.
Unit 3	Energy Monitoring and Target - Definition , Elements of Monitoring and Targeting System ,A rationale for Monitoring, Target and Reporting 3, Data and

	Information Analysis , Relating Energy Consumption and Production , Cumulative ,Case Study
Unit 4	Energy Audit Instruments- Principal and working of electrical measuring instruments, fual gas analyzer, Electrical Energy Management - Reactive power management, Energy conservation in domestic and industrial sectors / Energy conservation in lighting, motors, pumps and fan systems
Unit 5	Financial and Project Management Financial analysis techniques : simple payback period, return on investment, net present value, internal rate of return, cash flows and sensitivity analysis , Financing options, energy performance contracts and role of ESCOs. , Project definition and scope, Technical design and Financing

Suggested Readings:

1. Wayne C Turner -Energy Management Hand book- Wiley Inter Science Publication.
2. K. Sawhney- Electrical Measurements- Khanna Publications
3. G.A. Skrotzki & W.A. Vopat ,Power Station Engg. & Economy Tata McGraw Hill.
4. SKROTZI, Bernhardt Power Station Engineering and Economy, 1988, Tata Mc Graw Hill

ENERGY MANAGEMENT (GROUP I MBA III SEMESTER) PAPER – MBA EEM 202 Energy and Environment	
Objectives: The unique aspect of the subject is the close examination of the interlinked nature of energy and the environment as encapsulated by the concept of sustainable development. The subject looks at the current environmental challenges that characterize the world, including the organisation of our energy system in the 21st century.	
Unit 1	Ecological principles and energy flow <ul style="list-style-type: none"> • Ecological principle of nature • Concept of ecosystems • Different types of ecosystems; ecosystem theories • Energy flow in the ecosystems; biodiversity
Unit 2	Energy scenario and development <ul style="list-style-type: none"> • Overview of world energy scenario • Overview of India’s energy scenario • Overview of Energy Scenario of North East India and in particular to Assam • Energy and development linkage • Energy Sources: classification of energy sources • Quality and concentration of energy sources
Unit 3	Major energy resources <ul style="list-style-type: none"> • Units of various Energy sources, Conversion, calorific value • Coal-sources, formation, important properties & conversion • Petroleum-sources, genesis, important properties & uses • Natural gas- sources, genesis, important properties & uses
Unit 4	Environment concerns of energy extraction <ul style="list-style-type: none"> • Environment effects of energy extraction, conversion and use Sources of pollution • Primary and secondary pollutants • Consequences of pollution growth • Air, water, soil, thermal, noise pollution-cause and effect, Pollution

	control methods, Environmental laws on pollution control
Unit 5	Energy use & climate change <ul style="list-style-type: none"> • Global warming • Green house gas emission, impacts, mitigation. • Causes of global, regional and local climate change

Suggested reading:

1. Ristinen RA. Kraushaar JJ. Energy and the Environment, 2nd edition, John Willey & Sons, 2006
2. Banerjee BP. Handbook of Energy and Environment in India, Oxford University Press, 2005, India
3. MC Dass, Fundamentals of Ecology, Tata McGraw Hill, 1994
4. Kaushik ND. Kaushik K. Energy, Ecology & Environment, Capital Publishing, 2004
5. De AK. Environmental Chemistry, New Age International Publishers, 2005

PAPER – MBA 411 BUSINESS LEGISLATION – II	
Objectives: <i>The course is designed to acquaint the students with the in depth knowledge of various laws which are responsible for the success of an organization</i>	
Unit 1	Company Law Act 2013: Company Definition, Meaning, Nature and its Characteristics, The principle of separate legal entity, Lifting or piercing the corporate veil, Classification of Companies, Incorporation of Companies, MOA- Concept, Content, Alterations, Doctrine of Ultra Vires, AOA: Concept, Content, Alterations, Doctrine of Constructive notes and Indoor Management, Alter Ego, Prospectus: meaning, Registration, Contents, Misrepresentations and their effects, Shelf Prospectus; Information Memorandum, Red herring prospectus
Unit 2	Share: Meaning, type, issue of shares, Share Certificate and Share warrants, Difference between shares and stock, Share Capital: Meaning, type, Alteration of share capital, reduction of share capital, Buy-Back of Shares, Bonus Issues; Rights Issues; Issue of Sweat Equity Shares; Employees Stock Option Scheme; Debenture: Meaning, type, charge and mortgage, Director: Appointment, Power, Duties, Company Secretary- Meaning, appointment, Position, importance, duty and liabilities
Unit 3	Meeting- meaning, type, proxies, minutes, resolutions: meaning, type, Dividend: Meaning, ascertaining profit, provision, process of payment of dividend, Winding up of Company
Unit 4	Income Tax Act 1961: All the heads of Income are to be discussed, Deduction under section 80
Unit 5	Indirect Tax- GST, CST, Excise Duty and CENVAT, VAT, IT ACT 2000:- Definitions, Digital Signature, Acknowledgment and Dispatch of Electronic Records, Duties of Subscribers, Penalties

Suggested Readings

1. Desai, T R. Contract Act, Sales of goods and Partnership. S.S.Sarkar & Sons, 2003
2. Kuchhal, M C. Mercantile Law, Vikas Publishing House, New Delhi, 2007.
3. Kapoor, N D. Business Law. Sultan Chand & Sons, New Delhi, 2004.
4. Gogna, P P S, Business Law. Sultan Chand & Sons, New Delhi, 2006.
5. Beaumont, P. B.. The Future of Employment Relations. London: Sage, 1995.

PAPER – MBA 412 PROJECT MANAGEMENT	
Objectives: <i>The basic purpose of this course is to make the student understand the framework, planning and management of the projects to be undertaken by the organization</i>	
Unit 1	Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, analysis and its development, , project life cycle, the phases of system development life cycle.
Unit 2	Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, Social cost benefit analysis. Project Planning: fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.
Unit 3	PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. Cost Estimating Budgeting: Cost estimating process elements of budgeting, project cost accounting, cost schedules & forecasts.
Unit 4	Managing Risks in Projects: Risk concept & identification, risk analysis, sensitivity analysis, risk assessment, risk priority, risk response planning, risk management methods. Project Control: Information monitoring, internal & external project control, control process, performance analysis, variance limits, and issues in project control
Unit 5	Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.

Suggested Readings

1. Chandra, P. Project management, Tata Mac Graw Hills Publications, New Delhi.
2. Agarwal, R D. Project Management, Tata Mac Graw Hills Publications, New Delhi.
3. Nagrajan, K. Project Management, New Age International Publishers, New Delhi.
4. Gupta ,R M. Project Management, PHI Pvt Learning Ltd. Delhi.
5. Bhalla, V K. Modern working Capital Management, 2nd ed., New Delhi, Anmol , 1997.

<u>FINANCE (GROUP A IV SEMESTER)</u> PAPER – MBA FM 103 INTERNATIONAL FINANCIAL MANAGEMENT	
Objectives: : <i>The objective of this course is to give the students a detailed knowledge of the International financial management system</i>	
Unit 1	Concept, Scope and Importance of International Financial Management, Role of Responsibilities of IFM, the Foreign Exchange Market: Structure and Operations.
Unit 2	The International Monetary System. The Balance of Payments: Implication for Exchange Rates, Financing Decisions of MNCs
Unit 3	International Parity- Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications
Unit 4	Management of Foreign Exchange Exposure and Risk, Management of Working Capital: An International Perspective
Unit 5	Intricacies of Foreign Exchange Markets-Structure and participants-types of transactions mechanics of currency dealing-exchange rate quotations-arbitrage-forward rates-evolution of exchange control and foreign exchange market in India.

	Exchange Rate Computations
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Suggested Readings

1. Apte, P.G. International Financial Management ,Tata Mcgraw Hill,New Delhi.
2. Sharan . International Financial Management ,Prentice–Hall, New Delhi.
3. Vij, M. International Financial Management ,Excel Books.
4. Shapiro .Multinational Financial Management ,Prentice–Hall, New Delhi.
5. Shrivastav, R. International Finance, Oxford Publication,New Delhi.

<u>FINANCE (GROUP A IV SEMESTER)</u> PAPER – MBA FM 104 FINANCIAL DERIVATIVES	
Objectives: : <i>The objective of this course is to give an in depth knowledge of functioning of derivative securities market.</i>	
Unit 1	Understanding Financial Derivatives:, Structure of derivative markets, Types of Derivatives: forwards, futures, options, swaps. Reasons for trading: risk management, speculation and arbitrage. Types of options: barrier options, compound options, options on futures, swaption
Unit 2	Forward and Futures: Difference between futures and forward, Contractual specification, Offsetting in forwards, Futures Pricing: relationship between futures and spot price (cost of carry and reverse cost of carry), futures on dividend-paying assets
Unit 3	Options: Options markets, Options pricing principles, Binomial Models, Black Scholes Model, Introduction to Option Greeks, Option Trading Strategies
Unit 4	Interest Rate Derivatives: Introduction, Valuation of interest rate derivatives. Speculation and Arbitrage with T-bills futures
Unit 5	Risk Analysis: Risk Measurement, Option's Sensitivities:-delta, gamma, Vega, theta, rho. Volatility: Measuring historical volatility and Implied Volatility.

Suggested Readings

1. Chance, Don M. and Robert Brooks. An Introduction to Derivatives and Risk Management, Mason, Ohio: Thomson South-Western
2. Dubofsky, David A. Options and Financial Futures New York: McGraw- Hill ,1992.
3. Gupta, S L., Financial Derivatives: Theory, Concepts and Problems prentice hall of India pvt ltd.
4. Hull, J. Options, Futures and other Derivatives Securities,2nd ed.,New Delhi, PHI,1996.
5. Sharpe, William F. etc. Investment. New Delhi, PHI, 1997.

<u>FINANCE (GROUP A IV SEMESTER)</u> PAPER – MBA FM 203 FINANCIAL REPORTING	
Objectives: : <i>To gain ability to analyze financial statements including consolidated financial statements of group companies and financial reports of various types of entities.</i>	
Unit 1	Accounting standards, Accounting Standards Interpretations and guidance Notes on various accounting aspects issued by the ICAI and their applications; Overview of International Accounting standards(IAS)/ IFRS, Applications of IFRS and US GAAP. Corporate Financial Reporting: Issues and problems with special reference to published financial statements
Unit 2	Consolidated Financial Statements of Group Companies Concept of a Group, purposes of consolidated financial statements minority interest, Goodwill, Consolidation procedures – Minority interests, Goodwill, Treatment of pre-

	acquisition and post-acquisition profit. Consolidation with two or more subsidiaries, consolidation with foreign subsidiaries. Consolidated profit and loss account, balance sheet and cash flow statement. Treatment of investment in associates in consolidated financial statements. Treatment of investments in joint ventures in consolidated financial statements
Unit 3	Accounting and Reporting of Financial Instruments Meaning, recognition, derecognition and offset, compound financial instruments, Measurement of financial instruments, Hedge accounting Disclosures. Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries
Unit 4	Valuation (a) Concept of Valuation (b) Valuation of Tangible Fixed Assets (c) Valuation of Intangibles including Brand Valuation and Valuation of Goodwill (d) Valuation of Liabilities (e) Valuation of Shares (f) Valuation of Business
Unit 5	Developments in Financial Reporting (a) Value Added Statement (b) Economic Value Added, Market Value Added, Shareholders' Value Added (c) Human Resource Reporting (d) Inflation Accounting

Suggested Readings:

1. Tulsian P.C, Tulsian Bharat Tulsian's Financial Reporting , S.Chand.
2. Cotter Derry, Advanced Financial Reporting A Complete Guide to IFRS, Pearson.
3. M P Vijay Kumar, Financial Reporting 8th Edition 2015, Snow White Publications
4. Chatterjee B.D , Financial Reporting 2015, Taxmann's Publication.

<u>FINANCE (GROUP A IV SEMESTER)</u> PAPER – MBA FM 204 BANKING & INSURANCE	
Objectives: : <i>To make students acquaint with Indian Banking system and Insurance Sector.</i>	
Unit 1	Management of Banks: The Indian banking system an overview, structure of financial institutions, sources of bank funds, uses of funds, credit monitoring, Monetary Policy: Basic concepts, implications for bank management
Unit 2	Banking Functions and Retail banking: Mandates and power of attorney, retail banking-trends, emerging issues, Branding and positionin, Technology of Banking: Concept, evolution and challenges of e-banking
Unit 3	Insurance Services: Concepts, features of insurance contracts, Privatization and Insurance Industry, Challenges and Trends, types of insurance products
Unit 4	Indian Insurance Sector: The insurance sector, changing scenario of Life Insurance Sector, IRDA, ECGC.
Unit 5	International banking – Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees Banks and Insurance services in India: The industry, Challenges, opportunities

Suggested Readings

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Jyothsna Sethi and Nishwan Bhatia, Elements of Banking & Insurance, PHI,
3. Koch W, Timothy, and S. Scott, Bank Management, Cengage Learning, New Delhi.
4. Mohapatra and Acharya, Banking and Insurance, Pearson, 2012

<u>FINANCE (GROUP A IV SEMESTER)</u> PAPER – MBA MM 103 PRODUCT & BRAND MANAGEMENT	
Objectives: : <i>This course is to impart the knowledge of the various products and the brand management to the students</i>	
Unit 1	Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management
Unit 2	Developing Product Strategy: Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, new product development
Unit 3	Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models– Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image.
Unit 4	Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values
Unit 5	Measuring and Managing Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis

Suggested Readings

1. Batra, R., John G. Myers and David A. Aaker . Advertising Management, 5 th Edition, Pearson Education,1996.
2. Wells W., Burnet J. and Moriarty S. Advertising: Principles & Practice, Pearson Education, 2003.
3. Aaker, David , Managing Brand Equity, Prentice Hall of India, 2002.
4. Belch, G. E. & Belch, M. A.. Advertising and Promotion, Tata McGraw Hill, 2001.
5. Keller K. L., Strategic Brand Management, 2nd Edition, Pearson Education, 2003.

<u>FINANCE (GROUP A IV SEMESTER)</u> PAPER – MBA MM 104 INTERNATIONAL MARKETING	
Objectives: : <i>The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations</i>	
Unit 1	Definition, scope and challenges of international marketing. International trade theories. Reasons for going international
Unit 2	International Marketing Environment: Identifying opportunities in international marketing, International Economic Environment: IMF, WTO International Monetary System International , Trade Barriers: Tariff and Non Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR
Unit 3	International Marketing Research. Selection of export markets Forms of

	international market entry: Indirect and direct methods. International product policy: Product standardization & adaptation, international product mix, International product life cycle, export packaging. International pricing policy: Factors influencing selection of pricing policies, international pricing strategies
Unit 4	International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution International communication policy: communication strategies in international marketing, international promotion mix
Unit 5	Introduction of Indian export and import policy, export promotion organizations, export incentives. Producing for exports, export quality control; export finance, shipment and procedures thereof. Procedure for export and import, organization and structure of export and import houses

Suggested Readings

1. Onkvisit, S. & Shaw, J., International Marketing: Analysis & Strategy, Prentice Hall India.
2. Czinkota, M., Ronkainen, I., Sutton Brady, C. and Beal, T. International Marketing, Thomson Learning.
3. Cateora & Graham, International Marketing, McGraw Hill.
4. Daniels, J. International Business, Pearson Education.
5. Joshi Rakesh Mohan, International marketing, Oxford Publishing

<u>FINANCE (GROUP A IV SEMESTER)</u> PAPER – MBA MM 203 MARKETING RESEARCH	
Objectives: : <i>The course is designed to inculcate the analytical abilities and research skills among the students</i>	
Unit 1	Marketing Research: Introduction, Management uses of marketing research, Problem Formulation & steps in decision Making Process
Unit 2	Research Design: Introduction, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Relationship in between different types of designs
Unit 3	Data Collection Methods, Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire
Unit 4	Sample Design, Sample Plan, Probability & Non- Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales
Unit 5	Product Research, Advertising Research – Copy Testing – Test Marketing, Media Selection, Research Report

Suggested Readings

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research – Measurement & Methods – Donald S. Tull, Del I. Hawkins.
3. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
4. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn.
5. Marketing Research, Concept & Cases – Cooper Schindler

<u>FINANCE (GROUP A IV SEMESTER)</u> PAPER – MBA MM 204 MARKETING FOR NON-PROFIT ORGANIZATIONS	
Objectives: : <i>This course is designed to acquaint students with the application of Marketing Principles, Tools and Techniques in the Non-Profit Organizations specifically in the context of developing countries like India</i>	
Unit 1	Introduction- Meaning, Nature, Scope and Applications of Marketing in the

	context of Non-profit Organization; Non-Profit Institutions in Indian Market Context (e.g. police, Public Service, Hospitals etc.)
Unit 2	Setting Marketing Objectives; Analyzing Socio-cultural, Technological, Political changes affecting Non-Profit Organizations.
Unit 3	Analyzing Beneficiary Behaviour; Market Segmentation, Targeting Customers, Elements of Marketing Mix; Product and Service Decisions.
Unit 4	Planning of Marketing Strategy in a Non-Profit Organization; Concept of Product Life Cycle; Market Segmentation and Related issues
Unit 5	Pricing Decisions; Distribution and Delivery Strategy; Promotional and Public Relations Strategy; Role of Institutional Image; Monitoring and Review of Marketing Programme

Suggested Readings

1. Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India, New Delhi
2. Belch. George and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective 6th Ed., McGraw Hill, 2004.
3. Mandell, Maurice, Advertising, Prentice- Hall of India, New Delhi.
4. Still, Richard R. Edward W. Cundiff and Norman A.P.Govoni, Sales Management: Decisions, Strategies and cases, Prentice Hall of India, New Delhi.

<u>HUMANRESOURCEMANAGEMENT (GROUP C IV SEMESTER)</u> PAPER – MBA HRM 103 LABOUR LEGISLATION	
Objectives: : <i>This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels</i>	
Unit 1	Trade Union Act, 1926; Objective, Scope, Definition , Registration of Trade Union, Rights and Liabilities of Registered Trade Union, Penalties and procedure, Cognizance of Offences
Unit 2	Industrial Dispute Act, 1947 Scope of Industry, Workmen, Employers, Industrial Disputes, Authorities under the Industrial Dispute Act, 1947; Procedure, Power and Duties of Authorities, Reference of Disputes to Boards, Courts or Tribunals Strike, Lock Out, Lay Off, Retrenchment and Closure Unfair Labour Practices, Penalties, Offences by Companies etc. Industrial Employment (Standing Order) Act, 1946: Objective, Scope, Definition, Procedure for Submission Of Draft, Procedure for Appeals ,Registration, Certification, Posting, Duration and Modification of Standing Orders, Payment of Subsistence Allowances, Penalties and Procedures
Unit 3	Workmen’s Compensation Act, 1923: Definitions, Aims & Object, Liability of Employer, Notional Extension & Defences, Determination of Amount of Compensation, Compensation when due-Penalty for default, Contracting Out (Sec.17), Appointment & Powers of Commissioner (Sec.19-31)
Unit 4	Factories Act, 1948: Interpretation-competent person, Hazardous process, manufacturing process, Worker, Factory, Occupier, Health, Safety and Welfare, Working House of Adults, Employment of young persons, Inspectors-Appointment and Powers
Unit 5	Minimum Wages Act, 1948: Theories and Concept of Wages , Aims & Objects of Act, Definition, Fixation & Revision of rates of Wages, Working Hours and Determination of Wages and Claim etc. Payment of Wages Act, 1936: Aims & Object, Responsibility of Payment of Wages, Time of Payment of Wages & Fixation of Wage Period, Authorized Deductions (Sec.7 to 13), Appointment & Powers of Inspectors and Authority for Adjudication of Claims (Sec.15-18), Penalty for

offences under the Act.

Suggested Readings

1. Beaumont, P. B. The Future of Employment Relations. London: Sage, 1995.
2. Bareja, J.K. Industrial Law. Galgotia Publishing House, 2000.
3. Monappa, Arun. Industrial Relations. Tata McGraw Hill, 2002.
4. Blyton, P. & Turnbull, P. The Dynamics of Employee Relations. Palgrave Mcmillan, 2004.
5. Ackers, P. & Wilkinson, A. Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press, 2003

<u>HUMANRESOURCEMANAGEMENT (GROUP C IV SEMESTER)</u>	
PAPER – MBA HRM 104	
ORGANIZATIONAL DEVELOPMENT	
Objectives: : <i>For the organization to survive and remain effective with the changing environment, the management must continuously evaluate how the organization divides up the work and controls its resources. The given cause appreciate the aspects of challenges of designing organization structure and also the use of theory and practice of planned change</i>	
Unit 1	Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner
Unit 2	The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, the Intervention Process
Unit 3	Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; Role Playing, Employee Empowerment
Unit 4	Techno Structural Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio technical Systems, TQM and Quality Circles, Culture Change, Self Designing Organizations, Learning Organizations
Unit 5	Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development

Suggested Readings

1. Cummings, T.G. & Worley, C.G. Organizational Development and Change Cengage Learning, 2009.
2. French, W., Cecil, H. Bell & Jr. Organizational Development. Pearson, 2007.
3. Brown, D.R. & Harvey, D. An Experiential Approach to Organization Development Pearson Education, 2006.
4. Jones, G. R. Organizational Design and Change. Pearson Education, 2008.
5. Srivastava B. Organizational Design and Development- Concepts and Applications Biztantra, 2009.

<u>HUMANRESOURCEMANAGEMENT (GROUP C IV SEMESTER)</u>
PAPER – MBA HRM 203
TEAM BUILDING AND LEADERSHIP

Objectives: : <i>The course will let the student understand the impact and importance of becoming a leader, effective leadership behaviour and styles</i>	
Unit 1	The meaning of leadership – leadership as a partnership; leadership vs. management – the Impact of leadership on organizational performance; leadership roles. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders; leadership motives-cognitive factors and leadership
Unit 2	The leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style – gender differences in leadership style – selecting the best leadership style
Unit 3	Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model
Unit 4	Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams
Unit 5	Task-related attitudes and behaviours – relationship-oriented attitudes and behaviours – super leadership: leading others to lead themselves – 360-degree feedback for fine-tuning leadership approach

Suggested Readings

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5th Ed.)
2. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
3. West Michael - Effective Team Work (Excel Books, 1st Ed.)
4. Sadler Philip - Leadership (Crest Publishing House)

<u>HUMANRESOURCEMANAGEMENT (GROUP C IV SEMESTER)</u>	
PAPER – MBA HRM 204	
TEAM BUILDING AND LEADERSHIP	
Objectives: : <i>The objective of this paper is to introduce the basic concept of performance management and to widen the knowledge of the students in selecting and implementing the various performance measurement methods for better designing of reward system associated with it</i>	
Unit 1	Performance Management System; Concept of performance management, Process & elements Of performance management. Behavioral Performance Management; Definitions of performance appraisal, Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal vs Performance Management System
Unit 2	Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Mod.
Unit 3	Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches &: tools to measure organizational performance, Traditional and modern performance appraisal methods
Unit 4	Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.
Unit 5	Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the

employees

Suggested Readings

1. Dwivedi, R.S. (2000). Managing Human Resources and Personnel Management in India Enterprises. Galgotia Publishing Company.
2. Mathis, R. L & Jackson, J. H. (2004). Human Resource Management. Thomson Asia Pte. Ltd., Singapore.
3. Dessler, G. (2004). Human Resource Management. Pearson Education Pte. Ltd., Singapore.
4. Michael, Armstrong (1999). Performance Management. Kogan Page.
5. Chadha, P. (2003). Performance Management: It's About Performing – Not Just Appraising. McMillan India Ltd.

<u>PRODUCTION AND OPERATIONS MANAGEMENT (GROUP D IV SEMESTER)</u>	
PAPER – MBA POM 103	
MATERIAL MANAGEMENT	
Objectives: : <i>The objective of this course is to give insights about the various types of materials, their purchase, sale, planning and control</i>	
Unit 1	Purchasing Process: Purchasing Objectives and process, Types of Purchases, Types of Purchasing Strategies. In sourcing and outsourcing: Outsourcing decision process, Total cost analysis
Unit 2	Supplier evaluation selection and measurement: Identification of supplier sources, Methods of supplier selection, Methods of supplier evaluation, Supplier quality management, Supplier evaluation systems: ISO: 9000
Unit 3	Basic Inventory Systems: Functions and types of Inventories, Measures of Inventory performance, Inventory Systems. Distribution Inventory Management: Centralization of Inventories, Safety Stocks, Distribution Inventory System
Unit 4	Aggregate Planning: The nature of the Aggregate Planning decisions, Aggregate planning Strategies, Aggregate Planning Methods
Unit 5	Capacity Planning and Control: Long Range Capacity, Medium Range Capacity Planning and Control, Short Term Capacity Planning and Control. High Volume Production Activity Control and Just-in-Time Systems: The Production Environment, Controlling Continuous Production, Sequencing and line Balancing Methodologies, Relationship to Aggregate Planning, Batch Processing Techniques, Process Industry Scheduling, Just-in-Time

Suggested Readings

- 1) Arora, P., Material Management, Global India Publications Pvt. Ltd.
- 2) Gopalakrishna, P. Purchasing and Materials Management, Tata McGraw Hill, 1990.
- 3) Datta, A K. Materials Management: Procedures, Text and Cases Prentice Hall of India Pvt. Ltd
- 4) Ghosh, Kumar. Materials Management Anmol publications Pvt Ltd , 2000.
- 5) Arnold, Introduction to Materials Management, Pearson Publications

<u>PRODUCTION AND OPERATIONS MANAGEMENT (GROUP D IV SEMESTER)</u>	
PAPER – MBA POM 104	
INDUSTRIAL SAFETY AND SECURITY	
Objectives: : <i>The basic objective of this course is to make the student aware about the safety and security issues in an industry</i>	
Unit 1	Safety, Health and Environment Management (SHE), Occupational Safety, Health and Environmental Safety Management– Principles & practices, Role of Management in Industrial Safety
Unit 2	Safety Committee: Structure and functions, Line and Staff Functions for Safety, Health and Environment. Principles of accident Prevention
Unit 3	Occupational Safety, Health and Environment Management System, Bureau of

	Indian Standards on Safety and Health: 14489 –1998 and 15001- 2000, ILO and EPA Standards
Unit 4	Employee Participation: Purpose, areas of participation, methods. Role of trade union in Safety Health and Environment Protection. Safety Promotion and Safety Awards and Suggestion Schemes, Safety Competitions, Safety Incentives Publicity Schemes
Unit 5	Definition: Incident, accident, injury, dangerous, occurrences, unsafe acts, unsafe conditions, hazards, error, oversight, mistakes etc Accident Prevention and its Principles

Suggested Readings

1. Deshmukh, L M. Industrial safety Management
2. C. Ray Asfahl , David W. Rieskev. Industrial safety and Health Management.
3. Elahi, N., Industrial safety Management.
4. C. Ray Asfahl, Industrial safety and health management.

<p><u>PRODUCTION AND OPERATIONS MANAGEMENT (GROUP D IV SEMESTER)</u> PAPER – MBA POM 203 TECHNOLOGY MANAGEMENT</p>	
<p>Objectives: : <i>To make students aware about the concept, significance, role and impact of technology in modern era and to acquaint them with the ways of managing it in favour of the society and business</i></p>	
Unit 1	Introduction :Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management
Unit 2	Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations. Business Process Reengineering: Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement
Unit 3	Productivity Improvement Techniques: Definition & Concept of Productivity: Productivity & performance, partial productivity, Total Factor productivity, Application of productivity techniques Total Productivity model Salient features of TPM, Causes of poor productivity, Sumanth’s five pronged approach to productivity improvement Implementation of total productivity model & Limitations
Unit 4	Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management. Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking
Unit 5	World class manufacturing Techniques: Historical perspective Bench marks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers - Gaining competitive edge through world class manufacturing - Value added manufacturing - eliminating waste - Toyota Production System - example. System & tools for world class manufacturing: Improving Product & Process Design - Lean Production, Poka Yoke , 5-S , 3 M, JIT, Optimizing , Total Productive maintenance

Suggested Readings:

1. Hossein Bidgoli, *The Handbook of Technology Management (3 Volume Set)*, Wiley. (2010),

2. Larisa V. Shavinina, *The International Handbook of Innovation, First Edition, Elsevier Science, Pergamon. (2003)*
3. Tushman, Michael L and Philip Anderson. *Managing Strategic Innovation and Change, 2nd Edition, Oxford University Press. (2004)*
4. Adair, John, *Leadership for Innovation, Kogan Page India Private Limited. (2007).*
5. Narayanan, V K. *Managing Technology and Innovation for Competitive Advantage. Pearson Education. (2001).*
6. Frederick Betz, *Managing Technological Innovation, Competitive Advantage from change, Second Edition, John Wiley & Sons, Inc., USA. (2003),*

<u>PRODUCTION AND OPERATIONS MANAGEMENT (GROUP D IV SEMESTER)</u>	
PAPER – MBA POM 204	
MANUFACTURING POLICY & IMPLEMENTATION	
Objectives: : <i>To provide knowledge about the framework of manufacturing policies and its implementation and to make students able for analysis of inventory levels</i>	
Unit 1	Corporate Strategy: Strategy , Strategic Management, Strategy objectives, Strategic Planning, Strategy levels Strategy implementation process Organization of manufacturing / Service facility Manufacturing Strategy /Examples. Manufacturing strategy : Definition, Concept, Detailed objective, , levels of production planning & control & their explanation, Type of manufacturing strategy: Design to order, Engineer to order, make to order, ready stock, Examples of different types of manufacturing systems
Unit 2	Evolution of Manufacturing systems: Concept, History, objective, Application/Utility of below systems, Stages of manufacturing Systems, Guild system, putting - out system, English system of manuf., American system of manufacturing, mass production, Just in time manuf., Lean manufacturing, Flexible Manuf., mass customizing, Agile Manuf., Rapid Manuf., Pre-fabrication, Packaging & Labeling
Unit 3	Manufacturing Infrastructure: Facility Planning & location: definition, objective, detailed aspect for location criteria, Layout Criteria, their models Quantitative examples organization, inventory policies, degree of centralization, Vendor relation: Concept, objectives, Vendor strategy, Vendor selection criteria, and degree of partnership. Capacity & Aggregate Planning : Capacity Planning :definition, objectives, Levels of capacity, Capacity planning Capacity control & Quantitative examples
Unit 4	Aggregate Planning : Aggregate planning, aggregate strategies with suitable quantitative examples Vertical Integration: definition, objective, levels of integration, Make or buy decisions, acquisitions, Mergers, Product Quality Management: Quality concept, objectives of quality, Role of TQM in production, planning & Control.
Unit 5	Six Sigma quality tool: Introduction objective, application, Quality of purchasing goods, Purchasing strategy, import substitution, terms & conditions of International bidding. Third party inspection. Innovations & Technology upgradation: Meaning, objective, type of innovation, competitive advantages, reduction of obsolescence Prize scheme, energy saving schemes, ISO 14000: meaning, Environment factor in Manufacturing, Applicability , ISO 14000 elements.

Suggested Readings:

1. *Buffa- Modern Production / Operation Management - Pub. Willey*
2. *Laursen, Business analytics for managers, Pub. –Willey*
3. *Desai R G – Environmental studies- Himalaya Publishing house*
4. *Bhagi & Chatwal- Environmental chemistry- Himalaya Publishing house*
5. *Bal A S – an Introduction to environmental management- Himalaya publishing house*

SMALLBUSINESSANDENTREPRENEURSHIPMANAGEMENT (GROUP E IV SEMESTER) PAPER – MBA SBE103 NEW ENTERPRISE MANAGEMENT	
Objectives: : <i>The objective of this course is to expose the students to the managerial aspects of the new enterprise and to help them to develop the understanding of its working</i>	
Unit 1	Entrepreneurship: Entrepreneurship and enterprise: concept, Role in economic development. Entrepreneurial competencies: awareness, assessment & development. Simulation Exercise on goal setting in entrepreneurship
Unit 2	Business Plan: Emerging business opportunities: Sources and assessment. Business plan: concept, methods, analysis and interpretation. Source of external finance, short term as well as long term. Informal risk capital and venture capital. Financial statements, BEP, Ratios and project appraisal criteria's, Feasibility studies – Financial, Technical, Environmental Marketing.
Unit 3	Start Up: Institutional support to start up and incentives for SSI. Statutory obligation in starting a unit (general like Income tax, VAT, CST or GST, service tax, excise and customers, labor laws, etc). Start up Strategy. Dealing with outside agencies like consultant, contractors etc. Key marketing issue of new venture. Starting a Franchising business. Starting an e-commerce venture. Buying a running business
Unit 4	Managing Growing Venture Growth, objective and strategy. Managing growth. Accessing resource from external sources for financing growth including public issue. Merger, amalgamation, joint venture, collaboration and selling business
Unit 5	Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business Web security: Introduction; Firewalls and transaction security;

Suggested Readings

1. Caticts A Dalley. Entrepreneurial Management going all out for results , Mac Graw Hill, 1971.
2. Clelland, D C and Winer, D G. Motivating economic achievement , New York, 1969.
3. Drucker, P. Innovation and Entrepreneurship, East west Press, 1992.
4. Gupta , C B. Entrepreneurial Development in India, New Delhi, Sultan Chand, 1997.

SMALLBUSINESSANDENTREPRENEURSHIPMANAGEMENT (GROUP E IV SEMESTER) PAPER – MBA SBE104 ENTREPRENEURIAL DEVELOPMENT	
Objectives: : <i>The objective of this course is to make the students aware about the growth of Entrepreneurship in developing countries with special reference to India</i>	
Unit 1	Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – comparative study-Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management
Unit 2	Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen
Unit 3	Influences on Entrepreneurship Development: Entrepreneurial Traits, External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical,

	Personal. Entrepreneurial culture with special reference to Entrepreneurship / Corporate Entrepreneurship, Entrepreneurial Success and Failure: Reasons and Remedies
Unit 4	Entrepreneurship Development and Government : Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented unites’ Role of the following agencies in the Entrepreneurship Development: 1. DIC – District Industrial Center 2. SISI – Small Industries Services Institute 3. EDII – Entrepreneurship Development Institute of India 4. NIESBUD – National Institute of Entrepreneurship and Small Business Development 5. NEDB – National Entrepreneurship Development Board.
Unit 5	Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs.

Suggested Readings

1. Kumar, S A. Entrepreneurship in small Industry , Discovery Publication, New Delhi , 1990.
2. Desai, A N. Enterprenuer and Environment, Ashish , New Delhi, 1990.
3. Drucker, P. Innovation and Entrepreneurship, East west Press, 1992.
4. Gupta , C B. Entrepreneurial Development in India, New Delhi, Sultan Chand, 1997.

SMALLBUSINESSANDENTREPRENEURSHIPMANAGEMENT (GROUP E IV SEMESTER) PAPER – MBA SBE203 ENTREPRENEURSHIP AND PROJECT MANAGEMENT	
Objectives: : <i>This paper is designed to sustain in the competitive environment in order to seek entrepreneur activity.</i>	
Unit 1	Entrepreneurship: need, scope, Entrepreneurial competencies & traits, Factors affecting entrepreneurial development; Entrepreneurial motivation (Mc Clelland’s Achievement motivation theory), conceptual model of entrepreneurship, entrepreneur vs. entrepreneur Classification of entrepreneurs; Entrepreneurial Development Programmes- their relevance and achievements.
Unit 2	Role of government in organizing such programmes, Women Entrepreneurs: Present status in India; steps being taken for their promotion. Entrepreneurial revolution and entrepreneurial process, Analyzing and Evaluating Business Opportunities
Unit 3	Project: Definition, characteristics, types, steps in identification of projects, project life-cycle. Project management: meaning, scope & importance, role of project manager; Project appraisal: Preparation of a real time project feasibility report containing Technical appraisal,; Environmental appraisal, Market appraisal (including market survey for forecasting future demand and sales) and Managerial appraisal
Unit 4	Project: Definition, characteristics, types, steps in identification of projects, project life-cycle. Project management: meaning, scope & importance, role of project manager; Project appraisal: Preparation of a real time project feasibility report containing Technical appraisal,; Environmental appraisal, Market appraisal (including market survey for forecasting future demand and sales) and Managerial appraisal
Unit 5	Implementation of projects: Graphic Representation of Project Activities, Network Analysis, Management & control of projects, Project scheduling, MIS in project, problems of project implementation, project audit

Suggested Readings

1. Kenneth R., Van Voorthis, Entrepreneurship and Small Business Management.
2. Prasanna Chandra , Projects : Planning, Analysis, Selection, Implementation & Review , Tata McGraw Hill
3. C.B. Gupta & N.P. Srinivasan, Entrepreneurial Development, Sultan Chand & Sons New Delhi
4. P.Gopala Krishnan & V.E Rama Moorthy , Project Management, MacMillan India

SMALLBUSINESSANDENTREPRENEURSHIPMANAGEMENT (GROUP E IV SEMESTER) PAPER – MBA SBE204 NEW VENTURE CREATION AND GROWTH STRATEGY	
Objectives: : <i>This course aims to provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business</i>	
Unit 1	Entrepreneurial revolution and entrepreneurial process, Analyzing and Evaluating Business Opportunities, Structural analysis of industries, Criteria for New Venture Screening
Unit 2	Resources one needs to start a new business, financial issues in New Venture Creation, New Venture Team: the role of teams in entrepreneurial process. Forms of Business Ventures: Retail, Franchising, Manufacturing, Service Enterprise
Unit 3	Problems and pitfalls in starting new ventures, failure symptoms and management, risk management, Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal
Unit 4	Managerial issues in managing a growing organization; Growth – how to manage and sustain it
Unit 5	Finance – how to institute appropriate disciplines and controls; Executive Leadership – the role of the founder/MD, Building the Management Team Crisis – how to analyze and resolve critical situations; Product and market expansion: risks and returns

Suggested Readings

1. Timemons A Jeffry and Spinelli Stephen, New Venture Creation Entrepreneurship for the 21st century, Tata Mc Graw Hill
2. Kuratko F Donald& Hornsby S Jeffry,New venture Management- The Entrepreneur’s Roadmap,pearson Education.
3. Sahay A, Sharma V, Entrepreneurship and New Venture Creation, Excel Books.
4. Holt, David H., Entrepreneurship: New Venture Creation, PHI Learning.
5. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning

<u>RURALMANAGEMENT (GROUP F IV SEMESTER)</u> PAPER – MBA RUM 103 RURAL MARKETING	
Objectives: : <i>The objective of this course is to explore the students to the Rural Market Environment and the Emerging Challenges In The Globalization of the economies</i>	
Unit 1	Rural Marketing : Characteristics and Dimensions of Rural Markets, Rural Market Profile, Rural Market in India, Size and Scope , Environment and Emerging Profile of Rural Markets in India , Constraints in Rural Marketing and strategy to overcome the constraints

Unit 2	Rural Market Behavior: Rural consumer dimensions, Rural Demand Dimension, Tapping the Rural Markets, Rural Market Segmentation, Basis and Strategies, Consumer Behavior in Rural Markets, Approach to Rural Markets of India, Marketing Research.
Unit 3	Marketing Mix for Rural Marketing: Product Planning for Rural Products, Pricing Methods and Strategies for Products of Rural Markets Product Management in Rural Markets
Unit 4	Channels of Distribution: Distribution pattern and methods in rural markets, Special characteristics of rural channels, Channel management in rural markets, Managing physical distribution in rural markets, Storage, warehousing and transportation.
Unit 5	Marketing Communication in Rural Markets: Promotion as a component in marketing communication, Advertising and sales promotion for rural markets, Major challenges in Media planning, Sales force management in rural markets, Selecting the Media Mix and Evaluation of promotional activities

Suggested Readings

1. Kotler, P. and Roberto E., Social Marketing: Strategies for Changing Public Behavior, Free Press, New York, 2002.
2. Kotler P., Principles of Marketing, PHI, Delhi, 2003.
3. Gupta S. L., Rural Marketing, Wisdom Publication, Delhi, 2004.
4. Gopalaswamy T.P., Rural Marketing, Wheeler Publishing, Delhi, 2004.
5. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, Rural Marketing – Text and Cases, Pearson Education, Singapore Pvt. Ltd, 2002.

<p><u>RURALMANAGEMENT (GROUP F IV SEMESTER)</u> PAPER – MBA RUM 104 RURAL BUSINESS MANAGEMENT</p>	
<p>Objectives: : <i>The objective of this course is to analyze the management process in a small business unit specially in rural area</i></p>	
Unit 1	Introduction to Rural Business: Rural Business and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period
Unit 2	Rural Livelihood System: Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, sericulture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agro-climate and natural resources, production system and livelihood of rural people
Unit 3	Managing Co-operatives: Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in co-operatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; M-NAREGA
Unit 4	Creation of Co-operative & their financing: Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives
Unit 5	Rural Development Interventions: Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth vs. equity oriented approach; area vs. group based approach; top down vs. participatory and people oriented approach to development planning; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-PRIs,

NGOs etc; success and sustainability of rural development interventions.
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Suggested Readings

1. Jonathan, R. , Guide to Rural Business, Kogan Page, 2003.
2. Brown Ben, Practical Accounting for Farm and Rural Business ,Lavoisier, 2003.
3. Papola, T S. Rural Industrialization approaches and potential, Himalaya Publication, Bombay, 1992.

<u>RURALMANAGEMENT (GROUP F IV SEMESTER)</u>	
PAPER – MBA RUM 203	
PARTICIPATORY DEVELOPMENT IN RURAL AREAS	
Objectives: : <i>To provide a comprehensive understanding of the organization, and Administration of Rural Institutions, Decentralization, Participation in decision making processes and the Co-operatives</i>	
Unit 1	Concepts of community development: Traditional Village Organization, and Rural Institutions: Panchayat Raj/Local Self Government
Unit 2	Organization and Administration: Decision making Processes; Committees and recommendations
Unit 3	Rural Development; Review of Five Year Plans, Centre-state control; Agrarians Reforms, Conflicts; Public utilities and access.
Unit 4	Design and Evaluation of Community Development Projects; Participation and involvement, Co-operatives Evolution, Development, Organization, Administration
Unit 5	Role of State in Cooperatives Development, Role of Financial Institutions; Role of NGOs in Participatory Development

Suggested Readings

1. Desai, Vasant. “Rural Development”. 1988. Himalaya, Bombay.
2. Kamat, G.S. “Managing Co-operative Management”. 1986. Himalaya, Bombay.
3. Laxmaii, T.K. and Narayan, B.K., “Rural Development in India: A Multidimensional analysis”. 1984, Himalaya, Bombay.
4. Maddick, H. “Panchayati Raj: A Stfidy of Rural Local Government in India”. 1970, Longman London.
5. Mathur, T “Rural development in india”, 1984”, Agricole, New Delhi.
6. Ommen, T.K.”Social Transformation in Rural India:. Mobilisation and State Intervention”. 1984. Vikas, New Delhi.
7. UNAPDI. “Local level Planning and Rural Development. Alternative Strategies”. 1986. Concept, New Delhi.

PAPER – MBA204	
URBAN ORGANIZATION AND MANAGEMENT	
Objectives: <i>To review the functions of the Urban Institutions , Organizations and administration and the role of the local government in the management of Urban community development services</i>	
Unit 1	Urban Community development Concepts and Strategies; Municipal and Urban Administration; Evolution of Urban Organizations, Functions; Finances. Personnel
Unit 2	Urban and Metropolitan Growth; central, state and local organizations; Functions and systems in India.
Unit 3	Urban analysis: Land Policy, Settlement control, Tenant and rent control, Financing of public utilities and control
Unit 4	Public Utilities and services, Water Supply, Transport, Energy, Housing, Health Sanitation and Social Welfare
Unit 5	Employment, Unorganized Labour, Customer and Commercial Services, Law and Order, and other Social services/utilities. Organization and administration of public utilities-in slums/unauthorized settlements

Suggested Readings

1. Bahi, Roy ed. "Urban Government Finance: Emerging Trends", 1981. Sage, Beverly Hills.
2. Bent, Alan E and Rossum, Ralph A. "Urban Administration: Management, Politics and Chance", 1976. National University Press.
3. Bhattacharya, M. "Management of Urban Government in India", 1976. Uppal Books, New Delhi.
4. Culeen, Ian, "Applied urban analysis: A critique and synthesis", 1984. Muthuen, London.
5. Gupta, R P. "Planning and Development of Towns". 1983. Oxford and IBH, New Delhi.

<u>INTERNATIONAL BUSINESS (GROUP G IV SEMESTER)</u>	
PAPER – MBA IB 103	
INTERNATIONAL BUSINESS LEGISLATION	
Objectives: <i>The objective of this course is to make the students aware about the various business laws prevailing in International Market.</i>	
Unit 1	Introduction to International Business, International Law and the World's Legal Systems: Introduction to the Course, Overview of Risks of International Business, International Sources of Law, Comparative Law: Civil, Common and Islamic systems
Unit 2	Dispute Resolution: Alternate Dispute Resolution, Litigation, Conflicts of Laws, Enforcement of Foreign Judgments. International Sales Contracts: Contracts for the International Sale of Goods, Validity and Formation of International Sales Contracts, Remedies for Breach of Contract, Cultural Influences on Contract Negotiations
Unit 3	Financing the International Sale of Goods: The International Documentary Sale, Allocation of Risk of Loss, Bills of Exchange, Letters of Credit. International Trade: Basic Principles of GATT Law and the WTO
Unit 4	Intellectual Property Rights and Licensing Agreements: Intellectual Property Transfer Arrangements, International Protection for Intellectual Property Rights
Unit 5	Criminal Liability for Bribery in Foreign Countries and Political Risks of Foreign Direct Investment: Foreign Corrupt Practices Act, Foreign Enforcement Actions, Nationalization, expropriation and privatization

Suggested Readings

1. Richard Schaffer and others, International Business Law and its Environment , Cengage, 2009
2. Leo Darcy, Carole Murray and Barbara Clave Schmitthoff's Export Trade The Law and Practice of International Trade ,2009.
3. Motiwal O.P, International Trade Law and Practice ,2009

<u>INTERNATIONAL BUSINESS (GROUP G IV SEMESTER)</u>	
PAPER – MBA IB 104	
FOREIGN EXCHANGE MARKETS	
Objectives: <i>The basic objective of this course is to provide the students with detailed knowledge about the foreign exchange practices and import- export in international market.</i>	
Unit 1	Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations, Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee
Unit 2	Foreign Exchange Risk Exposure: Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI.
Unit 3	Theories of Exchange Rate - Purchasing Power Parity, Demand & Supply and Elasticity in Foreign Exchange Rate determination - Balance of Payment - Historical perspective on Exchange Rates

Unit 4	Exchange Control Regulations - Export Credit Guarantee Corporation – EXIM Bank - Foreign Exchange Dealers' Association of India - Convertibility - Uniform Customs & Practices for Documentary Credit - Uniform Rules for Collection - Uniform Rules for Reimbursement
Unit 5	Export Import Financing Mechanism - Buyers' Credit - Suppliers' Credit - Financing in foreign currency for exports and rupee finance

Suggested Readings

1. Rajwade, A V. International Finance International Finance
2. Apte, P G. International Finance
3. Shapiro, Nabhi. Exchange Control Regulations

<u>INTERNATIONAL BUSINESS (GROUP G IV SEMESTER)</u>	
PAPER – MBA IB 203	
INDIA'S FOREIGN TRADE POLICY	
Objectives: <i>To acquaint the students with recent trends in India's foreign trade, and management and policy related issues in foreign trade in the global context.</i>	
Unit 1	India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade
Unit 2	Directional Pattern: Major export commodities-Thrust area commodities-their trend, problems and prospects; Major competitors; Major Import Commodity Groups
Unit 3	Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System; Import Substitution and Export Promotion Policies
Unit 4	Export Incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure support for Export Promotion; Export promotion Councils; Commodity Boards/Product Export Development Authorities;
Unit 5	Specific Service Institutions; Role of State Trading Organisations in Foreign Trade, Export Processing Zones; Export Oriented Units and Export and Trading House Schemes; Multilateralism and Bilateralism in India's International Business.

Suggested Readings

1. Bhalla.V.K. International Business Environment and Management, &" ed., Delhi, Anmol, 2001
2. Bhashyam.S. Export Promotion in India:The Institutional Infrastructure, Commonwealth Pub.,Delhi,1988
3. Khanna, Sri Ram Export Marketintg in India's New Manufacturers, University of Delhi, Delhi,1986
4. Jain, S.K. Export Performance and Export Marketing Strategies, Common wealth Pub., Delhi, 1988

INTERNATIONAL BUSINESS (GROUP G IV SEMESTER)

PAPER – MBA IB 204

GLOBAL HUMAN RESOURCE MANAGEMENT

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

Unit 1	Global Business; Growth and Evolution; Environmental Variables in Global Business.
Unit 2	Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications;
Unit 3	Cross Cultural Research Methodologies and Hofstede's Hermes Study
Unit 4	Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation
Unit 5	Human Resource Management in Global Organisations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context

Suggested Readings

1. Adler, N J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling, P J. etc. International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Marcic, D and Puffer, S M. Management International: Cases, Exercises and Readings. St. Paul, West Publishing, 1994.

TOURISM AND HOTEL MANAGEMENT (GROUP H IV SEMESTER)

PAPER – MBA THM 103

HOTEL MANAGEMENT

Objectives: *The objective of this course is to familiarize students with evolutionary process of hotels as well as introduce them with various types of hotels that have emerged during last few decades during extraordinary growth of international and domestic tourism*

Unit 1	General Management: Introduction, general principles and functions of Management with special reference to Hotel Management
Unit 2	Types of hotel, hotel chains in India and abroad, classification of hotels with special to star ranking, heritage, hotels Ownership and Management, Franchises, Hotel and Airlines
Unit 3	Relationship, Problems of hotel industry: Capital, Managerial, Manpower, Mechanization, And Computerization
Unit 4	Brief introduction to management and operation of front office. Housekeeping, Restaurant and Bar services, Food and beverage Services, Service for Conference, Conventions and Marriages
Unit 5	Marketing Management: Introduction; Principles and functions and their application to Hotel industry

Suggested Readings

1. Agarwal, R.D. : Organisation and Management, Tata Mc-GrawHill, Bombay

2. Dayal, Ishwar : New Concept in Management, Lalwani Pub., Bombay,1970.
3. Doswell, R. and Gamble, P R. : Marketing and Planning Hotels and Tourism Projects, Barrie and Jenkins, London
4. Gray, W. and Ligouri, S.C. : Hotel and Hotel Management and Operation,Prentice Hall
5. Holloway, J C. and Plant, R.V. : Marketing Tourism, Pitman Publishing, London 1988.

<u>TOURISM AND HOTEL MANAGEMENT (GROUP H IV SEMESTER)</u>	
PAPER – MBA THM 104	
MANAGEMENT OF TRAVEL AGENCY AND TOUR MANAGEMENT	
Objectives: <i>This course will familiarize students with key agencies linking potential tourists spread all over the world with tourism related activities. The students will learn processes as to how travel agencies and tour operators facilitate management of tourism related activities</i>	
Unit 1	Definition of Travel Agency and Tour Operations, differentiation, Interrelationship. Origin and growth of travel agencies. An overview of the travel agents in India, local travel agents. Organization structure of travel agency and their profit and loss potential
Unit 2	Various types of whole sellers and operators, planning, costing, budgeting & marketing; Documentation formalities: passport, health, visa, foreign exchange allowances for business and holiday; International Travel passes- VUSA, GURAIL, GREYHOUND, DISCOVER INDIA etc; International Sale Indicators; International Time Calculator; Baggage Allowance, Airline codes; International Credit Cards; Travel Insurance- Medclaim
Unit 3	Dealing with Principal Suppliers: Dealing with air travel, tourist transport and Accommodation Supplier challenges
Unit 4	Incentives availability to entrepreneurs in travel business, modalities and systems of recognition clearances and approvals for travel agencies and operators
Unit 5	The Changing nature of travel business: Introduction of high technology, managerial skill requirements and growing professionalization

Suggested Readings

1. Negi, J M S. Travel Agency and Tour Operation, Concepts and Principles .
2. Chunk, James, Dexter & Boberg , Professional Travel Agency Management
3. Foster D L. The Business of Travel Agency Operations and Management
4. Tourist Guide and Tour Operations, Kanishka Publication, New Delhi.

<u>TOURISM AND HOTEL MANAGEMENT (GROUP H IV SEMESTER)</u>	
PAPER – MBA THM 203	
EVENT MANAGEMENT IN TOURISM	
Objectives: <i>The purpose of this course is to acquire an in-depth knowledge about the specialized field of "Event Management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.</i>	
Unit 1	Conceptual foundations of events; Major characteristics; Five C's of event management Conceptualization, Costing, Canvassing, Customization, Carrying out; Advantages of events- to the Organizer, Event Planner, Participants, Economy and Society; Broad classification of Events
Unit 2	Events venues: concept and types; Conference venues- facilities, check-in and check-out procedures, requirements; conference room lay-outs; Convention manager; inter-related venues; project planning and development. Introduction to conference facilities in India. Role and functions of ICPB and ICCA
Unit 3	Trade shows and exhibitions/expositions: types of shows, benefits of exhibitions,

	participant decision-making process. Contract negotiations– principles; negotiation with hotels, airlines and ground handlers
Unit 4	Incentive tour- characteristics, its organizing and special requirements. Latest meeting technologies - Video conferencing and Information Communication Technology (ICT; Factors including ICT affecting future of events business.; Human resource requirements
Unit 5	Case studies: Tourism festivals : Ellora Festival, Taj Festival, Khajuraho Festival, Konark festival, Trade Fairs : World Travel Mart, ITB, TTW, PTM (any one)

Suggested Readings

1. Coleman, Lee & Frankle (1991), Powerhouse Conferences. Educational Institute of AH & MA
2. Hoyle, Dorf & Jones (1995), Meaning conventions & Group business. Educational institute of AH & MA
3. Montgomery, R.J. 1994, “Meeting, Conventions and Expositions : VNR, New York
4. Hoyle, L.H., TJA Jones (1995) “Managing Conventions and Group Business”, Educational Institute of AM & MA.

<u>TOURISM AND HOTEL MANAGEMENT (GROUP H IV SEMESTER)</u> PAPER – MBA THM 204 TOURISM PRODUCT OF INDIA	
Objectives: <i>The main purpose of this paper is the incredible products of India and attract huge revenue in terms of foreign currency and the packages that can be put together to offer to the tourists. Express the rich heritage of India..</i>	
Unit 1	Tourism Products: Definition, Concept and classification. Cultural Heritage of India - Stages of evolution, continuity. Heritage – Meaning, types, of Heritage Tourism, Heritage Management Organizations- UNESCO, ASI, ICOMOS, INTACH
Unit 2	Architectural Heritage of India: glimpses on the prominent architecture style flourished in different period. Different style of architecture in India - Hindu, Buddhist and Islamic. Selected case studies of World Heritage Sites in India
Unit 3	Pilgrimage Destinations: Hindu- Charo Dham Yatra, Jyotirlinga Yatra, Devi Yatra Vindhyachal (U.P.) Kamakhya (Assam), Vaishnavadevi, Kashi, Prayag, Gaya, Ayodhya, Mathura–Vrindavana, Allahabad, Ujjain, Hardwar, Nasik, Gangasagar. Buddhist: Lumbini, Bodhgaya, Sarnath, Kushinagar, Sharavasti, Sankisa, Vaishali, Rajgriha, Kapilvastu, Nalanda, Sanchi, Ajanta. Jain: Kashi, Pavapuri, Shatrunjaya, Girnar, Mt. Abu, Sharavanbelgola, Palitana Muslim: Ajmer Sharif, Nizamuddin (Delhi), Fatehpur Sikri, and some important Mazars. Sikh: Patna, Nanded, GurukaTal (Agra), Amritsar
Unit 4	Natural Resources: Wildlife Sanctuaries, National Parks and Natural Reserves in India (Jim Corbett Tiger Reserve, Bharatpur Bird Sanctuary, Valley of Flowers, Kanha, Kaziranga, Sasan Gir, Dachigam, Ranthambhore and Keoladeo Ghana) Hill Stations: Study of Hill Station attractions and their environs with case studies of Mussoorie, Nainital, Munnar and Ooty. Beaches and Islands: Beaches in Goa, Kerala, Orissa. Andman Nicobar & Lakshdvp islands
Unit 5	Important Museum, Art Galleries and Libraries. Performing art of India: classical dances, folk dances and folk culture. Fairs and Festivals: Social, religious and commercial fairs of touristic significance. Handicrafts and textiles: important handicraft objects and centres, craft melas, souvenir industry. Indian cuisine (gastronomy), regional variation

Suggested Readings

1. Gupta, SP, Lal, K, Bhattacharya, M. Cultural Tourism in India (DK Print 2002)
2. Dixit, M and Sheela, C. Tourism Products (New Royal Book, 2001)
3. Oki Morihiro, Fairs and Festivals, World Friendship Association, Tokyo, 1988.

4. Mitra, Devla, Buddhist Architecture, Calcutta.

<u>ECONOMIC ENERGY MANAGEMENT (GROUP I IV SEMESTER)</u> PAPER – MBA EEM 103 ENERGY TRADING LAB- I	
Objectives: <i>To impart practical knowledge about the trading, exchange and energy transactions</i>	
Unit 1	Commodity Trading & Functioning of Commodity Exchanges: Primary Commodities, Secondary Commodities (Including semi-manufactured Commodities)
Unit 2	Need for Exchange of Commodities, Trading Of Commodities before Globalization, Trading of Commodities after Globalization, Impact of Commodity Trading on National Economies
Unit 3	Commodity Futures – Factoring for Valuation, Evolution of Markets, Myths of Commodity Exchange, Market Structure- Futures and Spot
Unit 4	Regulatory Structure, Structure of Indian Markets, Global Potential of Commodity Markets, Commodity Exchanges and their Operations, Functions of Exchanges
Unit 5	Major International Exchanges- NYMEX, TOCOM, IPE, CME, Main Indian Exchanges- MCX, NCDEX, Trading of Metals , Bullion , Commodities , Oil & Gas , Petrochemical

Suggested Readings

1. Energy Futures : Trading Opportunities; Author – John Elting& Treat; Publisher - Pennwell
2. Fundamental of Petroleum Trading; Author – HosseinRazavi&FereidunFesharaki; Publisher – Praegen London.

<u>ECONOMIC ENERGY MANAGEMENT (GROUP I IV SEMESTER)</u> PAPER – MBA EEM 104 ENERGY TRADING LAB - II	
Objectives: <i>To provide knowledge about power trading, electricity market, supply and financial risk about energy trading</i>	
Unit 1	Power Trading: General overview of trading, Concept and objective of power trading, Role of it/e-commerce in power trading, Financial and technical aspects of power trading, Legal and regulatory framework relevant to power trading, Indian and international scenario of power trading, Power pools, wholesale electricity trading hubs and power exchanges, Power trading audit, Open access – regulatory and technical challenges, Risk mgmt. And payment security mechanism
Unit 2	Electricity Markets and Their Regulation: Introduction, Development of Derivative Markets, Trading Environments, Regulation of Exchange-Traded Derivatives, Regulation of OTC Derivatives, Electricity Trading & Futures Markets, Power Markets Fundamentals & Structures
Unit 3	Trading Weather: Weather Measures (Hdds, Cdds), Trading Instruments - Recent Market Developments, Weather Derivatives Pricing Approaches
Unit 4	Trading Shipping: Shipping Supply & Trading, Trading Shipping Futures, The Baltic Exchange (Bfi/ Bhi), Derivatives In Shipping, Shipping Trading – Terms & Conditions, Delivery Systems- Shipping Future Contract
Unit 5	Emission Trading: The Birth Of Global Emission Market, Green Trading & Global Trading Schemes, Market Mechanisms For Reducing Emission, Legal Agreement For Emission Trading, Managing Financial Risk For The Environment, Investment Opportunities In Emission

Suggested Readings

1. Energy Trading; Author – Diwan&Goel; Publisher – Pentagon Energy Press
2. Energy Price Risk; Author – Tom James; Publisher – Palgrave McMillan

3. Modeling Price in Competitive Electricity Market; Author – Derek W Bunn; Publisher – John Wiley

<u>ECONOMIC ENERGY MANAGEMENT (GROUP I IV SEMESTER)</u>	
PAPER – MBA EEM 203	
ELECTRICITY INDUSTRY STRUCTURE AND REGULATIONS	
Objectives: <i>To impart knowledge about the structure and regulation of electricity sector</i>	
Unit 1	Introduction to the Power Scenario, Overview of the Indian Electricity Act 1910, Electricity Supply Act 1948, Electricity Regulatory Commissions Act 1998,
Unit 2	Energy Conservation Act 2001, The Electricity Act 2003 and Amendments in the Pipeline, CERC, Tribunal, Electricity Regulatory and Industry Structure in India
Unit 3	National Electricity Policies, National Tariff Policy, Rural Electrification Policy, Captive Power Policy, Renewable Energy Policy, Policy on Small Hydro
Unit 4	Restructuring and Reforms of Power Sector, Privatization and Implication, National and International Experience in Regulation, Multiyear tariff regulations, Availability Based Tariff
Unit 5	Tariff Regulations, Open access Regulations, Trading regulations and Performance standards for Distribution Utilities, Guidelines for Rural Franchise – Entrepreneurship -Emerging trends

Suggested Readings:

1. Indian Electricity Act, 1910
2. Indian Electricity (Supply) Act, 1948
3. Electricity Act 2003
4. Central Regulatory Commission Act, 1998
5. Energy Conservation Act 2001
6. Electricity Law Raj Singh Niranjana, Universal Publishing

<u>ECONOMIC ENERGY MANAGEMENT (GROUP I IV SEMESTER)</u>	
PAPER – MBA EEM 204	
RENEWABLE ENERGY RESOURCES	
Objectives: <i>The resource that supplies energy is essential to human survival. A living harmony between equitable availability of energy services to people about prevention of the earth for future generations. This subject presents an overview of the available energy source viz. conventional and non conventional source of energy</i>	
Unit 1	Renewable energy sources and key elements, Wind energy technology, wind energy potential measurement and economics, Systems and regional strategies
Unit 2	Solar thermal power, photovoltaic technology, Biomass Power, Dual fuel cycles, CO2 reduction potential of Renewable Energy
Unit 3	Ocean power, geothermal energy, Fuel Cell, Mini and Micro Hydel Projects
Unit 4	Social Considerations, Economics and Financing of Renewable Energy systems -Economic Growth, characteristics of developing countries, structural changes in the process of development, relationship between agriculture and Industry, energy planning, input output model, financial and economic evaluation of non-conventional energy systems.
Unit 5	

Suggested Readings:

1. Biomass Energy Projects Louis J. Godman, Pergamon Press
2. R.H. Taylor, Alternative Energy Sources, Adam Hilger Ltd. Bristol
3. G.D. Rai, Non Conventional Energy Sources, Dhanpat Rai and sons
4. Mehta V.K., Principal of Power System, S.chand ltd, New Delhi

5. Rai G.D., Non Conventional energy source, Khanna & Khanna, New Delhi