

REGULATIONS SCHEME OF EXAMINATION

Each paper in the MBA shall be of three hours duration and shall carry a maximum of 100 marks, besides 50 marks for internal assessment. The minimum pass marks in each individual paper and in internal assessment shall be 40% and in aggregate 50%.

MBA (FULL TIME)

MBA PART-I (FIRST SEMESTER)

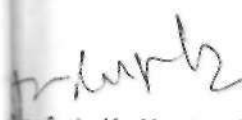
- C-101 Management Concepts and Processes
- C-102 Managerial Economics
- C-103 Environment and Management
- C-104 Financial Accounting
- C-105 Quantitative Methods
- C-106 Business Legislation
- C-107 Indian Ethos and Values
- C-108 Computer Applications in Management

MBA PART-I (SECOND SEMESTER)

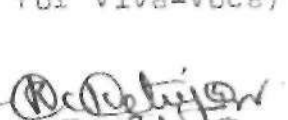
- C-201 Marketing Management
- C-202 Financial Management
- C-203 Production and Material Management
- C-204 Human Resources Management
- C-205 Accounting for Managers
- C-206 Communication Skills
- C-207 International Environment and Management
- C-208 Research Methodology
- C-209 Viva Voce

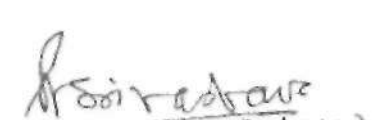
MBA PART-II (THIRD SEMESTER)

- C-301 Organisational Behaviour
- C-302 Operations Research
- E- Specialisation A
- E- Specialisation A
- E- Specialisation A
- E- Specialisation B
- E- Specialisation B
- E- Specialisation B
- E-309 Training Report ^{Evaluation} and Viva Voce (100 marks, half of the marks will be for Viva-Voce)


Prof. K. Yadav


Prof. M. Samiuddin


Prof. R. C. Ketiyar


Prof. Sanjay Kumar Srivastava

Expert Member

Expert Member

Director

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MBA PART-II (FOURTH SEMESTER)

- E-401 Business Policy and Strategic Management
- E-402 Management Information System
- E-403 Project Management and Entrepreneurship
- E-404 Specialisation A
- E-405 Specialisation A
- E-406 Specialisation B
- E-407 Specialisation B
- E-408 Research Project
- E-409 Viva Voce

ELECTIVE GROUP-I FINANCIAL MANAGEMENT

- E-501 Management of financial ^{Institutions} and Financial Services
- E-502 Security Analysis and Portfolio Management
- E-503 Corporate Tax Planning
- E-504 Financial Decision Making
- E-505 International Financial Management

ELECTIVE GROUP-II MARKETING MANAGEMENT

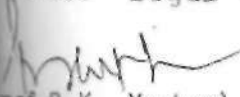

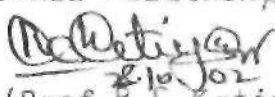
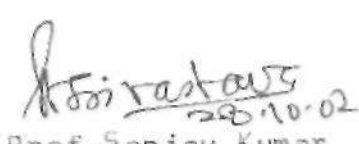
- E-511 Marketing Research and Consumer Behaviour
- E-512 Advertising and Sales Management
- E-513 Marketing of Services
- E-514 International Marketing
- E-515 Advanced Integrated Marketing

ELECTIVE GROUP-III INTERNATIONAL BUSINESS

- E-521 India's Foreign Trade Policy
- E-522 Export Import Procedures, Documentation and Logistics
- E-523 International Financial Management
- E-524 International Marketing
- E-525 Foreign Exchange Management

ELECTIVE GROUP-IV HUMAN RESOURCES MANAGEMENT

- E-531 Management of Manpower Policy & Planning
- E-532 Industrial Relations
- E-533 HRD-Strategies and Systems
- E-534 Compensation Management
- E-535 Legal Frame Work of Industrial Relations

 (Prof. P.K. Yadav)  (Prof. M. Samiuddin)  (Prof. R.C. Katiyar)  (Prof. Sanjay Kumar Srivastava)
Expert Member Expert Member Director Dean & Convener

LECTIVE GROUP-V PRODUCTION AND OPERATIONS MANAGEMENT

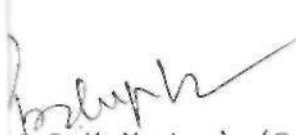
- 541 Production, Planning and Control
- 542 Purchasing and Materials Management
- 543 Total Quality Management
- 544 Logistics Management
- 545 Service Operations Management

LECTIVE GROUP-VI SYSTEM MANAGEMENT

- 551 Fundamentals of RDBMS and Software Engineering
- 552 Fundamentals of Computer Architecture and Operating Systems
- 553 Data Communication and Network
- 554 Introduction to Systems Analysis and Design
- 555 Internet Programme for E Commerce

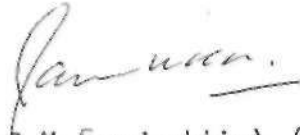
LECTIVE GROUP-VII SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT

- 561 New Enterprise Management
- 562 Entrepreneurial Development
- 563 Government Business Interface
- 564 Small Business Marketing
- 565 Financing of Small Business



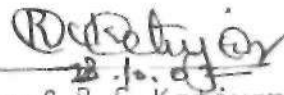
(Prof. P.K. Yadav)

Expert Member



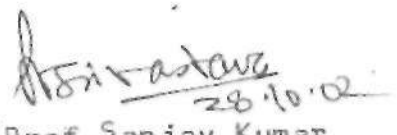
(Prof. M. Samiuddin)

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28.10.02

(Prof. R.C. Katiyar)

Director


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MBA PART TIME

The schedule of papers prescribed for MBA(Part Time examination) shall be as follows:

BA PART-I (FIRST SEMESTER)

- 101 Management Concepts and Processes
- 102 Managerial Economics
- 103 Environment and Management
- 104 Financial Accounting
- 105 Business Legislation
- 106 Indian Ethos and Values

BA PART-I (SECOND SEMESTER)

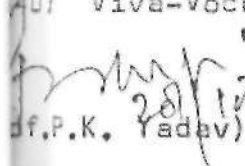
- 201 Quantitative Methods
- 202 Computer Applications in Management
- 203 Accounting for Managers
- 204 Communication Skills
- 205 International Business Environment and Management
- 206 Research Methodology
- 207 Viva-voce

BA PART-II (THIRD SEMESTER)

- 301 Marketing Management
- 302 Financial Management
- 303 Production and Material Management
- 304 Human Resource Management
- 305 Organisational Behaviour
- 306 Operations Research

BA PART-II (FOURTH SEMESTER)

- 401 Management Information System
- 402 Project Management & Entrepreneurship
- 403 Specialisation A
- 404 Specialisation A
- 405 Specialisation B
- 406 Specialisation B
- 407 Viva-Voce


P.K. Yadav

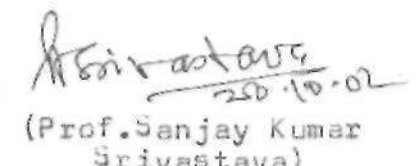
Expert Member


(Prof. A. Samiuddin)

Expert Member


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(Prof. R.C. Katiyar)

Director


25.10.02
(Prof. Sanjay Kumar Srivastava)


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BA PART-III (FIFTH SEMESTER)

- 501 Business Policy & Strategic Management
- Specialisation A
- Specialisation A
- Specialisation B

BA PART-III(SIXTH SEMESTER)

- Specialisation A
- 502 Specialisation B
- 503 Specialisation B
- 604 Research Project
- 605 Viva Voce


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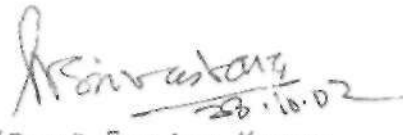
(Prof. M. Samiuddin)

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MBA FULL TIME

First Semester

MANAGEMENT CONCEPTS & PROCESSES

COURSE : 101

COURSE OBJECTIVES :

To develop an understanding of development of management thoughts through ages and functions of management. Additionally the purpose is to acquaint students with dimensions of individual psychology which are applicable to effective performances in organisations.

COURSE OUTLINE :

- Unit - 1 :** Nature, Scope and Process of Management, historical evolution of Management thought. Different approaches and systems of management.
- Unit - 2 :** Management Functions : Planning, Organising, Staffing, Directing and Controlling. Tasks and responsibilities of professional managers.
- Unit - 3 :** Introduction to Behavioural Science and understanding human behaviour. Individual differences. Sensation and perception, Attitudes and values.
- Unit - 4 :** Personality, Socialisation, Learning, Culture and Behaviour, Stress and Coping.
- Unit - 5 :** Motivation, Communication, Leadership, Counselling and mentoring.

SUGGESTED READINGS :

1. W.G. Scott & T.R. Mitchell : Organisation Theory-A Structure & Behavioural Analysis.
2. R.A. Sharma : Organisation Theory and Behaviour.
3. Ishwar Dayal : Organisation Development.
4. Robbins : Organisational Behaviour, Concepts, Controversies and application.
5. Freed Luthans : Organisation Behaviour.
6. L.M. Prasad : Organisation Behaviour.
7. V.S.P. Rao, P.S. Narayana : Organisation Theory and Behaviour.
8. Koontz, O. Donnell, Weihrich : Essentials of Management.
9. Newman, Warren and Summer : The Process of Management, Concepts Behaviour and Practice.
10. Breeh, E.F.L.: The Principles and Practice of Management.
11. Davar, R.S. : The Process of Management.
12. Prasad, L.M. : Principles and Practice of Management.

MBA FULL TIME
First Semester
MANAGERIAL ECONOMICS

COURSE : 102

COURSE OBJECTIVE :

To acquaint students with basic tools of micro economics which help in managerial decisions and to evaluate impact of some macro futures on decisions of managers.

COURSE OUTLINE :

- Unit - 1 :** Nature and Scope of Managerial Economics, Concepts and Tools of Economic Analysis in relation to Managerial Decisions Making, Functions and responsibilities of Managerial Economist.
- Unit - 2 :** Demand Analysis, Determinants of Demand, Demand Forecasting, Utility V/S Indifference Curve Techniques, Elasticity of Demand Consumer Surplus.
- Unit - 3 :** Law of Returns and Production Functions, Production Decisions, Producer Choices, Output Maximisation, Least-Cost Combination, Cost Concepts, cost Classifications, Economies and Diseconomies of scale and Cost Control, Cost output relationships, Selling Cost and its Impact.
- Unit - 4 :** Price-output decisions under different market conditions, Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Price-Discrimination, Product-Differentiation, Oligopoly Market, Bilateral Monopoly, Product Line Pricing Nature and Concept of profit in managerial Economics, Theories of profit and profit maximisation.
- Unit - 5 :** National Income, Business Fluctuations and Trade Cycles, Impact of Trade Cycle on Society, Social Cost Benefit Analysis.

SUGGESTED READINGS :

1. Managerial Economics : by Varshney & Maheshwari Pub. Sultan Chand.
2. Mote, Paul & Gupta-Managerial Economics : Concepts & Cases.
3. D.N. Dwivedi-Managerial Economics.
4. D.C. Hague-Managerial Economics.
5. C.I. Savage & J.R. Small-Introduction to Managerial Economics.
6. C.J. Stocks-Managerial Economics.
7. I.L. Riggs-Economics decision Models.
8. K.L. Cohen & R.M. Cyert-Theory of the Firms.
9. D. Gopalkrishna-A study of Managerial Economics.
10. Brigham and Pappas-Managerial Economics.
11. Habib-Ur-Rehman-Managerial Economics.

MBA FULL TIME
First Semester
ENVIRONMENT AND MANAGEMENT

COURSE : 103

COURSE OBJECTIVE :

To expose the students to the corporate business environment forces that may affect their future decision making.

COURSE OUTLINE :

- Unit - 1 :** Business environment concept, nature and scope, Its relevance in managerial decision making, environmental scanning, Understanding Indian society through history, Impact of British colonialization on Indian business.
- Unit - 2 :** Society and Culture, meaning and manifestations of culture and its implications for managers, Changes in the Indian society, emerging middle class consumers in India, Political environment of business in India.
- Unit - 3 :** Economic environment of Indian business : Planning, industrial policy, Liberalization and globalization, Politico economic systems in the world : communism, socialism and capitalism.
- Unit - 4 :** Technological environment of business : impact of technology on business, problems of transfer of technology, social issues related with technology and their relevance for business.
- Unit - 5 :** Emerging issues in Business environment : Concern for environment, Eco-Mark, Social responsibility, business ethics, Values and management.

SUGGESTED READINGS :

1. Cherunilam, F.; Business Environment, New Delhi, Himalaya Publishing House 2001.
2. Misra and Puri : Indian Economy.
3. Dutta and Sundaram : Indian Economy.
4. Trivedi : Government and Business.
5. Business newspapers, magazines and journals.
6. The Internet.
7. Business Policy and Environment : Michael, U.P. (Sultan Chand)
8. Agarwal and Dewan, Business Environment (Excel Books)

MBA FULL TIME

First Semester

FINANCIAL ACCOUNTING

COURSE : 104

COURSE OBJECTIVE :

The objective of this course is to develop an understanding of basic concepts of financial accounting. It also covers the mechanism of maintaining financial records in a business firm and tools and techniques of financial analysis.

COURSE OUTLINES :

- Unit - 1 :** Financial Accounting-scope and importance, meaning, nature and rule of accounting in business, accounting concepts and conventions.
- Unit - 2 :** Accounting Mechanics : basic records, understanding of transactions and related documents, process leading to preparation of trial balance, understanding of P. & L. A/C and Balance sheet of non-corporate entities.
- Unit - 3 :** Depreciation accounting and policy, company law provisions relating to preparation of various financial statements, preparation of final accounts of a joint stock company.
- Unit - 4 :** Nature, functions and limitations of financial statements Analysis and interpretation of financial statements. Major tools of financial analysis, ratio analysis, capital structure ratios, profitability ratios, activity ratios.
- Unit - 5 :** Preparation of funds flow and cash flow statements, measurement of business income, techniques of inflation accounting, recent trends in accounting.

SUGGESTED BOOKS :

1. Accounting for Management : S.K. Bhattacharya and John Dearden.
2. Gupta R.S. : Advanced accountancy, vol. I&II.
3. Shukla & Grewal : Advanced Accounts.
4. Botliboi : Double entry book-keeping.
5. Grewal, T.S. : Introduction to Accountancy.
6. Piokles : Accountancy.
7. Korn & Boyd : Accounting.
8. Keige & Keller : Intermediate accounting.
9. Harmanson & Solemson : Accounting : A Programmes Text-Book.
10. Robert Anthony : Essentials of Accounting.
11. Dr. D.C. Sharma & K.G. Gupta : Management accounting.

MBA FULL TIME

First Semester

QUANTITATIVE METHODS

COURSE : 105

COURSE OBJECTIVE :

The basic objective of this course is to make the students familiar with basic mathematical and statistical tools with emphasis on their applications in managerial decision making.

COURSE OUTLINES :

- Unit - 1 :** Statistics : Concept, significance and limitations, collection of primary and secondary data, classification and tabulation, Frequency distributions and their graphical representation, Measures of central tendency, dispersion, Measures of skewness and kurtosis.
- Unit - 2 :** Linear and Multiple regression, and correlation-partial and Multiple, qualitative data-contingency table, Measures of association of attributes. Index numbers, time series-its components and their determination.
- Unit - 3 :** Probability : Definition, additive and Multiplicative Rules, Conditional Probability, Bayes's Rule, Random Variable, Mathematical expectation, Probability Distribution : Binomial Poisson, Normal, Law of Large numbers and central limit theorem (without proof).
- Unit - 4 :** Methods of sampling estimates, their Bias and Mean Squared Error, sampling and Non-sampling Errors, Tests of significance : Testing the Means and Standard Deviations for large samples. Tests for the Proportions test for significance of Correlation and Regression, Coefficient.
- Unit - 5 :** Chi -Square, test of goodness of fit and independence in contingency tables, F-test for a quality of two variances and in analysis of variance.

SUGGESTED READINGS :

1. Levin, R.I. and Rubin, D.; Statistics for Management, New Delhi, PHI.
2. Srivastva, U.K., Quantitative Techniques for business.
3. Kothari, C.K., Quantitative Techniques
4. Goon, Gupta and Dasgupta : Fundamentals of statistics
5. Gupta and Gupta : Business statistics

MBA FULL TIME
First Semester
BUSINESS LEGISLATION

COURSE : 106

COURSE OBJECTIVE :

Basic understanding of various legal acts relating to establishment and conduct of business.

COURSE OUTLINE :

Unit - 1 : Laws related to establishment & forms of Business : Partnership Act- 1932, Companies Act- 1956.

Unit - 2 : Laws relating to Business Dealings : Indian Contract Act (sec. 1 to 75), Sale of Goods, Transfer of Property Act/Stamp Act.

Unit - 3 : Laws relating to Business Instruments & Documents : Negotiable Instruments Act, Patents and Trademarks Act.

Unit - 4 : Laws relating to Labour : Factories Act, Payment of wares Act, Minimum wages Act, Industrial Disputes Act-Trade Union Act.

Unit - 5 : MRTP ACT, FEMA, IDRA.

SUGGESTED READING :

1. Company Law by Autar Singh.
2. Mercantile Law by A.K. Sen.
3. Mercantile Law by N.D. Kanpur.
4. Lectures on Company Law by A.K. Shah.
5. Industrial Law by N.D. Kanpur.
6. Bare Acts Contract Act, Companies Act, MRTP, Act, FEMA, IDRA etc.

MBA FULL TIME
First Semester
INDIAN ETHOS AND VALUES

COURSE : 107

COURSE OBJECTIVE :

The main objective of this course is to provide the students an understanding of Indian ethos and values, secular vs. spiritual values in management and lessons from Indian educational system.

COURSE OUTLINE :

- Unit - 1 :** Model of Management in the Indian Socio-Political Environment; Work Ethos ; Indian Heritage in Production and Consumption.
- Unit - 2 :** Indian Insight into TQM ; Problems Relating to Stress in Corporate. Management - Indian Perspective ; Teaching Ethics;
- Unit - 3 :** Trans-cultural Human Values in Management Education ; Relevance of Values in Management ; Need for Values in Global Change - Indian Perspective ;
- Unit - 4 :** Values for Managers; Holistic Approach for Manager ; Personal Growth and Lessons from Ancient Indian Educational System ; Science and Human Values.
- Unit - 5 :** Secular Versus Spiritual Values in Management; Personal Growth and Lessons from Ancient Indian Educational System ; Science and Human Values.

SUGGESTED READINGS :

1. Chakraborty, S.K.: Foundations of Managerial Work - Contributions from Indian Thought, Himalaya Publishing House Delhi 1998.
2. ----- : Management Effectiveness and Quality of Work-life- Indian Insights, Tata McGraw Hill Publishing Company, New Delhi. 1987.
3. ----- : Management by Values, Oxford University Press, 1991.
4. Drucker, P : Managing in Turbulent Times, Pan Books London 1983.
5. Kumar, S. and N.K. Uberoi : Managing Secularism in the New Millennium. Excel Books 2000.
6. Griffiths, B. The Marriage of East and West, Colling, London 1985.
7. Gandhi, M.K.: The Story of My Experiment with Truth, Navjivan Publishing House. Ahmedabad, 1979.

MBA FULL TIME

First Semester

COMPUTER APPLICATIONS IN MANAGEMENT

COURSE : 108

COURSE OBJECTIVE :

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

COURSE OUTLINE :

- Unit - 1 :** Computer-An Introduction-Computers in Business; Elements of Computer System Set-up; Indian Computing Environment; Components of a Computer System; Generations of Computers.
- Unit - 2 :** Computer Languages ; Personal Computers in Business. PC- Software Packages-An Introduction Disk Operating System and Windows; Text Processing Software. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Modes of Data Processing-Computer Software System; Software Development Process.
- Unit - 3 :** File Design & Report Design; Data Files- Types/Organizations; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures.
- Unit - 4 :** Application Portfolio Development. Introduction to a Micro Data Base Manager, Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation & Label Generation;
- Unit - 5 :** Programming Concepts; Use of Files in Programming. Presentation Graphics-Creating a Presentation on a PC. Data Communications; Networking-LAN & WANs. Management of Data Processing Systems in Business Organizations.

SUGGESTED READINGS :

1. Burch, John and Grudnitski Gary, Information Systems : Theory and Practice. New York, John Wiley, 1989.
2. David, Van Over. Foundations of Business Systems. Fort Worth, Dryden, 1992.
3. Eliason, A.L. On-line Business Computer Applications. 2nd ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan. Connecting to the Internet. Sebastopol, C.A. O'Reilly, 1993.
5. John, Moss Jones. Automating Managers: the Implications of Information Technology for Managers. London. Pinter, 1990.
6. Long, L. Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Summer, M. Computers Concepts and Uses. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

MBA FULL TIME

Second Semester

MARKETING MANAGEMENT

COURSE : 201

COURSE OBJECTIVE :

The main objectives of the course is to provide the students an understanding of basic concepts of modern marketing and to familiarise them with the various tools and techniques based in this area.

COURSE OUTLINE :

- Unit - 1 :** Introduction to Marketing Management : The meaning, Scope role and importance of marketing, Tasks and philosophy of marketing management, selling concept & modern marketing concept & difference in between the two, strategic marketing and marketing process.
- Unit - 2 :** Marketing opportunities and analysis : The marketing environment, Buyers Behaviour alongwith models and Marketing segmentation. Market measurement and forecasting.
- Unit - 3 :** Product Strategy and Planning :- Product Mix and brand Strategy, New Product Development Strategy. Product life cycle.
- Unit - 4 :** Management of Marketing Effort : Pricing decisions, Channels of distribution, Advertising, Sales promotion and personnel.
- Unit - 5 :** Administering the Marketing Programme : Marketing Organisation, Introduction to Marketing Research and information system.

SUGGESTED READINGS :

1. Philip Kotler : Marketing Management (Analysis Planning and Control), Prentice-Hall of India Private Ltd. New Delhi.
2. William J. Stanton : Fundamentals of Marketing, McGraw Hill Ltd. New Delhi.
3. Cundiff, Still and Goveri : Fundamentals of Modern Marketing Prentic-Hall of India Pvt. Ltd. New Delhi.
4. George D. Downing : Basic Marketing, Charles E. Merrill publishing Company, Columbus, Ohio (USA).
5. Subhash C. Mehta : Marketing (Environment, Concepts & Cases) Tata McGraw-Hill, New Delhi.
6. Buskirk : Principles of Marketing.
7. Mc.Carthy, Basic Marketing-A Managerial approach.
8. Hes Kett : Marketing.
9. Lipton and Darling : Marketing Fundamentals : Text and Cases.
10. Dholkia : Marketing Text and Cases. Sharlekar S.A. : Marketing Management.
11. Sherlekar S.A.: Marketing Management.

MBB FULL TIME
SECOND First Semester
FINANCIAL MANAGEMENT

COURSE : 202

Course Objective : The course is designed to provide in sight into the problems faced by a financial manager. It emphasises on financial management, principles and concepts, in going concern, relating to the effective mobilisation and use of funds, etc.

COURSE OUTLINE :

- UNIT - 1 :** Nature of financial function, scope, finance functions, financial organisation and responsibilities of a financial manager.
- UNIT - 2 :** (a) - Sources of short term finance-agencies, instruments and sources.
(b) - Sources of medium and long term finance-agencies, instruments and sources.
- UNIT - 3 :** Working Capital Management-concept of working capital and projection of financial needs and financing of current assets, cash management and cash planning determination of optimum cash balance, cash budgeting, operating cycle concept, projected financial statements, Nature of inventories, management of accounts receivable and factories Inventory management process, working capital Finance, trade credit, bank finance, commercial papers, accrued expenses, deferred incomes money market instruments.
- UNIT - 4 :** Concept of value and return-time preference, compound value, present value, present value of tends, preference shares, equity shares both, under contents model and growth model. Cost of Capital-basic notion and significance, concept of capital Structure theories planning and policy.
- UNIT - 5:** Capital Budgeting definition of capital expenditure planning phases of capital expenditure nature of risk, conventrial, techniques of handling risk, decision trees for sequential investment decisions.

SUGGESTED READING :

1. S.C. Kuechal-Financial Management.
2. I.M. Pandey-Financial Management.
3. Hunt & Others-Basic Business Finance.
4. Van-Horne-Financial Management and Policy.
5. Hampton. Financial Decision Making.
6. Eastern and Brigham-Managerial Finance.
7. P. Chandra-Financial Decision Making.
8. Khan and Jain-Financial Management.

MBA FULL TIME
Second Semester
PRODUCTION & MATERIALS MANAGEMENT

COURSE : 203

COURSE OBJECTIVE :

This course is designed to acquaint the student with the basic management decisions with respect to production and effective utilisation of materials in manufacturing & Services Organisations.

COURSE OUTLINE :

- Unit - 1 :** Introduction, nature & Scope of Production Management, Production as a subsystem of the organisation, interrelationships with other functions. Role of models in production management operations strategies.
- UNIT - 2 :** Forecasting, designing products services & processes, Production planning, Plant location, layout planning & concepts.
- UNIT - 3 :** Job design work measurement methods analysis compensation production standards.
- UNIT - 4 :** Inventory Control-concept & introduction organisational planning for inventory control, human factor in inventory control, value analysis, ABC Analysis EQQ models Stores Control, codification & classification warehousing waste disposal.
- UNIT - 5 :** Purchasing decisions vendor development, S.Q.C. Japanese manufacturing system concept of quality circles, TQM, ISO 9000.

SUGGESTED READINGS :

1. Buffa, E.S. : Modern Production Management.
2. Myers A. : Production Management.
3. Adam, E.Sr. & Ebert, R. : Production & Ooperations Management Concepts Models & Behaviour.
4. Dutta, A.K.: Materials Management.
5. Srinivasan, A.V.: Japanese Management.

MBA FULL TIME
Second Semester
HUMAN RESOURCE MANAGEMENT

COURSE : 204

COURSE OBJECTIVE :

To introduce human resource management and its functions as well as to help students to appreciate need for on going effort to establish sound human resource system in organisation.

COURSE OUTLINE :

- UNIT - 1 :** Concepts, Evolution, Philosophy and Challenges of Human Resource Management.
- UNIT - 2 :** Human Resource Policy, Planning and Forecasting Systematic Recruitment Scientific Selection, Induction Placement. Transfer and Promotion of Human Resources in Organisation.
- UNIT - 3 :** Human Resource Development-Concept, Issues and Experiences.
- UNIT - 4 :** Methods and Techniques of Appraisal, Wage and Salary Administration, Incentives, Human Resources Accounting, Human Resource Information System.
- UNIT - 5 :** Industrial Relation Scenario, trade Unions, Discipline, Collective Bargaining, Social Security and Welfare.

SUGGESTED READING :

1. Flippo, Edwin. B. : Principles of Personnel Management.
2. Mamoria, C.B. : Personnel Management.
3. Jucius, M.C. : Personnel Management & Industrial Relations.
4. Beach : Personnel- The Management of people at work.
5. Strauss. G. & Say less L.A. : The Human Problem of Management of Human Resources.
6. Personnel Management & Industrial Relations in India.
7. Monappa, A and Saiyadain, M.S. : Personnel Management.
8. Personnel Management in India : Indian Institute of Management, Calcutta.
9. Report of the National Commission on labour, 1969 Ministry of labour, Govt. of India.

MBA FULL TIME
Second Semester
ACCOUNTING FOR MANAGERS

COURSE : 205

COURSE OBJECTIVE :

The thrust of this course makes the student conversant with the three types of information generated within an organisation viz. full cost accounting, differential accounting and responsibility accounting as also to enable him to appreciate their uses in managerial decision making.

COURSE OUTLINES :

- Unit - 1 :** Cost and management accounting as a tools for control and decisions, aims and objectives and nature of cost and management accounting as part of management information system.
- Unit - 2 :** The elements of cost-direct material, direct labour, direct expenses and overheads, full cost accounting full cost information its uses and mechanics.
- Unit - 3 :** Marginal costing/variable costing and cost volume profit relationship, Alternative choice decisions, Key factor and level of activity planning, differential accounting concept.
- Unit - 4 :** Budgetary Control and budget, preparation of budgets, flexible budgetary control, Responsibility Accounting, Management Control Structure and process.
- Unit - 5 :** Standard costing, analysis of variances (costs and revenues) divisional performance and transfer pricing.

SUGGESTED READING :

1. R. N. Anthony and G. A. Welsh, Fundamental of Management Accounting (Richard, D. Irwin, 3rd edition, 1981).
2. C. L. Noore and R.K. Feedicks, Managerial Accounting (R South - Western, 5th addition, 1980).
3. C. T. Horngren, Introduction to Management Accounting (Prentice Hall, 4th Iddian Reprint, 1981).
4. Robert N. Anthony, John Dearden and Robert F. Vancil Management Control System : Cases and Readings (Richard D. Urwin, 1965).
5. R.S. Kaplan, Managerial Cost Accountng.
6. Gordeon Shillonglaw; Managerial Cost Accounting (Richard D. Irwin, 5th edition, 1980).

MBA FULL TIME

Second Semester

COMMUNICATION SKILLS

COURSE : 206

COURSE OBJECTIVE :

The primary objective of the course will be personality development of the students by making them effective in communication. This course will sharpen analytical written and oral communication in skills required in business situations. It will also familiarize the student with latest in communication technology. These will sensitize them to their potential in becoming effective management communicators.

COURSE OUTLINE :

- Unit - 1 :** Process of communication, channels & media of communication, communication network, facilitation & barriers to effective communication, Inter cultural Communication Nonverbal Communication. Ethics and Communication.
- Unit - 2 :** Developing written & Analytical skills, use of graphics, Business Communication, Report writing.
- Unit - 3 :** Oral Communication skills : Presentation skills Interviewing, Assertiveness training, Public Communication.
- Unit - 4 :** Organizational Communication, Small Group Communication, Communicating with Employees, In Company Communication Barriers & facilitations, Meeting and Committees, Discussion groups & briefing sessions Public relations Social aspect of Communication, Press announcements.
- Unit - 5 :** Communication Technology :
Implications of new communication technology, Automated Office Impact of Computers in Business, Computer Crime, Data Protection Teleworking from home.

SUGGESTED READING

1. Lesikar & Pettet, Business Communication.
(All India Travellers Book Sellers)
2. Hill & Bovee, Business Communication (McGraw Hill).
3. Korlahalli: Business Communication, Sultan Chand & Sons.
4. Rai & Rai, Business Communication Himalays Publishing House.
5. S.K. Basandra, Computes for Manager (Global Business Proca)
6. G. Danta, Information in Enterprise (Prentice Hall of India).
7. S. Kishore, What every Manager should (Tata McGraw Hill) know about Computers.

MBA FULL TIME
Second Semester
INTERNATIONAL ENVIRONMENT AND MANAGEMENT

COURSE : 207

COURSE OBJECTIVE :

Course objective : The main objective of this course is to familiarize the students with the ongoing issues in international business environment and management.

- Unit - 1 :** International Business : an introduction, Definition nature and scope, process of internationalization, theories of internationalization, bases of international trade.
- Unit - 2 :** International Economic environment, Foreign investment theories and trends, balance of payments, trade barriers: tariff and non tariff, International organizations : WTO, UN, OECD, World Bank, IMF, etc., Free trade and protection.
- Unit - 3 :** International political environment, management of political risks, International Socio-Cultural environment: culture, language, cultural analysis, cultural differences, stereotyping, lifestyles, Managing across cultures: major issues in cross cultural management.
- Unit - 4 :** Organization structures for international business, Strategic international management, competitive advantage, international negotiations, Issues in international technology transfer, patent violations, protection of trademarks and intellectual property.
- Unit - 5 :** Current trends in international business: MNCs, Trade blocks, EURO, World markets : European Union, Japan, Middle East, and the US, environmental concerns and economic development: developed v/s developing and third world nations.

SUGGESTED READING

1. Bhalla, V.K. and Shivaramu, S.; International Business Environment and Business, New Delhi, Anmol.
2. Daniel, J.D. and Stopnehill, Al; International Business, New York, Addison Wesley.
3. Bennet and Kassarijan: International Business, New York, Free press.
4. International Economics : Mannur, H. (Vikas).

MBA FULL TIME
Second Semester
RESEARCH METHODOLOGY

COURSE : 208

COURSE OBJECTIVE :

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

COURSE OUTLINE :

- Unit - 1 :** Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information.
- Unit - 2 :** Bayesian Decision Theory; Organization Structure of Research; Research Process; Research Designs-Exploratory, Descriptive and Experimental Research Designs.
- Unit - 3 :** Methods of Data Collection - Observational and Survey Methods, Questionnaire Design; Field work and Tabulation of Data; Analysis of Data:- Use of SPSS and other Statistical Software Packages.
- Unit - 4 :** Administration of Surveys; Sample Design, selecting an Appropriate Statistical Technique Attitude Measurement Techniques; Motivational Research Techniques.
- Unit - 5 :** Advanced Techniques for Data Analysis - ANOVA, Discriminant Analysis, Factor. Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Research Applications.

SUGGESTED READING

1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976.
2. Bennet, Roger: Management Research, ILO, 1983.
3. Fowler, Floyd J.Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986.
5. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001.
6. Golden-Biddle, Koren and Karen D.Locke: Composing Qualitative Research, Sage Pub., 1997.
7. Salkind, Neil j., Exploring Research, 3rd ed., Prentice-Hall, NJ, 1997.

MBA FULL TIME

Third Semester

ORGANISATIONAL BEHAVIOUR

COURSE : 301

COURSE OBJECTIVE :

There are three objectives of this course: (a) To explore group behaviour and dynamics for human effectiveness (b) To analyse and implement the processes affecting the working (c) development and change in Organisation.

COURSE OUTLINE :

- Unit - 1 :** Group Dynamics : Inter-group and inter-group processes. Power and Politics, conflicts and integration processes.
- Unit - 2 :** Organizational Structure and Design: Job Design and Quality of work life. Organizational climate and culture; cross cultural dynamics.
- Unit - 3 :** Organizational Effectiveness and management of change : issue and Challenge.
- Unit - 4 :** Organizational Development: Concept, Scope, practice and process of organizational Development interventions. Personal, Interpersonal, group process in Organizational development. Team Building and team development.
- Unit - 5 :** Emerging Trends : Organization learning, Empowerment, Corporate governance etc.

SUGGESTED READING

1. W.G. Scott & T.R. Mitchell : Organization Theory-A structure & Behavioural Analysis.
2. R.A. Sharma : Organisation Theory and Behaviour.
3. Ishwar Dayal : Organisation Development.
4. W.G. Bennis : Organisation Development- Its Nature, origins and Prospect.
5. French & Bell : Organisation Development.
6. Robbins : Organisational Behaviour, Concepts, Controversies and Application, Prentice Hall of India.
7. Fred Luthans : Organizational Behaviour, McGraw Hill.
8. R.D. Pathak : Human Behaviour in the Changing Environment.
9. Uma Sekaran : Organizational Behaviour, Tata McGraw Hill.
10. Holt : Management.
11. Keith Devis : Organizational Behaviour at Work, McGraw Hill.

MBA FULL TIME
Third Semester
OPERATIONS OLD RESEARCH

COURSE : 302

COURSE OBJECTIVE :

To familiarize the students with operations research tools and techniques for managerial decision making.

COURSE OUTLINE :

- Unit - 1 :** Introduction to set theory concept of calculus-Differentiation and Integration and their use in decision making. Determinants and Matrices-Concept and application in business.
- Unit - 2 :** Introduction to Operations Research Linear Programming Graphical and simplex methods, concepts of Degeneracy and Duality, Post Optimality analysis, concept of shadow prices.
- Unit - 3 :** Transportation & Assignment Problems, Game Theory : Two Person Zero sum games, Mixed Strategies.
- Unit - 4 :** Non linear Programming and Dynamic Programming, Queuing theory and models.
- Unit - 5 :** Network Scheduling by PERT and CPM : mark or Analysis, Brand Switching, simulation concepts and applications.

SUGGESTED READING

1. Taha, H.; Operations research, New York, Macmillan, 1999.
2. Levin, Kerpatrick and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall, 1998.
3. Theirouf and Klekamp; Decision Making Through Operations Research, New York, John Wiley, 1996.
4. Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Macmillan, 1997.
5. U.K. Srivastava : Quantitative Techniques.
6. Wagner : Principles of operations Research.
7. Kothari, C.K. : Quantitative Techniques.
8. Kanti Swaroop : Operations Research.
9. Bierman and others : Quantitative Analysis for Business.
10. Ackoff & Saisini : Fundamentals of Operations Research.
11. Vohra, N.D.: Quantitative Techniques in Management.

MBA FULL TIME
Fourth Semester
BUSINESS POLICY & STRATEGIC MANAGEMENT

COURSE : 401

COURSE OBJECTIVE :

To provide an understanding of the integration of the functional areas and to provide a top management perspective.

COURSE OUTLINE :

- Unit - 1 :** Introduction to Business Policy & Strategic Management Nature, importance, evolution, purpose, and objectives of Business Policy concept of strategy; process of strategic management; role of strategists ; and mission, purpose, and objectives.
- Unit - 2 :** SWOT analysis, Components of environment; environmental scanning; appraising the environment; organizational capability factors; and organizational appraisal.
- Unit - 3 :** Strategic alternatives and choice. Grand strategies; different types of strategies; corporate portfolio of analysis; industry and competitor analysis; subjective factors in strategic choice; and strategic plan.
- Unit - 4 :** Strategy implementation, Project and procedural implementation: resource allocation; structural implementation; and functional implementation.
- Unit - 5 :** Behavioural implementation and strategy evaluation, Leadership implementation; corporate culture and politics; personal values and business ethics; social responsibility and strategic management; and strategic evaluation and control.

SUGGESTED READING

1. Ansoff H.I. "Corporate Strategy" McGraw-Hill, New York, 1965.
2. Gluack W.F. & Jauch L.R. "Business Policy and Strategic Management 5th ed. MacGraw-Hill, New York, 1988.
3. Kazmi A "Business Policy" Tata McGraw-Hill, New Delhi, 1992.
4. Thomas J.G. "Strategic Management : Concepts, Practice & Cases" Harper & Row, New York, 1988.

MBA FULL TIME

Fourth Semester

MANAGEMENT INFORMATION SYSTEM AND COMPUTER APPLICATIONS

COURSE : 402

COURSE OBJECTIVE :

The objective of the course will be :

- (a) to make the students appreciate the role of information in the effective functioning of organisation systems.
- (b) To provide the students with an understanding of an effective and efficient information system for management.
- (c) To understand the nature of decisions involved in making such information systems possible and also the technology involved in design and use of real system.

COURSE OUTLINE :

- Unit - 1 :** Organization Foundation for information technology: Challenges of information systems, The strategic role of Information Systems Information systems and organization, Information and decision making, Ethical and social impact of information system
- Unit - 2 :** Technical foundation of Information systems: Computers and information processing Software, Managing data resources, Telecommunication, enterprise wide computing and Networking.
- Unit - 3 :** Building Information Systems : Redesigning the organization with information systems, Alternative system building methods, Ensuring quality. Systems success and Failure.
- Unit - 4 :** Management and organizational Support : Information and knowledge works systems, Enhancing Management decision making, Artificial Intelligence, Enterprise Resource Planning.
- Unit - 5 :** Security and Control : Risks to information systems. Threats to security, security management and controlling the Information system.

SUGGESTED READING

- 1. James A.O. Brien : Management Information Systems a managerial End uses perspective.
- 2. Surduck R.G. : Information Systems for Modern Manager.
- 3. Tony Gunton : Infrastructure : building a framework for Corporate Information handling.
- 4. Gorden B. Davis : Management Information System.
- 5. Lucas : Information Systems concepts for Management.

MBA FULL TIME

Fourth Semester

PROJECT MANAGEMENT AND ENTREPRENEURSHIP

COURSE : 403

COURSE OBJECTIVE :

To provide expert knowledge on formulation, appraisal financing, administration and control of projects. To provide understanding of the methods and technique of entrepreneurship development and management of small business for ensuring optimum use of resources and effective utilization of resources.

COURSE OUTLINE :

- Unit - 1 :** Project identification and formulation, different types of needs leading to different types of projects under BMRED (Balancing, Modernization, Replacement, Expansion and Diversification), Considerations involve in decisions under each of these types macro, microparameters and sectorial considerations.
- Unit - 2 :** Project Formulation : preparation of project, project profile, report and detailed project report ; project appraisal-different types of project appraisal viz. technical, economic, organizational, managerial and financial, non-financial justification of projects; Projects financing-pattern of financing, impact of taxation, role of tax planning in project financing.
- Unit - 3 :** Project Cost System-project cost accounting and monitoring project Administration progress payments, expenditure planning project evaluation and post project evaluation.
- Unit - 4 :** Concept, theories and profile and Entrepreneurship. Entrepreneurship competence.
- Unit - 5 :** Entrepreneurship and Environment Support System Management of small business-Identification, assessment, preparation and implementation of projects. Indian experiences in small business.

SUGGESTED READING

1. Prasanne Chandra-Projects Preparation, Appraisal, Budgeting and Implementation (TMH).
2. S. Chaudhary-Project Management (TMH).
3. Gopal Krishnan and Ramamurthy : Project Management Handbook (MC Milan).
4. T. Lucey : Investment Appraisal Evaluating Risk and Uncertain Things (CIMA).
5. C. Staffork : Project Cost Control using Networks (CIMA).

MBA FULL TIME

Elective Group : Financial Management

MANAGEMENT OF FINANCIAL INSTITUTIONS AND FINANCIAL SERVICES

COURSE : E-501

COURSE OBJECTIVE :

The basic objective of the present course is to familiarise the students with financial institutions and financial services which are useful to manager in financial decision making.

COURSE OUTLINE :

- Unit - 1 :** Capital formation economic problems of capital formation money and capital markets, Recent trends in capital formation and money and capital markets in India, Money market and capital market instruments.
- Unit - 2 :** Management of commercial banks-functions, organization, Management of deposits, Management of liquidity, Management of security Investment Management of Income-Profitability and Profit Planning.
- Unit - 3 :** Management of Development Banks and Investment Banking Institutions in India-Nature, Functions and role of All India Development Banks, Resource Planning in Indian Development banks Management of funds, policies, practices of development banks regarding loans, under writing and security investment.
- Unit - 4 :** Merchant Banking--Introduction Guidelines, Equity & Debt capital, cumulative preference shares and floatation bonds, management of capital issues-preissue & post issue activities, underwriting & Brokerage/Pricing and Marketing of Public Issues.
- Unit - 5 :** Raising Foreign Capital, venture capital leasing, Hire Purchase Factoring, company fixed deposits, commercial paper Bill Discounting, Inter Corporate Divestments Credit Rating.

SUGGESTED READING

1. ✓ Srivastava, R.M. : Management of Indian Financial Institutions (MPH).
2. Bhole. L.M. : Financial Markets and Institutions (Tata McGraw Hill).
3. Jaceles, etc.: Financial Institutions (Irwin).
4. Yeager & Seitr : Financial Institutions Management (Peston).

MBA FULL TIME
Elective Group : Financial Management
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT .

COURSE : E-502

COURSE OBJECTIVE :

This course aims at to equip the students with the broad bases knowledge relating to corporate securities and stock markets. Its emphasis will be on problems relating to management of investment portfolio.

COURSE OUTLINE :

- Unit - 1 :** Nature and scope of investment management, definition and scope of investment, investment media, capital markets, sources of investment informations, interpretation of investment information-share price quotations news items on markets, interpretation of economic and other data, various types of risks associated with investment.
- Unit - 2 :** Indian financial system, structure financial markets and financial institutions new issue markets and stock exchanges in India, mechanics of floating new issues and mechanics of trading in stock exchange, types of securities- fixed income securities government and quasi government securities instruments, types of equity, identifying growth shares turnaround an scrips etc., equity market indices.
- Unit - 3 :** Investment analysis and forecasting of stock prices, fundamental analysis economic analysis, industry analysis company analysis; technical analysis.
- Unit - 4 :** Portfolio Management-construction of portfolio, Markowitz approach sharps approach, CAPM Approach.
- Unit - 5 :** Mutual Funds-types and objectives, organization and structure real state and bullion, meaning and reasons for investing in real estate housing finance in India investment in gold and silver and investment in collectibles.

SUGGESTED READING

1. Peeush Ranjan Agrawal, Mutual Funds : A Comprehensive approach (Pub : Orient Law House, New Delhi)
2. Preeti Singh : Investment Management.
3. Sinha, Hemalatha and Balkrishna : Investment Management (IFMR).
4. Publications of Stock Exchanges (directories, etc).
5. Grahon, Dot and Cottle : Security Analysis Principles and Techniques (McGraw Hill).
6. Sharma, M.L.L.: Financial Appraisal of Investment Corporations in India.
7. Badger and Cuthman : Investment Principles and Practices.
8. Bhalla, V.K.: Investment Management (S. Chand).
9. Fisher and Jorden : Security Analysis and Portfolio Management (Prantice Hall).
10. Amline, F.: Investments (Prentice-Hall).
11. Elton, L.-J. and Gruber, M.L.: Modern Portfolio Theory and Investment Analysis (John Wilay).
12. Sharps, W. : Investment (Prentice-Hall).
13. Gurley, A.J. and Dear : Investment Analysis and Management (Harper and How).
14. Clark F.J. : Investment Analysis and Management (McGrow-Hill).

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MBA FULL TIME
Elective Group : Financial Management
CORPORATE TAX PLANNING

COURSE : E-503

COURSE OBJECTIVE :

The course aims to acquaint the students with practices relations to corporate tax planning in India.

(Note : 60% weightage will be on tax provisions and 40% weightage will be an application of tax provisions for management decisions relating to tax planning).

COURSE OUTLINE :

- Unit - 1 :** Introduction : Concept of Tax Planning, Tax planning, Tax Planning differentiated with tax avoidance and tax evasion, Areas of tax planning, limitation of tax planning.
- Unit - 2 :** Frame work of corporate tax legislation :
- (a) Salient definition, charge of income tax, residential status and tax liability, exempted Incomes, Heads of Income.
 - (b) Corporates income tax Rationale and salient features of company taxation, case of double taxation.
 - (c) Wealth Tax : Salient features of wealth tax Act, 1957 with regard to companies in general and closely held companies in particular.
- Unit - 3 :** Tax Planning in context with :
- | | |
|--|--|
| 1. Accounting methods. | 6. Set-off and carry forward of losses |
| 2. Choices of the form of | 7. Business Expenditure. |
| 3. Residential status. | 8. Executive rewards. |
| 4. Depreciation, Investment and other schemes of allowances. | 9. Amalgamation and mergers. |
| 5. Capital gains and incentives. | 10. Foreign Collaboration, Agreements and joint ventures abroad. |
- Unit - 4 :** Corporate Business Decisions and Taxation :
- 1. Taxation and Inventory valuation.
 - 2. Taxation and Choice of depreciation method.
 - 3. Make or buy decisions.
 - 4. Capital Structure Decisions.
 - 5. Lease Finance Decisions.
 - 6. Issuance of Bonus shares.
 - 7. Expansion and closure of business.
- Unit - 5 :** Salient features of taxation on widely and closely held companies.
- Unit - 6 :** Tax incentive schemes of Government of India with regard to capital formation, industrial development, Balanced Industrial growth and export promotion.

SUGGESTED READING

- 1.** Srinivas, B.A. Corporate Tax Planning (Tata McGraw)
- 2.** Tax Planning under direct taxes : By Acharya Sukhendree G. Gupta.
- 3.** D.C. Potter, H.H. Monree and Bates : Tax Planning with Precedents (Sweet Max Well, London).
- 4.** Dr. Bhagwati Prasad : Law and Income Tax in India.
- 5.** Dr. Vinod K. Singhania : Students guide to income tax.
- 6.** K. Chaturvedi and H. Pithisaria : Income-tax Law.
- 7.** Dr. R.R. Gupta : Income Tax Law & Practice.
- 8.** Dr. H.C. Mehrotra : Income tax law & Practice.
- 9.** R. Santhanam : Tax Planning in respect of capital gains.
- 10.** Income-Tax Act 1961 amended upto date and rules.
- 11.** A Treatise on tax planning-D.D. Shah.

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MBA FULL TIME
Elective Group : Financial Management
FINANCIAL DECISION MAKING

COURSE : E-504

COURSE OBJECTIVE :

The basic objective of this course is to expose the students to the deeper side of financial management. The emphasis will be on advanced techniques of financial decision making and control.

COURSE OUTLINE :

- Unit - 1 :** Complex investment decisions, investment timings and duration
Replacement of an existing and, investment decision under inflation, capital rationing.
- Unit - 2 :** Capital Investment Decisions mergers and takes overs, types combinations, motives and benefits of mergers, analysis of mergers, merger negotiations, coverage by regulations of mergers and take overs in India.
- Unit - 3 :** Dividend decisions dividend theories, dividend models for relevance and irrelevance, forms of dividends issue in different dividend policies and relevance of dividend policies, balancing alternative view points and practical considerations, stability dividend.
- Unit - 4 :** Lease financing and venture capital, growth of learning, types leases, cash flow, consequence a financial lease, advantages leasing, evaluation of a financial lease Govt. Policy, notion of venture capital, present stage and future prospects of venture financing.
- Unit - 5 :** Financial policy and corporate strategy, strategic decision making framework, financial policy and strategic management and balancing of financial goals.

SUGGESTED READING

1. Srivastava, R.M.: Financial Decision Making-Text & Cases.
2. Hampton, John J. : Financial Decision Making.
3. Hunt, Williams, Bonaldson : Basic Business Finance.
4. Hingorani, Ramanathan : Management Accounting.
5. Chowdury Anil B. Row : Working Capital Management.
6. Wan-Horn-Financial Management and Policy.
7. Chakraborty, S.K.- New Perspectives in Management Accounting.
8. Pandey, I.M. Financial Management.
9. Kuchhal, S.C. Financial Management.
10. Kuchhal, S.C.-Corporation Finance.

2

MBA FULL TIME
Elective Group : Financial Management
INTERNATIONAL FINANCIAL MANAGEMENT

COURSE : E-505

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System.
- Unit - 2 :** Managing short term assets and liabilities; Long-run Investment Decisions.
- Unit - 3 :** The Foreign Investment Decision ; Political Risk Management; Multinational Capital Budgeting-Application and Interpretation.
- Unit - 4 :** Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm.
- Unit - 5 :** Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

SUGGESTED READING

1. Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Bhalla, V.K. International Financial Management. 2nd ed., New Delhi, Anmol, 2001.
3. Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc., 1996.
4. Kim, Suk and Kim, Seung. Global Corporate Finance : Tax and Cases 2nd ed. Miami Florida, Kolb, 1993.
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.

MBA FULL TIME
Elective Group : Marketing Management
MARKETING RESEARCH CONSULAR BEHAVIOUR

COURSE : E-511

COURSE OBJECTIVE :

To develop an understanding of consumer behaviour in the market place. To develop the thinking of the future marketing executives about the nature of research in marketing to develop their ability to conduct evaluate, use & present research findings.

COURSE OUTLINE :

- Unit - 1 :** Introduction to the marketing research process-Scope of Marketing Research procedure, Phases in Marketing Researching procedure.
- Unit - 2 :** Selected application of Marketing Research :
- Product Research
 - Advertising Research
 - Market & Sales Analysis
- Unit - 3 :** Understanding of Consumer behaviour Consumer decision making process high instrument decision process.
- Unit - 4 :** Social cultural environment economic demography cross cultural & sub cultural influences social stratification, Reference Group & family references, life style research & Marketing strategy Psychological foundation learning & Behaviour, modify information processing.
- Unit - 5 :** Models of Consumer Decision making. Consumer Protection Act. 1986.

SUGGESTED READING

1. Boyd Westfall & Starch : Marketing Research
2. Luck & Rupin : Marketing Research
3. Engell & Blackwell : Consumer Behaviour
4. Scheffman & Kanuh : Consumer Behaviour.

MBA FULL TIME

Elective Group : Marketing Management

ADVERTISING AND SALES MANAGEMENT

COURSE : E-512

COURSE OBJECTIVE :

The course is intended to give the student both extensive & indepth understanding of the modern concepts and latest scientific techniques in advertising and personnel selling & sales force management.

COURSE OUTLINE :

Unit - 1 : Advertising : Communication; Persuasion process : The communication model; Perception; learning, and attitude change; planning the promotion mix.

Unit - 2 : - Role of Advertising : Advertising and publicity. Selling Objects : Advertising Budget Decision.

Unit - 3 : Message Decision; Message strategy and Creative styles. Media Decision : Media Selection, Media Planning. Advertisement Department Organization, Department, Evaluation of Advertisement and comparing effectiveness. Advertising in India. Social and regulatory aspects.

Unit - 4 : PERSONAL SELLING AND SALES FORCE MANAGEMENT :

Personal selling and the marketing mix; sales management, Personal selling and sales manship; Theories of selling, sales process.

Sales planning, process, selling, Selling objectives; Market analysis, sales budget. Sales territories, sales quote. Sales Organization, Organization structure, Relationship of sales department with other departments, Distribution network relations.

Unit - 5 : Sales force Management : Recruitment & Selection ; Planning and executing sales training programmes ; Motivating, Supervising and compensating sales personnel ; controlling the sales effort; evaluation of sales parsonnel; Sales and cost analysis, Ethical problems and legal aspects of selling.

SUGGESTED READING

1. S.H. Sandage and Vernon Fnyburger Advertising theory & Practice, (Homewood 111, Richard D Irwin etc.)
2. M. Mandella, Advertising (Princtice Hell-3rd edu. 1980).
3. Rober F. Hartley, Sales Management (Hainghton Miller Co. 1979).
4. Mahendra Mohan, Advertising Management (Tata McGraw Hill Publishing Co.)

MBA FULL TIME
Elective Group : Marketing Management
MARKETING OF SERVICES

COURSE : E-513

COURSE OBJECTIVE :

The objective of his 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.

COURSE OUTLINE :

- Unit - 1 :** Service economy : Origin and Growth-classification of services Nature of Services; Goods and services marketing, Salient features of service marketing.
- Unit - 2 :** Marketing Framework for Service Business; Service Vision and Service Strategy; The Service Classification; Service Product Development; Service pricing issues ; The Service Encounter : Consumer Behavior.
- Unit - 3 :** Quality Issues, Demand-supply Management; Advertising, Branding and packaging of services; Recovery Management and relationship Marketing.
- Unit - 4 :** Service Marketing :- Indian scene - Designing of service strategy for India with focus on financial sector; Financial Instruments, Banks, Insurance.
- Unit - 5 :** Emerging Service providers in India : Event Marketing the celebrities, Tourism marketing, hospital marketing, courier services, Telecommunication etc.

SUGGESTED READING

1. Betsy, D Gelb and Ben, M. "Marketing is Everybody's Business Goodyear, Santa Monica (California)". 1972.
2. Gather, A and Warren, M.D. "Management and Health Services" Pergamon Press, Oxford. 1977.
3. Hyenion, K.E. "Ecological Marketing".. Columbus, Ohio 1976.
4. Jena, B and Pati R. "Health and Family Welfare Services in India". Ashish, New Delhi.. 1986.
5. Kotler, Philip and Roberto, Eduardo L. "Social Marketing : Strategies for changing Public Behaviour". Free Press, New York. 1989.
6. Maitra, T. "Public Services in India".. Mittal, New Delhi. 1985.
7. Pena, J.J. and Poen B. ed "Hospital Quality Assurance". Aspen, Maryland. 1984.

MBA FULL TIME
Elective Group : Marketing Management
INTERNATIONAL MARKETING

COURSE : E-514

COURSE OBJECTIVE :

The objectives of this course are to familiarize the students with different aspects of international marketing and to help the students understand the theory and practice of international marketing in the Indian context.

COURSE OUTLINE :

- Unit - 1 :** International Marketing : nature, scope and significance changing face of Indian business, international marketing environment analysis, International marketing tasks.
- Unit - 2 :** International marketing strategies : Marketing research, market segmentation and positioning, Product development, product standardization and adaptation, Consumer behavior across cultures.
- Unit - 3 :** Pricing for international markets : objectives and strategies International distribution, channel policies, Promotion and advertising in the global context.
- Unit - 4 :** The Indian context : an overview of current export-import policy, Export incentives, Duty drawback, DAPB Scheme, Export documentation, methods of payment, letter of credit.
- Unit - 5 :** Institutional support for international business in India : Export finance, export promotion councils, state trading corporations, export processing zones, free ports, special economic zones, other government agencies.

SUGGESTED READING

1. Keegan : global marketing (PHI)
2. Varshney and Bhattacharya : International Marketing management - an Indian perspective (Sultan Chand).
3. Kateora : International Marketing (McGraw Hill).
4. Nabhi's Export Import manual.
5. Terpstra, V.: International Marketing.
6. IIFt Bulletins
7. Shivaramum S. : Export Marketing : Practical Guide for Exporters (Wheelers)

MBA FULL TIME
Elective Group : Marketing Management
ADVANCED INTEGRATED MARKETING

COURSE : E-515

COURSE OBJECTIVE :

The objective of the course is to provide the students with the recent trends and developments in the field of marketing the aim is to assets the future marketing. Manager in marketing decision making process.

COURSE OUTLINE :

- Unit - 1 :** Managing Retail Business : Retailing definition, structure, different formats marketing concepts in retailing, consumer purchase behavior, store location, exteriors and layouts, creative display, Merchandise planning, retail promotion and technology in retailing.
- Unit - 2 :** Industrial Marketing : Concept, Nature & importance of industrial marketing industrial buying behavior and marketing strategies for industrial products.
- Unit - 3 :** Rural and Agricultural Marketing : Marketing Strategies for Rural markets. Rural & Agricultural Marketing in India, Co-operative marketing.
- Unit - 4 :** Speciality Marketing & Market Communication :Direct marketing, franchising, corporate image building, strategic marketing.
- Unit - 5 :** Tropical developments in marketing, new emerging trends in reference to Indian Society. This unit will have emphasis on case method.

SUGGESTED READING

1. Victor P. Buell : Handbook of Modern Marketing (McGraw Hill).
2. Bennett : Marketing, (McGraw Hill).
3. Harsh H. Verma : Marketing of Services (Global Business Press).
4. S.M. JHA : Service Marketing (Himalaya Publishers).

MBA FULL TIME
Elective Group : International Business
INDIA'S FOREIGN TRADE POLICY

COURSE : E-521

COURSE OBJECTIVE :

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.

COURSE OUTLINE :

- 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; Directional Pattern.
- Unit - 2 :** Major export commodities - Thrust area commodities-their trend, problems ; Major competitors; Major Import Commodity Groups ; Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders ; Import and Export Licensing System.
- Unit - 3 :** Exchange Control in India; Blanket Permit System; Import Substitution and Export Promotion Policies; Export Incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India ; Export Credit Insurance.
- Unit - 4 :** Infrastructure support for Export Promotion; Export promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions; Role of State Trading Organizations in Foreign Trade.
- Unit - 5 :** Export Processing Zones; Export Oriented Units and Export and Trading House Schemes; Multi lateralism and Bilateralism in India's International Business.

SUGGESTED READING

1. Bhalla, V.K. International Business Environment and Management, 8th ed., Delhi, Anmloe, 2001.
2. Bhashyam, S. Export Promotion in India: The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988.
3. Khanna, Sri Ram, Export Marketing 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.
5. Nayyar, Deepak India's Export and Export Policies in the 1960s, Cambridge University Press, 1976.

MBA FULL TIME

Elective Group : International Business

EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

COURSE : E-522

COURSE OBJECTIVE :

The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

COURSE OUTLINE :

- Unit - 1 :** Documentation Framework-Exim Documentation ; International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement.
- Unit - 2 :** Instruments and methods of Financing Exports including credit and collections, Unifrom custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities.
- Unit - 3 :** Quality Control and Pre-shipment Inspection: Concept Scheme and Procedures; Role of Clearing and Forward Agents; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks;
- Unit - 4 :** Procedures and documentation for availing export incentives-Duty draw backs, import Licensing and other Incentives; Processing of an Export Order; World Shipping: Structure, Liners and Tramps, Conference System; Freight and Structure. Containerisation and other developments,
- Unit - 5 :** International Agreements and Conferences on Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port Containerisation. Machinery for Consultation; Air Transport: International set-up, Freight rate structure.

SUGGESTED READING

1. Bhalla, V.K. and S. Ramu International Business Environment and Management, 5th ed., Delhi, Anmol, 2001.
2. Desai, H.B. Indian Shipping Perspectives, Delhi, Anupam Publications, 1988.
3. Government of India Handbook of Import-Export Procedures.
4. Paras Ram: Export: What, Where and How, Delhi, Anupam Pub., 1995.

MBA FULL TIME
Elective Group : International Business
INTERNATIONAL FINANCIAL MANAGEMENT

COURSE : E-523

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** Financial System ; Long-run Investment Decisions - The Foreign Investment Decision; Political.
- Unit - 2 :** Multinational Financial Management-An overview : Evolution of the International Monetary and Risk Management.
- Unit - 3 :** Multinational Capital Budgeting - Application and Interpretation : Cost of Capital.
- Unit - 4 :** Capital Structure of the Multinational Firm; dividend Policy of the Multinational Firm.
- Unit - 5 :** Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

SUGGESTED READING

1. Abdullah, F.A., Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Bhalla, V.K. International Financial Management 2nd ed., New Delhi, Anmol, 2001.
3. Buckley, Adrian. Multinational Finance. new York, Prentice Hall Inc., 1996.
4. Kim, Suk and Kim, Seung. Global Corporate Finance. Text and Cases. 2nd ed. Miami Florida, Kolb, 1993.
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.

MBA FULL TIME
Elective Group : International Business
INTERNATIONAL MARKETINIG

COURSE : E-524

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** International Marketing - Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions-World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities.
- Unit - 2 :** Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners-Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports;
- Unit - 3 :** Institutional Infrastructure for Export Promotion; Export Promotion, Councils, Public Sector Trading Agencies, ECGC , Commodity Boards etc.; Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents;
- Unit - 4 :** Instruments of Payments-Open Account, Bills of Exchange; Letter of Credit-Export Finance; International Marketing Mix-Identification of Markets, Product Policy, International Product Life Cycle.
- Unit - 5 :** Promotion Strategy , Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

SUGGESTED READING

1. Bhattacharya, B. Export Marketing: Strategies for Success. New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing : Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, J.J. International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
5. Terpstra, Vern and Sarathy, R International Marketing. Orlando, Dryden Press, 1991.
6. Walter, I and Murray, T. Handbook of International Business. New York, John Wiley, 1988.

MBA FULL TIME
Elective Group : International Business
FOREIGN EXCHANGE MANAGEMENT

COURSE : E-525

COURSE OBJECTIVE :

Top acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

COURSE OUTLINE :

- Unit - 1 :** Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates;
- Unit - 2 :** Organization of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk.
- Unit - 3 :** Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organization of the Exposure Management Function; Parameters and Constraints on Exposure Management.
- Unit - 4 :** Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis;
- Unit - 5 :** Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

SUGGESTED READING

- 1.** Aliber, R.Z. Exchange Risk and Corporate International Finance, London, Macmillan, 1978.
- 2.** Bhalla, V.K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001.
- 3.** Luca Cornelius Trading in the Global Currency Markets, NJ, Prentice Hall, 1995.
- 4.** Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon, 1979.
- 5.** Sutton, W.H. Trading in Currency Options, New York Institute of Finance, 1987.

MBA FULL TIME

Elective Group : Human Resource Management **MANAGEMENT OF MANPOWER POLICY AND PLANNING**

COURSE : E-531

COURSE OBJECTIVE :

To acquaint the students with techniques and practices in the areas of manpower planning, recruitment and selection and training and development of human resources.

COURSE OUTLINE :

- Unit - 1 :** Managerial perspective, objectives and functions of manpower department, manpower as an asset, corporate manpower philosophy, role of manpower planner, manpower forecasts.
- Unit - 2 :** Manpower policies - aims and objectives, need for personnel policy, principles of manpower policy, tests of sound manpower policy, sources of manpower policies, tests of sound manpower policy, sources of manpower policies, types of personnel policies, responsibility for policy making, mechanism of policy formulation.
- Unit - 3 :** Managerial manpower planning, performance appraisal and planning, career planning, personnel records, reports, audit and research for manpower planning, incentives and awards, manpower budget.
- Unit - 4 :** Organization for manpower placing and developing people, rationale for Human Resource Development, models for manpower planning in the firm, training programmes, executive development programmes.
- Unit - 5 :** Manpower planning-concept and significance of manpower planning, manpower management cycle, problems and limitations of manpower planning, determination of manpower needs, manpower planning methods and steps, manpower planning in Indian Corporate Sector-case studies.

SUGGESTED READING

1. Mamoria, C.B. & others, Dynamics of Industrial Relations, (H.P.H.).
2. Patten, Thomas H, Manpower Planning and the Development of Human Resources, Wiley Interscience, a division of John Wiley & Sons, New York.
3. Daniel H Gray, Manpower Planning - An approach to the problem, Institute of Personnel Management, 80 Fetter Lane, London EC4.

4. Vetter, Eric W, Manpower planning for High Talent Personnel, printed in the U.S.A. by Bureau of Industrial Relations, Graduate School of Business Administration, The University of Michigan.
5. Davar, R.S., Personnel Mangement, Asia Publishing House, Bombay.
6. Monappa Arun and Saiyadin Mirza, Personnel Management. Tata McGraw Hill Publishing Co. Ltd., New Delhi.
7. Pareek and Rao, Designing and Managing Human Resource Systems.
8. Silver, D.M., Human Resource Development.
9. Rao, Verma Khandelwal and E. Abraham, Alternative Approaches and Strategies of HRD.

MBA FULL TIME
Elective Group : Human Resource Management
INDUSTRIAL RELATIONS

COURSE : E-532

COURSE OBJECTIVE :

To help students in understanding the basic concepts relating to industrial relations and significance of cordial industrial relation for industrial and economic growth of the country.

COURSE OUTLINE :

- Unit - 1 :** Industrial Relations - concept and approaches, impact of industrial revolution, importance of industrial relations, causes of industrial unrest, industrial unrest in India, conditions for smooth and harmonious industrial relations.
- Unit - 2 :** Trade Unions and their role - functions, approaches, problems of trade unions, workers education and training, trade union movement in India.
- Unit - 3 :** The role of personnel officer, collective bargaining, conciliation, and voluntary arbitration, grievance handling procedure in India and Abroad.
- Unit - 4 :** The State and Industrial Relations Policy-the State intervention, evolution of industrial relations policy in pre-independence India and in post independence India, industrial relations policy during the plan period, National Commission of Labour and Industrial Relations Policy, employee communication.
- Unit - 5 :** Economic and social conditions of women workers, child labour, workers participation in management, role of International Labour Organisation in Industrial Relations, industrial relations in public and private sector in India-case studies.

SUGGESTED READING

1. Mamoria, C.B., Dynamics of Industrial Relations, Himalaya Publishing House, Bombay.
2. Yoder, D, Personnel Management and Industrial Relations, Prentice Hall, New Delhi.
3. Subramanian, K.N., Labour Management Relations in India, Asia Publishing House, Bombay.

4. Srivastava, S.C., Industrial Relations Machinery, Deep and Deep Publications, New Delhi.
5. Prasad, Lallan, Personnel Management and Industrial Relations in the Public Sector, Progressive Corporation, Bombay.
6. Nagarjun, S., Industrial Relations System in India, Chugh Publications, Allahabad.
7. Kumar, C.B., Development of Industrial Relation in India, Orient Longmans & Co., Bombay.
8. Giri, V.V., Labour Problems in Indian Industry, Asia Publishing House, Bombay.
9. Dunlop, J.T., Industrial Relations System, Henry Holt & C., New York.
10. Agarwal, S.L., Labour Relations Law in India, Mc Millan Co., New Delhi.
11. Arun Monappa, Industrial Relations.
12. P.C. Tripathi, Personnel Management and Industrial Relations.
13. Srikant Mishra, Modern Labour Law and Industrial Relations.
14. V.P. Machael, Industrial Relations in India.
15. J. Joseph, Industrial Relations.

MBA FULL TIME

Elective Group : Human Resource Management

HUMAN RESOURCE DEVELOPMENT : STRATEGIES AND SYSTEMS

COURSE : E-533

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** Field of HRD : Concepts, Goals, Challenges ; HRD Climate and Practices in India.
- Unit - 2 :** Staffing HRD Function; Developing HR Strategies ; HRD System Design Principles.
- Unit - 3 :** Design & Administration of select HRD Systems; HRD for Workers.
- Unit - 4 :** HRD Intervention; HRD Approaches for coping with Organizational Changes,
- Unit - 5 :** Case Studies of HRD in Indian Organizations.

SUGGESTED READING

1. Dayal, Ishwar. Successful Applications of HRD. New Delhi, New Concepts, 1996.
2. Dayal, Ishwar. Designing HRD Systems. New Delhi, Concept, 1993.
3. Kohli, Udesb & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, B.L. & Sinha, Dharni P. Management of Change Through HRD. New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions : The HRD Response. New Delhi, Tata McGraw Hill, 1992.
6. Rao, T.V. etc. Alternative Approaches & Strategies of Human Resource Development. Jaipur, Rawat, 1988.
7. Silvera, D.N. HRD: The Indian Experience. Delhi, New India, 1991.

MBA FULL TIME
Elective Group : Human Resource Management
COMPENSATION MANAGEMENT

COURSE : E-534

COURSE OBJECTIVE :

To provide an understanding of the various wage concepts and theories, systems of wage payment, salary and wage fixation techniques and wage policies.

COURSE OUTLINE :

- Unit - 1 :** Wage concepts, minimum wages, living wage, fair wage, wage theories, wage structure, wage differentials, wage fixation systems.
- Unit - 2 :** Systems of wage and salary administration, methods of wage payments, incentive wage systems and their financial implications, group bonus system, superannuation benefit schemes and VRS (Voluntary Retirement Schemes).
- Unit - 3 :** Job analysis and job evaluation as the basis of wage and salary administration, cost of living index linked wages and its implications, work study, methods study, motion study, time study, merit rating, labour productivity.
- Unit - 4 :** Cost benefit analysis for labour and executives turnover, recruitment, training and development, employee benefit programs, time keeping and time booking, record for casual workers and out-workers.
- Unit - 5 :** Documentation of wage accounting, wage sheet, irregularities in wage payment, idle time, overtime, leave with pay and holiday with pay, annual bonus, wage policy in India and Abroad.

SUGGESTED READING

1. Davar, R.S., Personnel Management, Asia Publishing House, Bombay.
2. Mamoria, C.B., Personnel Management (HPS).
3. Belkcher, D.W., Wage and Salary Administration, Prentice Hall, New Jersey.
4. Bowey, A.M., Handbook of Salary and Wage System (Gower Press).
5. Dunlop, J.T., The Theory of Wage Determination (London : Mc Millan).

- 6.** Langsner and Zollitsch, Wage and Salary Administration (Cincinnati Ohio : South Wester Publishing Company).
- 7.** Lanham, E., Administration of Wages and Salaries (New York, Harper and Row).
- 8.** Varma, P., Wage Determination (John Wiley, Eastern, New Delhi).
- 9.** Suri, G.K., Wage Incentives : Theory and Practice, Sri Ram Centre for Industrial Relations, New Delhi).
- 10.** Sinha, P.R.N., Wage Determination, Asia Publishing House, Bombay.

MBA FULL TIME

Elective Group : Human Resource Management **LEGAL FRAMEWORK OF INDUSTRIAL RELATIONS**

COURSE : E-535

COURSE OBJECTIVE :

The course aims to provide the students the working knowledge and only general exposure of the various industrial and labour laws which have an impact on the human resource management functions in various industrial organisations.

COURSE OUTLINE :

- Unit - 1 :** Factories Act 1948, Trade Unions Act 1926. The Child Labour Prohibition and Regulation act 1986.
- Unit - 2 :** Industrial Disputes Act 1947, Employees State Insurance Act. 1948.
- Unit - 3 :** Payment of Wages Act. 1936, Minimum Wages Act. 1948, Workmen Compensation Act 1923.
- Unit - 4 :** Payment of Gratuity Act. 1972, Payment of Bonus Act. 1965, Equal Remuneration Act. 1976.
- Unit - 5 :** The Industrial Employment (standing orders) Act. 1946, The Employment Exchanges (compulsory notification of vacancies Act 1959, Employees' Provident Fund and Miscellaneous Provisions Act. 1952.

SUGGESTED READING

1. Mamoria, C.B. and others, Dynamics of Industrial Relations, (IIPID).
2. N.D., Kapoor, Handbook of Industrial Laws, M/s Sultan Chand & Sons, New Delhi.
3. Seth, B.R., Indian Labour Laws : A supervisor should know (All India Management Association, New Delhi).
4. Vidyarthi, R.D., Growth of Labour Legislation in India since 1939 and its impact on Economic Development, Star Printing Works, Calcutta.
5. Ramaswamy, E.A., Industrial Relations in India, Mc Millan Co. of India Ltd., Delhi.
6. Dayal, R., Text book of Industrial and Labour Law, Eastern Law Book Agency, Allahabad.

7. P.L. Malik, Industrial Law, Eastern Book Company, Lucknow.
8. Chawla & Sony, Industrial Law.
9. Bare Acts.
10. Agrawal, R.D., Dynamics of Labour Relations in India, Tata McGraw Hill Publishing Co., New Delhi.
11. Industrial Laws, Taxman Publications Pvt. Ltd., New Delhi.
12. Agnihotri, V., Industrial Relations in India, Atma Ram & Sons, Delhi.
13. Bhir, B.S., Dimensions of Industrial Relations in India, United Asia Publishing, Bombay.
14. Chaturvedi, Abha, Achieving Harmonious Industrial Relations, The Times Research Foundation, Pune.

MBA FULL TIME

Elective Group : Production and Operations Management **PRODUCTION PLANNING AND CONTROL**

COURSE : E-541

COURSE OBJECTIVE :

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

COURSE OUTLINE :

Unit - 1 : Production Planning and Control Function; Material Requirement Planning

Unit - 2 : Production-Inventory System; Forecasting for Inventory and Production Control;

Unit - 3 : Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production;

Unit - 4 : Line Balancing; Planning for High Volume Standardized Products.

Unit - 5 : Procedures and Documentation in Production Planning and Control; Application of Computers; ERP.

SUGGESTED READING

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

MBA FULL TIME

Elective Group : Production and Operations Management **PURCHASING AND MATERIAL MANAGEMENT**

COURSE : E-542

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** Role of Purchasing and Materials Management - Objectives, Organisation and Inter-relationships, Determination and Description of Material Quantity.
- Unit - 2 :** Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality-Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability;
- Unit - 3 :** Cost Reduction Techniques - Standardisation, Simplification & Variety Reduction: Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development.
- Unit - 4 :** Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing Procedures and Documentation; Purchasing of Capital Equipment - Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification.
- Unit - 5 :** Material Logistics-Warehousing Management, Material Handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System.

SUGGESTED READING

1. Ansari A and Modarress B. *JI Purchasing*. New York, Free Press, 1990.
2. Baily P. etc. *Purchasing Principles and Management*. London, Pitman, 1994.
3. Burt, David N. *Proactive Procurement*. Englewood cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D.W. etc. *Purchasing and Materials Management*. New York, McGraw Hill, 1990.
5. Dutta, A.K. *Integrated Materials Management*, New Delhi, PHI, 1986.
6. Farrington B and Waters, Derek W. *Managing Purchasing*. London, Chapman & Hall, 1994.
7. Gopalakrishnan P and Sunderashan M. *Handbook of Materials Management*. New Delhi, Prentice Hall of India, 1994.

MBA FULL TIME

Elective Group : Production and Operations Management

TOTAL QUALITY MANAGEMENT

COURSE : E-543

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans.
- Unit - 2 :** Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM, Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality costs.
- Unit - 3 :** Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions.
- Unit - 4 :** Total Productivity Maintenance (TPM); Quality Audits; Lead Assessment and ISO-9000 Standards;
- Unit - 5 :** Marketing Aspects of T.Q.; Total Quality of Services; Total Quality and Safety; Six Sigma.

SUGGESTED READING

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating 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 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.

MBA FULL TIME

Elective Group : Production and Operations Management

LOGISTICS MANAGEMENT

COURSE : E-544

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** Introduction to logistics and its Interface with Production and Marketing; Measures of Logistics;
- Unit - 2 :** Physical Distribution and Logistics; Logistics System Analysis and Design.
- Unit - 3 :** Warehousing and Distributing Centers; Location; Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models.
- Unit - 4 :** Inventory Management Decisions; Logistics Audit and Control.
- Unit - 5 :** Packaging and Materials Handling; International Logistics Management; Logistics Future Directions.

SUGGESTED READING

- 1.** Ballau, Renald H. Business Logistics. Englewood Cliffs. New York, Prentice Hall Inc., 1992.
- 2.** Beal K.A. Management Guide to Logistics Engineering. U.S.A., Institute of Production Engineering, 1990.
- 3.** Benjamin S.B. Logistics Engineering and Management. Englewood Cliffs, New York, Prentice Hall Inc., 1996.
- 4.** Bowersox, D.J. and Closs, D.J. Logistics Management: A System Integration of Physical Distribution. New York, MacMillan. 1986.
- 5.** Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services. London, Pitsman, 1992.
- 6.** James, C.J. and Wood, Donald F. Contemporary Logistics. New York, Macmillan. 1990.
- 7.** Shapiro, R. Logistics Strategy: Cases and Concepts. St. Paul, West, 1995.

MBA FULL TIME

Elective Group : Production and Operations Management

SERVICE OPERATIONS MANAGEMENT

COURSE : E-545

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** Matrix of Service Characteristics; Challenges in Operations Management of Services.
- Unit - 2 :** Aggregate Capacity Planning for Services; Facility Location and Layout for Services; Job Design-Safety and Physical Environment; Effect of Automation.
- Unit - 3 :** Operations Standards and Work Measurement; Measurement and Control of Quality of Services.
- Unit - 4 :** Dynamics of Services Product-Support Services; Maintenance of Services: Inventory Control.
- Unit - 5 :** Delivery System; Scheduling for Services Personnel and Vehicles; Waiting-Line analysis; Distribution of Services for Services; Case Studies on Professional Services.

SUGGESTED READING

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

MBA FULL TIME

Elective Group : Systems Management

FUNDAMENTALS OF RDBMS & SOFTWARE ENGINEERING

COURSE : E-551

COURSE OBJECTIVE :

The objective of this paper is to explain the students about DBMS concepts, relational Data base and role of Software Engineers.

COURSE OUTLINE :

- Unit - 1 :** Database-Definition, Concepts and Developments, Traditional file oriented approach, Need for Database, Uses of Database, Design of Database.
- Unit - 2 :** DBMS Concepts-Data Definition, Language, Data manipulation language, file managers, Database Manager, Query processor, Database administration, Data dictionary, E.R. Diagram, Model-Hierarchical, Network, Relational, File Organization - Sequential, Random, Multi-key, Conversion from Old System to a New system, Organizational Resistance to DBMS Tools.
- Unit - 3 :** Relational Database System-Concept of a relational model, The CODD Commandment, Relational Algebra, Normalisation-Properties of Normalized Relation, Ist, IInd, IIIrd, BCNF, Vth, Vith Normal form, Structured Query Language-Categories of SQL, Data definition, Data Manipulation statement-SELRCT, subquaries, Function, GROUP By, Updating the database, Data definition facilities.
- Unit - 4 :** Database Management System Package-dbase III Plus, Relational Database Management System Package-Fox Pro, Dtabase Security, Integrity & Control - Security & Integty, Defense Mechanism, Integrity.
- Unit - 5 :** Role of Software Engineer, Application Prototype Development Stategy, Case Study, The relationship of software engineering to other area of Computer Science, Important quality of software product & process, Principles of Software Development.

SUGGESTED READING

1. Koch & Lonex : Oracle - The Complete Reference (McGraw Hill).
2. Perry/Lateer : Understanding Oracle (BPB).
3. Gruver : Understanding SQL (BPB)
4. Abbey & Corex : Oracle - A Beginner's Guide.
5. Majundar A.K. & Bhattacharya P : Introduction to Database Management system.

MBA FULL TIME

Elective Group : Systems Management

FUNDAMENTALS OF COMPUTER ARCHITECTURE AND OPERATING SYSTEMS

COURSE : E-552

COURSE OBJECTIVE :

To objective of this paper is to explain the students the fundamental of Computer Architecture and Operating systems.

COURSE OUTLINE :

- Unit - 1 :** Fundamental of Data Processing and Input/Output.
- Unit - 2 :** Fundamental of OS, Types of OS-Batch, Time Sharing, Parallel, Realtime, Networks, Client Server.
- Unit - 3 :** File Systems, Dir. Structure, Grining access to files.
- Unit - 4 :** Pocess Management, Switching, Scheduling, Memory Management, Swapping, Sepmentation, Paging, Virtual Memory.
- Unit - 5 :** Multiprogramming and Multitasking System, Parallel Processing, Virtual Storage, Open Systems.

SUGGESTED READING

1. Ritchie : Operating Systems (BPB)
2. A.S. Godbole : Operating Systems (McGraw Hill).
3. Madrick & Donovan : Operating Systems. (McGraw Hill).

MBA FULL TIME
Elective Group : Systems Management
DATA COMMUNICATION AND NETWORK

COURSE : E-553

COURSE OBJECTIVE :

The objective of this paper is to illustrate and explain the students about the basics of data communication, networking concepts, local area network, wide area network and electronic data interchange.

COURSE OUTLINE :

- Unit - 1 :** Basics of Data Communication - Data Communication Concept, Communication Hardware, Communication Software.
- Unit - 2 :** Net-working Concepts-Types of Network-LAN, MAN, WAN Topologies, Transmission Media and its characteristics, Protocols, Standards.
- Unit - 3 :** Local Area Network-Introduction to LAN, Features of LAN, Components of LAN, Multiuser Computer V/s. LAN, Network Security Practice.
- Unit - 4 :** Widearea Network - Introduction to WAN, X. 25, X. 40 protocols, ISDN, PS Networks, Application of WAN, Internet Protocol-Activity security, Fragmentation of Assembly, Gateways Connection Oriented.
- Unit - 5 :** Electronic Data Interchange-Development and implementation of EDI, EDI Protocols and Security, Application of EDI, Other application - FTP, Telnet, E-mail.

SUGGESTED READING

1. Stallings : ABC of Local Area.
2. Curried/Gullet : Mastering Novel Netware (BPB).
3. Andrews Tannenbanm : Computer Networking.
4. Hancock : Network concepts and Architectures (BPB).

MBR FULL TIME

Elective Group : Systems Management

INTRODUCTION TO SYSTEMS ANALYSIS & DESIGN

COURSE : E-554

COURSE OBJECTIVE :

The objective of this paper is to give the students an overview of systems analysis and design and systems development.

COURSE OUTLINE :

Unit - 1 : Overview of Systems Analysis and Design :

- (i) Business System Concepts - System study, System analysis and system approach, characteristics of a system, elements of system analysis, types of systems.
- (ii) System Development Life cycle-Determination of system requirements, design of system, development of S/W, System testing, implementation, evaluation and maintenance.
- (iii) Role of a System Analyst- Who is System Analyst, What a System Analyst does attitudes of an effective system analysis.

Unit - 2 : System Design

- (i) Fact-Finding Techniques - Questionnaires, Obs, The current system, Determination of DFD, New System.
- (ii) Tool kit for structure analysis-Data flow diagram (DFD), Data Dictionaries, Hierarchy plus input process output (HIPO), Decision Tables and Decision Trees.

Unit - 3 : Structured System design

- (i) System Design Consideration-Design objectives, Constraint, processing technique operation.
- (ii) Design Methodologies
- (iii) Structured Design-Major System Design Activities, System Interface application, Audit consideration, Audit control and documentation control.
- (iv) Modularization and module specification.
- (v) Design Process-Logic, Input/Output from, design using Case tools.
- (vi) Prototype Design.

Unit - 4 : System Development

- (i) Prototype installation
- (ii) Hardware and Software solution and performance

- (iii) Benchmark testing.
- (iv) Preparing S/W Development Cycle.
- (v) Software specification language selection criteria-volume of data, comp. of processing, compatibility with other system. Types of I/O development efforts.
- (vi) Quality Assurance.
- (vii) Levels of quality assurance - testing, verification with validation, certification.
- (viii) Designing test data
- (ix) System control
- (x) Audit Trail.

Unit - 5 : System Documentation
 System Implementation and Software Maintenance
 SAD : Ecological Awareness and green PC
 Ethical Issues
 Software Piracy
 Civil Liability
 Data Protection.

SUGGESTED READING

1. Introduction to Systems Analysis : I.I. Hawryzkiewicz and Design PHI, New Delhi.
2. R.H. Candon : Data Processing System Analysis and Design (PHI).
3. V. Rajaraman : Analysis and Design of Information systems (PHI).

MBA FULL TIME
Elective Group : Systems Management
INTERNET PROGRAMME FOR E-COMMERCE

COURSE : E-555

COURSE OBJECTIVE :

The course has been developed to introduce the concept of electronic marketplace and electronic commerce among the potential information technology leaders.

COURSE OUTLINE :

- Unit - 1 :** Computers and Communications : The Information Technology; The Concept of Global Village;
- Unit - 2 :** On-line Information Services; Electronic Bulletin Board Systems; the Internet ; Interactive Video;
- Unit - 3 :** Communication channels, Communication Networks; Local Networks; Managerial Issues Related to Telecommunications. Client/Server Computing; Communication Services; Digital Networks; Electronic Data Interchange and its Applications;
- Unit - 4 :** Enterprise Resource Planning Systems; Inter Organizational Information Systems; Value Added Networks ; Wireless Networks. Managing in the Marketplace;
- Unit - 5 :** Electronic Commerce and Internet; Applications of Internet, Internet and Extranet in Business Organizations: Using Intranet for Business EIS; Internet as a Vehicle for Transacting Business.

SUGGESTED READING

1. Derfler, Frank J. Guide to Linking LANs. Emeryville, California, Ziff-Davis Press, 1992.
2. Derfler, Frank J. Guide to Connectivity. 2nd ed., Emeryville, Calif., Ziff-Davis Press, 1992.
3. Estabrooks, Maurice. Electronic Technology. Corporate Strategy and World Transformation, Westport, Quorum Books, 1995.

MBA FULL TIME

Elective Group : Small Business And Entrepreneurship Management

NEW ENTERPRISE MANAGEMENT

COURSE : E-561

COURSE OBJECTIVE :

The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

COURSE OUTLINE :

- Unit - 1 :** Entrepreneurship and its role in economic development. Problems of industrialization in underdeveloped countries with special reference to India. Industrial policy.
- Unit - 2 :** Regulation and control of Industries in India; Mechanics of setting of new enterprises-size and location, optimum units-its meaning and determinants; size of industrial units in India.
- Unit - 3 :** Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India; Recent trends in the localisation of industrial activity in India:
- Unit - 4 :** Regional planning of industrial activity in India; Feasibility studies : technical, marketing and financial; Managerial problems of new enterprises; production purchasing, Financing labour and marketing problems.
- Unit - 5 :** Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

SUGGESTED READING

1. Caticts A Dalley: Entrepreneurial Management Going All out for Results (McGraw Hill, 1971).
2. Clelland, D.C. and D.G., Winer: Motivating Economic Achievement (New York 1969).
3. Drucker, Peter. Innovation and Entrepreneurship. East- West Press (P) Ltd., 1992.
4. F.M. Harblson: Entrepreneurial Organization as a factor in Economic Development. Quaterly journal in Economics August, 1952.
5. Gupta, C.B. and Srinivasan. Entrepreneurial Development in India. New Delhi, Sultan Chand, 1997.
6. Hisrich, Robert D. and Petors, Micheal P. Enterprenurship : Starting, Developing and Managing a New Enterprise 3rd ed. Chicago, Irwin, 1995.
7. Holt David H. Entrepreneurship - New Venture Creation. Englewood Cliffs, new Jersey, Prentice Hall Inc., 1992.

MBA FULL TIME

Elective Group : Small Business And Entrepreneurship Management

ENTREPRENEURIAL DEVELOPMENT

COURSE : E-562

COURSE OBJECTIVE :

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

COURSE OUTLINE :

- Unit - 1 :** Entrepreneurial traits, types and significance.; Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs. Role and importance of entrepreneur in economic growth.
- Unit - 2 :** Competing theories of entrepreneurship; Entrepreneurial Development Programme in India- History, Support, Objectives, stages of performances: Planning and EDP objectives. Target group, selection of centre, pre-training work; Govt. Policy towards SSI's;.
- Unit - 3 :** Entrepreneurial Input; Entrepreneurial Behaviours and entrepreneurial motivation. N-Achievement and management success, Entrepreneurial success in rural area. Innovation and entrepreneur.
- Unit - 4 :** Establishing Entrepreneurs System. Search for business idea, sources of ideas, idea processing, input requirements: Sources and criteria of financing, fixed and working capital assessment.
- Unit - 5 :** Technical assistance, marketing assistance, sickness of units and remedial assistance, Preparation of feasibility reports and legal formalities and documentation.

SUGGESTED READING

1. Clifton: Davis S and Fyfe, David E. "Project Feasibility Analysis". 1977 John Wiley, New York
2. Desai, A.N. "Entrepreneur & Environment". 1990. Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". 1985. Heinemann, London.
4. Jain Rajiv. "Planning a Small Scale Industry: A Guide to Entrepreneurs". 1984 S.S. Books, Delhi.
5. Kumar S.A "Entrepreneurship in Small Industry". 1990. Discovery, New Delhi.
6. McClelland, D.C. and Winter, W.G. "Motivating Economic Achievement". 1969. Free Press, New York.
7. Pareek, Udia and Venkateswara Rao, T. "Developing Entrepreneurship-A Handbook on Learning Systems". 1978. Learning Systems, Delhi.

MBA FULL TIME

Elective Group : Small Business And Entrepreneurship Management **GOVERNMENT BUSINESS INTERFANCE**

COURSE : E-563

COURSE OBJECTIVE :

The object of the course is to highlight the need for strong interaction between government and business in India so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.

COURSE OUTLINE :

- Unit - 1 :** State Participation in Business, Interaction between Government, Business and Different Chambers of Commerce and Industry in India: Public Distribution System; Government Control over Price and Distribution;.
- Unit - 2 :** Consumer Protection Act (CPA) and The Role of Voluntary Organizatins in Protecting Consumer's Rights; Industrial Policy Resolution, new Industrial Policy of the Government; Concentration of Economic Power; Role of Multinationals.
- Unit - 3 :** Foreign Capital and Foreign Collaborations; Indian Plannitg System; Government Policy Concerning Development of Backward Areas/Regions.
- Unit - 4 :** Government Policy with Regard to Export Promotion and ImportSubstitutin; Controller of Capital Issues. Government's Policy with Regard to Small Scale Industries.
- Unit - 5 :** The responsibilities of the Business as well as the Government to Protect the Environment; Government Clearance for Establishing a New Enterprise.

SUGGESTED READING

1. Amarchand, D. Government and Business. 3rd ed. New Delhi, Tata McGraw till, 1996.
2. Cherunialm, Francis. Business and Government 8th ed. Bombay, Himalaya. 1995.
3. Dasgupta 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. 1980.

MBA FULL TIME

Elective Group : Small Business And Entrepreneurship Management

SMALL BUSINESS MARKETING

COURSE : E-564

COURSE OBJECTIVE :

The objective of this course is to develop in-depth analysis for better understanding of the nature of competition in changing business environment.

COURSE OUTLINE :

- Unit - 1 :** Basis for Competition; Structural Analysis of Industries; Generic Competitive Strategies.
- Unit - 2 :** Framework for Competition Analysis; Market Signals; Competitive Moves; Technology of Competitive Advantage.
- Unit - 3 :** Strategy towards Buyers and Suppliers; Strategic Groups within Industries, Competitive Strategy in Declining Industries;
- Unit - 4 :** Competitive Strategy in Global Business; Portfolio Techniques in Competitor Analysis ; Techniques of Conducting Industry Analysis.
- Unit - 5 :** Strategies of Entering into New Industries; Strategic Analysis of Integration Capacity Expansion.

SUGGESTED READING

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 Prahalad, 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.
6. Porter, Michael E. Competitive Advantage. New York, Free Press. 1985.
7. Stalk, George. Competing Against Time. New York, Free Press, 1990.

MBA FULL TIME

Elective Group : Small Business And Entrepreneurship Management **FINANCING OF SMALL BUSINESS**

COURSE : E-565

COURSE OBJECTIVE :

The objective of the course is to familiarise the participants with the various modes of Small Business Financing.

COURSE OUTLINE :

- Unit - 1 :** Financial Management in Small Industries; Financial needs of Small Business-types of capital requirements.
- Unit - 2 :** Cash Management Problems; Sources of finance for small business In India.
- Unit - 3 :** Indigenous bankers, public deposits, State Finance Corporations, Industrial Co-operatives-adequacy and appropriateness of funds from banking and non-banking financial intermediaries.
- Unit - 4 :** Monetary Policy of the Reserve Bank of India for Small Business; Financial Assistance from the Central and State Governments.
- Unit - 5 :** Small Scale Industries and Financial Allocation and Utilization under Five Year Plans-a Critical Appraisal.

SUGGESTED READING

1. Bhalla, V.K. Financial Management and Policy 2nd ed., New Delhi, Anmol 1998.
2. Bhattacharya C.D. Public Sector Enterprises in India. Allahabad, Kitab Mahal, 1990.
3. Desai, Vasant. Small Scale Industries and Entrepreneurship. Bombay, Himalaya, 1995.
4. Pickle, Hal B and Abrahamjon, Royee L. Small Business Management. 5th ed. New York, John Wiley, 1990.
5. Schumacher, E.F. Small is Beautiful. New Delhi, Rupa, 1990.
6. Staley, E and Morsey, R. Small Scale Industries in the Developing Countries. New York, McGraw Hill.
7. Vepa, Ram N. How to Success in Small Industry. New Delhi, Vikas, 1984.