

MBA –FULL TIME

| FIRST SEMESTER | |
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| 101 | MANAGEMENT CONCEPT & PROCESSES |
| 102 | MANAGERIAL ECONOMICS |
| 103 | BUSINESS ENVIRONMENT |
| 104 | FINANCIAL ACCOUNTING |
| 105 | QUANTITATIVE METHODS |
| 106 | COMPUTER APPLICATIONS IN MANAGEMENT |
| 107 | BUSINESS LEGISLATION |
| 108 | INDIAN ETHOS & VALUES |

MBA (FULL TIME) IST SEMESTER

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| 101 | MANAGEMENT CONCEPT & PROCESSES |
| UNIT-1 | Introduction and Approaches to Management : Concept of Management and its significance, Managerial Roles, Evolution of Management Theory – Classical, Neo-classical and Modern School of Management, Approaches to Management, Micro and Macro Environment for Managers, Management levels and Management skills, Functional Areas of Management, Management as Profession |
| UNIT-2 | Planning and Decision Making: Concept, Process, Types and Significance of Planning, Concept, Types and Process of Setting Objectives; Planning Tools, Concept, Process and Managerial Implications of MBO, Concept, Process, Types and Styles of Decision Making, Environments of Decision Making |
| UNIT-3 | Organizing Principles and Process: Nature, Principles, process and significance of organizing. organizational structure and Design, Approach to Organization Design, Departmentation |
| UNIT-4 | Staffing and Directing –Meaning, importance and elements of staffing, Concept, Nature, Scope, Principles of Direction, Manager versus leaders, Leadership Theories, Approaches to leadership, Motivation Concept, Theories and Implications, Communication , Barriers to effective communication |
| UNIT-5 | Controlling : Nature, Process and Aspect of Control, Control Tools and Techniques , Managing Productivity, Quality Control , case studies on relevant issues |

SUGGESTED READINGS:

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India,
2. Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education, Special Indian Edition.
3. Hellriegel, Slocum & Jackson, ' Management -A Competency Based Approach', Thomson South Western, 10th edition,
4. Harold Koontz, Heinz Wehrich and Mark V Cannice, 'Management -A global perspective
5. Griffin, Management: Principle & Applications, Cengage Learning
6. P.Subba Rao, Principles of Management, Himalaya Publishing
7. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill
8. Stoner Management Person Education,

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| 102 | MANAGERIAL ECONOMICS |
|--------|---|
| UNIT-1 | Nature and Scope of Managerial Economics: Nature, Scope and Significance of managerial economics, Role and Responsibility of managerial economists. |
| UNIT-2 | Utility and Indifference Curve Analysis: Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. |
| UNIT-3 | Demand and Production Analysis: Law of demand, Factors affecting demand, Elasticity of demand, Techniques of forecasting demand - Survey and Statistical methods. Production function with one variable input or law of variable proportions, Production function with two variable inputs or isoquant, Production function with all variable inputs or Return to scale, Law of supply and classification of cost. Practical Problems. |
| UNIT-4 | Market Structure and Pricing: Different market structure, Price and output determination under perfect competition, Monopoly, Monopolistic competition, Oligopoly. Price Determination under Discriminating Monopoly. |
| UNIT-5 | Profit Management: Concept, Nature and Measurement of profit, Concept of risk and uncertainty, Risk uncertainty and innovations. Theories of profit, Profit planning and forecasting, Profit policies, Business cycle - Causes and Control. |

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.N. 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.

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| 103 | BUSINESS ENVIRONMENT |
| OBJECTIVE: This course develops ability to understand and scan business environment in order to analyze opportunities and take decisions under uncertainty. | |
| UNIT-1 | Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Element of environment –internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring. |
| UNIT-2 | Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies –industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes. |
| UNIT-3 | Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer Protection Act. |
| UNIT-4 | Socio-Cultural Environment: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India. |
| UNIT-5 | International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions – WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer. |

REFERENCES:

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia, I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi.

MBA (FULL TIME) IST SEMESTER

| 104 | FINANCIAL ACCOUNTING |
|--------|---|
| 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 | Final Accounts of a Joint Stock Company: Depreciation accounting and policy: company law provisions relating to preparation of various financial statements, preparation of final accounts of a joint stock company as per provisions of Companies Act-2013 |
| UNIT-4 | Financial Statements Analysis: 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 | Indian Accounting Standards: , Introduction to Indian Accounting Standards and IFRS, Preparation of cash flow statements, measurement of business income, Earning Per Share, Techniques of inflation accounting, Recent trends in accounting |

SUGGESTIVE READINGS:

1. Accounting for Management: S.K, Bhattacharya and John Dearden,
2. Gupta R.S.: Advanced Accountancy, vol. 1&11,
3. Shukla &Grewal: Advanced Accounts.
4. Botliboi : Double entry book-keeping.
5. Grewal, T.S.: Introduction to Accountancy,
6. Piokles : Accountancy,
7. Kom&Boyd : Accounting.
8. Keige&Keller : Intermediate Accounting.
9. Vlarmanson&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) IST SEMESTER

| 105 | QUANTITATIVE METHODS |
|--------|---|
| 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, Measures of dispersion, Measures of skewness and kurtosis. |
| UNIT-2 | Bivariate analysis: Regression Analysis Index numbers, time series-its components and their determination. |
| UNIT-3 | Probability: Definition, additive and Multiplicative Rules, Conditional Probability, Bayes Theorem, Probability Distribution: Binomial Poisson, Normal, Law of Large numbers and central limit theorem (without proof). |
| UNIT-4 | Introduction to Matrix and set theory: Matrix Operations, ad joint and inverse of matrix, salutation of simultaneous linear equations with matrix method. Types of sets, Operations on sets, Venn diagrams. |
| UNIT-5 | Introduction to Calculus: Limits, Functions, Differentiation, Problems of Maxima, and Minima. And Simple integration (Problems related to only Algebraic functions) |

SUGGESTED READINGS:

1. Levin, R.I. and Rubin, D; Statistics for Management, New Delhi, PHI.
2. Srivastava, U.K., Quantitative Techniques for business.
3. Goon, Gupta and Dasgupta : Fundamentals of statistics
4. Kapoor, J.N. Saxena, H.C., Mathematical Statics, S.Chand. Publication
5. Gupta and Gupta : Business statistics
6. Ghoosh. R.K. Salha .S., Business Mathematics & Statistics., New Central Book Agency.

MBA (FULL TIME) IST SEMESTER

| 106 | COMPUTER APPLICATIONS IN MANAGEMENT |
|--------|---|
| UNIT-1 | Introduction: Computer system, Components and functions of each unit. I/O devices and storage devices. Memory, types of memories, ROM, RAM and Cache memory, Computer Languages. |
| UNIT-2 | Computer Programs & Software: Programming Concepts, Algorithm and Flowchart, Program Development life cycle, System software and application software. Assembler, Compiler and Interpreter, Operating systems, functions of OS, types of Operating System. : Introduction of Windows and Control panel, Computer virus and types. |
| UNIT-3 | Office Management: MS-Word: Creating and formatting documents, printing and page setup, tables and Mail merge documents. MS-Excel: Workbook & worksheets, Formulae & functions, Cell references, formatting and working with Data, Charts and graphs. MS-Power Point: Creating slides with different layouts and templates, inserting charts pictures and tables, running slideshow, presentation setup and Animation. |
| UNIT-4 | & Networking: Data Transmission, Overview of Computer Network, Types of networks (LAN, WAN and MAN), Network topologies, packet transmission. Internet & Intranet : An introduction to Internet and Intranet, Overview of Internet, Architecture and Functioning of Internet, Web pages, HTML, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet, e-mail, and Search engines. |
| UNIT-5 | IT in Business: Role of IT in business, banking, insurance, education and financial accounting. |

REFERENCES:

1. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila 5: Microsoft office, Professional for Windows 95: Instant Reference; BPB Publication, Delhi.
3. Ron: The Compact Guide to Microsoft office: BPB Publication, Delhi, Norton, Peter: Working with IBM-PG, E3P13 Publication, Delhi,
4. O'Brian, J.A: Management Information Systems, Tata IvicGraw Hill, New Delhi. Principfos of Database Systems, Gaigotia Publications, New Delhi.

MBA (FULL TIME) IST SEMESTER

| 107 | BUSINESS LEGISLATION |
|------------|---|
| UNIT-1 | Introduction, Indian Contract Act, 1872 : Meaning of Law, Object of law, Indian contract Act, 1872 - Definition of contract, valid contract, offer and acceptance ,consideration, capacity to contract, free consent, legality of object, discharge of contract, Remedies for breach of contract, Quasi contract. Contract of Agency- modes of creating an agency, rights and duties of agent and principal, termination of agency. |
| UNIT-2 | Sale of Goods Act, 1930 : Essentials of a contract of sales conditions and warranties, rights and duties of buyer, Rights of an unpaid seller and buyer's beware. Partnership Act, 1932 - Concept of partnership and its major provisions. |
| UNIT-3 | Negotiable Instrument Act, 1881 : Definition, types and characteristics of promissory note, bills of exchanges and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer. |
| UNIT-4 | Indian Companies Act, 2013 : Definition, characteristics and kinds of company, formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, statement In lieu of prospectus, Rights and liabilities of members of company. Company Management : Appointment of directors, power, duties and liabilities of a director and managing director |
| UNIT-5 | Intellectual Property Rights Acts : Meaning of IPR, The Patent Act 1970 -Introduction, History, Meaning of patent, kinds, procedure for grant of patent, Right of patentee, Infringement of patent. The Copyright Act, 1951 - introduction, History, Meaning of copyright, registration of copyright, terms of copyright. Infringement of copyright. |

SUGGESTED READINGS:

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. Shall,
5. Industrial Law by N.D. Kanpur Bare Acts Contract Act, Companies Act, MRTP, Act, FEMA. II)RA etc.

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| 108 | INDIAN ETHOS & VALUES |
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| UNIT-1 | Model of Management : Model of Management in the Indian Socio-Political Environment; Work Ethos ; Indian Heritage in Production and Consumption. |
| UNIT-2 | Indian Insight into TQM: Indian Insight into TQM Problems Relating to Stress in Corporate, Management Indian Perspective ; Teaching Ethics. |
| UNIT-3 | Tans-cultural Human Values in Management Education: Tans-cultural Human Values in Management Education Relevance of Values in Management; Need for Values in Global Change – Indian Perspective. |
| UNIT-4 | Values for Managers: 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: Relationship between law and ethics, Corporate mission statement, CSR, Code of Ethics, Quality management systems. |

SUGGESTED READINGS:

1. R Nandagopal, AjithSankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill
2. Bhatta, S.K., Business Ethics & Managerial Values.
3. Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi
4. Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill Publishing Company, New Delhi
5. Chakraborty, S.K.: Management by Values, Oxford University Press
6. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill,
7. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House,
8. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House,
9. Joseph Des Jardins, an Introduction to Business Ethics, Tata Mc Graw Hill,
10. S K Chakraborty, Management by Values, Oxford University Press, New Delhi,

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| SECOND SEMESTER | |
|------------------------|--|
| 201 | MARKETING MANAGEMENT |
| 202 | HUMAN RESOURCE MANAGEMENT |
| 203 | ORGANIZATIONAL BEHAVIOR |
| 204 | RESEARCH METHODOLOGY |
| 205 | BUSINESS COMMUNICATION |
| 206 | FINANCIAL MANAGEMENT |
| 207 | MANAGEMENT ACCOUNTING |
| 208 | PRODUCTION & OPERATION MANAGEMENT |

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| 201 | MARKETING MANAGEMENT |
| UNIT-1 | An Introduction to Marketing: Concept, Nature and scope, Core Marketing Concepts ,Customer Value, Evolution of Modern Marketing Concept, Introduction to Marketing Mix , Strategic Marketing Planning. |
| UNIT-2 | Understanding Markets and Consumers: Market Segmentation, Marketing Research Process and Marketing Information System, Consumer Behaviour, Organizational Buying Behaviour.. |
| UNIT-3 | Product and Pricing Management: Product Decisions: Meaning and Classification of Product, Product Mix, New Product Development Process, Product Life Cycle, Branding and Positioning. Pricing Decisions : Factors affecting Pricing, Pricing objectives and strategies, |
| UNIT-4 | Distribution and Promotion Management: Distribution Decisions: Channel design and Management, Logistics, Whole selling and Retailing. Promotion Decisions: Promotion Mix, Integrated Marketing Communications, Introduction to Advertising, Sales Promotion, Public Relations Sales Management and Personal Selling. |
| UNIT-5 | Contemporary issues in Marketing: Rural Marketing ,Services Marketing, Online and Social Media Marketing and other current issues in Marketing. |

SUGGESTED READINGS:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, Marketing Management: A South Asian Perspective, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Mktg Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit,
4. Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
5. Czinkota, Miachel, Marketing Management, Cengage Learning.
6. Kazmi, SHH, Marketing Management Text and Cases, Excel Books.
7. Zikmund, William G. and Michael D'Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South-Western College Pub.
8. Neelamegham, S., Marketing in India: Text and Cases, Vikas Publishing House.
9. Rajgopalan, Marketing Management: Text and Cases, Vikas Publishing House.
10. Note: Latest edition of the readings may be used.

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| 202 | HUMAN RESOURCE MANAGEMENT |
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| UNIT-1 | Introduction : Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Nature, Scope and significance of HRM. The changing environment and duties of HR Manager, HRM in Indian scenario. |
| UNIT-2 | Recruitment and Selection :HR planning, Job Analysis, Recruitment and Selection. Transfer and Promotion. |
| UNIT-3 | Human Resource Development :Concept. Goals of HRD, Training and Development- concept, process and techniques; Performance Appraisal - Concept, Process, Techniques. |
| UNIT-4 | Managing Employee Relations : Labour relation, industrial disputes and resolution, collective bargaining, employee welfare and social security, Employee grievances and their redressal, Worker's participation in Management. |
| UNIT-5 | Contemporary Issues in HRM : Employee compensation concept, factors affecting employee compensation, components of employee compensation, knowledge management, Human Resource Information System, issues of HRM in multinational organizations |

SUGGESTED READINGS:

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. Monapa. 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

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| 203 | ORGANIZATIONAL BEHAVIOR |
|--------|---|
| UNIT-1 | Introduction : Organizational Behaviour- Concept and Importance, Historical Development of O.B., Contributing disciplines to the O.B. field, Challenges and Opportunities for O.B., Models of O.B. |
| UNIT-2 | Individual Behaviour : Values : Importance, types, values across culture Attitudes : Types, cognitive dissonance theory, measuring attitude. Personality : Meaning, determinants, traits, major personality attitudes influencing O.B. Perception - Meaning, factors influencing perception, person perception. |
| UNIT-3 | The Group Behaviour Foundations of Group behaviour, Defining and classifying groups, stages of group development, Group structure, Group decision making, Understanding work teams, Difference between Groups and teams, types of teams, creating effective teams, turning individual into team players. |
| 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 | Key issues in Organizational Behaviour : Organizational culture - Definition, culture's functions, creating and sustaining culture, how employees learn culture, creating an ethical organizational culture, creating a Customer responsive culture. Organisational change, forces for change, resistance to change, managing organizational change. |

REFERENCES:

1. Organisational behaviour-Concept, Contevercis Applications-Steohe Robbins.
2. Organisational Behaviour-Fred Luthans
3. Organisational Theory and Behaviour-R.a. Sharma
4. Organisational Bheaviour-K. Aswasthapa

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| 204 | RESEARCH METHODOLOGY |
|--------|---|
| UNIT-1 | Introduction to Research: Nature, Objectives , Significance and Types of Research. Ethical Issues in Research. Steps in research process. Research Problem formulation. Research Design : Exploratory, Descriptive and Experimental Research designs. |
| UNIT-2 | Data Collection and Sampling: Data types , measurement and methods of data collection; Sources of Error. Basics of Sampling Theory, Probability and Non-Probability Sampling, |
| UNIT-3 | Data Analysis: Processing : Classification and coding, Tabulation. Analysis: Measures of Relationship, Problems in processing; Use of EXCEL and SPSS in data analysis. |
| UNIT-4 | Hypothesis Testing : Concept, Types and Sources of hypothesis, Procedure for formulation of hypothesis, Testing of hypothesis ‘Z’ test, ‘t’ test, ‘f’ test, Chi square test and ANOVA |
| UNIT-5 | Advance Techniques of Data Analysis and Research Communication: Introduction to Discriminant Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis. Types of Reports, Format of research report, Documentation, Data and Data Analysis Reporting , Precautions in report writing, Footnoting, Bibliography and Index Preparation. |

SUGGESTED READINGS:

1. Fowler, Floyd JJR., Survey Methods, 2nd ed., Sage Pub., 1993.
2. Fox, LA. and P.E. Tracy: Randomized Response: A Method Of Sensitive Surveys, Sage Pub.,
3. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001 .
4. Golden-Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub.,
5. Salkind, Neil I, Exploring Research, 3rd ed., Prentice-Hall, NJ.
6. Kothari. C.R., Agarg Gaurav, Research Methodology Methods and Techniques, New Age International Pub. 3rd ed.

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| 205 | BUSINESS COMMUNICATION |
| UNIT-1 | Communication :Concept, Need, Process, Methods, Types and Barriers to communication, Factors affecting communication, Essentials of effective communication, Need of effective communication in business. |
| UNIT-2 | Communication Skills: Concept, Humor in communication, Interpersonal communication, Communication skills and leadership. Verbal and Non Verbal Communication, written and oral , body language, Postures and Gestures, Attire, Appearance, Handshake, Personal space, Timing, behavior, smile. Listening Skills: Process, Types, Barriers, Importance, essentials of good listening. |
| UNIT-3 | Business letters: Essentials of business letter, Parts, Forms, Types, Preparation of Business letter related to tenders, Quotations, Orders, Sales, Enquiry and Complaints. Internal Communication: letters to staff, Circulars and Memos, Office note, Representations and suggestions, Motivational Communication, letters from top management, Reminders and follow up, Employee newsletters. |
| UNIT-4 | Mass Communication: Meetings, Conferences, Presentation skills, Advertisements, Publicity, Press Releases, Media mix, Public relations, News letters. Direct Marketing: Report writing, Types, Essentials of a good report, Committee report, Annual report., modern modes of communication, cross cultural communication |
| UNIT-5 | Interview: Types of Interview, Job interview, Telephonic interview, Conducting the Interview, sending a job application, Preparation of Resume, Group discussion. Types of pictorial presentation: Charts, Graphs and Pictures, New trends in business communication, Communication overload, BPO/Call centers, Technical writing, Professional presentation, Cardinal principles of communication, communication policy and Ethical dimensions. |

SUGGESTED READINGS:

1. Lesikar & Pettet, Business Communication. ;
(All India Traveliers 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 för 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.

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| 206 | FINANCIAL MANAGEMENT |
|--------|--|
| UNIT-1 | Introduction: Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of finance functions, Financial Planning: Objectives and considerations, capitalization- Over and under capitalization, Financial Forecasting. |
| UNIT-2 | Capital Structure : Optimum Capital Structure, Capital Structure, Theories, Features of sound Capital Mix, Leverage - Financial and Operating leverage, Sources of Finance. |
| UNIT-3 | Working Capital : Concept, Importance and Determinants, Sources of Working Capital Finance, Cash Management: Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables, Inventory Management: Objective, Inventory Control Techniques. |
| UNIT-4 | Cost of Capital : Concept, calculation of cost of capital of equity share, Preference Share, Debentures and retained earnings, Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting |
| UNIT-5 | Dividend and Dividend Policy : Management of Earnings, Dividend and Dividend Policy, Objectives and Determinants of dividend Policy, Stable Dividend Policy, Forms of Dividend, Concept of lease Financing, Hire Purchase, Financing Venture Capital, Factoring, Economic value added, Dividend policy and its impact on stock price. |

REFERENCES:

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.

MBA (FULL TIME) IIND SEMESTER

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| 207 | MANAGEMENT ACCOUNTING |
| <p>The thrust of this course makes the student conversant with the three types of information generated within an organization viz. full cost accounting, differential accounting and responsibility accounting as also to enable him to appreciate their uses in managerial decision making.</p> | |
| UNIT-1 | <p>Introduction: 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</p> |
| UNIT-2 | <p>Elements of Cost: direct material, direct labour, direct expenses and overheads, full cost accounting full cost information its uses and mechanics</p> |
| UNIT-3 | <p>Marginal Costing : Marginal costing/Variable costing and cost volume profit relationship, Alternative choice decisions, Key factor and level of activity planning, differential accounting concept</p> |
| UNIT-4 | <p>Budgetary Control :Budgetary Control and budget, preparation of budgets, flexible budgetary control, Responsibility Accounting, Management Control Structure and process, Zero Based Budgeting, Performance and Program Budgeting</p> |
| UNIT-5 | <p>Standard Costing :Standard costing, analysis of variances (costs and revenues) divisional performance and transfer pricing, Activity Based Costing, Target Costing, PLC costing, Cost Audit</p> |

SUGGESTED READINGS:

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 Inddian 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 Accounting.
6. Gordeon Shillonglaw; Managerial Cost Accounting (Richard D. Irwin, 5th .edition, 1980).

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| 208 | PRODUCTION & OPERATION MANAGEMENT |
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| UNIT-1 | Introduction: nature & Scope of Production Management, Production as a sub system 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, Plant 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 | Quality Control: Purchasing decisions vendor development, S.Q.C. Japanese manufacturing system concept of quality circles, TQM, ISO. |

SUGGESTED READINGS:

1. Buna, E.S.: Modern Production Management.
2. Myers A.: Production Management.
3. Adam, E. Sr. & Ebert, R.: Production & Operations Management Concepts Models & Be Dutta, A.K.: Materials Management, Srinivasan, A.V Japanese Management.

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| THIRD SEMESTER | | |
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| 301 | INTERNATIONAL BUSINESS ENVIRONMENT | COMMON SUBJECT |
| 302 | OPERATION RESEARCH | |
| 303 | E-COMMERCE | |
| 304 | PROJECT MANAGEMENT AND ENTREPRENEURSHIP | |
| 305 | MANAGEMENT OF FINANCIAL INSTITUTIONS | FINANCE GROUP |
| 306 | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | |
| 307 | MARKETING RESEARCH AND CONSUMER BEHAVIOR | MARKETING GROUP |
| 308 | INTERNATIONAL MARKETING | |
| 309 | HUMAN RESOURCE DEVELOPMENT | HR GROUP |
| 310 | MANPOWER POLICY & PLANNING | |
| 311 | INDIA'S FOREIGN TRADE POLICY | IB GROUP |
| 312 | FOREIGN EXCHANGE MANAGEMENT | |
| 313 | PRODUCTION, PLANNING & CONTROL | PRODUCTION & OPERATIONS MANAGEMENT GROUP |
| 314 | PURCHASING AND MATERIALS MANAGEMENT | |
| 315 | FUNDAMENTALS OF RDBMS & SOFTWARE ENGINEERING | SYSTEMS MANAGEMENT GROUP |
| 316 | FUNDAMENTALS OF COMPUTER ARCHITECTURE AND OPERATING SYSTEMS | |
| 317 | NEW ENTERPRISE MANAGEMENT | ENTREPRENEURSHIP MANAGEMENT GROUP) |
| 318 | ENTREPRENEURIAL DEVELOPMENT | |

MBA (FULL TIME) IIIRD SEMESTER

| 301 | INTERNATIONAL BUSINESS ENVIRONMENT |
|--------|--|
| UNIT-1 | Introduction to International Business: Nature and Scope. Of International Business. Process of Internationalization, Theories of Internationalization, Rationale of International business – Bases of International Trade. |
| UNIT-2 | International Socio-cultural and Political environment: Types of political systems, Nature of Political Risks and Management of Political risks, Cultural differences, Cross cultural Management, Dimensions of culture across the world. |
| UNIT-3 | International Economic Environment: Foreign Investment Theories, Current trends in Foreign Investment inflows – comparison between India and other developing nations, Protectionism and trade barriers, Major International economic institutions- WTO, World Bank, IMF, and UNCTAD |
| UNIT-4 | Technology and Intellectual Property rights: Technological environment, Problems in transfer of technology, Concept of IPR, IPR violations and protection, Environmental Issues in International business – Global warming and its impact on business, Stands taken by Developed and Developing countries. |
| UNIT-5 | Miscellaneous current issues in International Business: International Trade blocs and Regional Economic Co-operations, India's relations with and participation in Trade Blocs, Organization structures for International Business, International Negotiations, Competitive advantage and Strategic International Management. |

SUGGESTED READINGS:

1. Albaum Duerr - International Marketing and Export management (Pearson)
2. Cherunilam F – International Business (PHI)
3. Hill C.W. - International Business (McGraw Hill)
4. Daniels - International Business (Pearson)
5. Joshi, R.M., International Business, (Oxford University Press)
6. Jaiswal- International Business (Himalya)
7. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons)

MBA (FULL TIME) IIIRD SEMESTER

| 302 | OPERATION RESEARCH |
|---------------|--|
| UNIT-1 | Introduction to Operation Research: Decision making through OR, Nature & Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application and scope of OR, Basic OR models. |
| UNIT-2 | Programming techniques: Linear programs and applications, Linear programming graphical methods, Simplex methods, minimization problems, artificial variables problems, Concepts of duality, Sensitivity analysis. |
| UNIT-3 | Transportation& Assignment Problems, Game Theory: Two Person Zero sum games, Mixed Strategies. |
| UNIT-4 | Network and simulation: PERT and CPM, markov Analysis, Brand Switching, simulation concepts and applications, decision theory |
| UNIT-5 | Inventory and Queuing theory: Inventory and waiting line concept, Inventory control, Deterministic models, Queuing models. |

SUGGESTED READINGS:

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

MBA (FULL TIME) IIIRD SEMESTER

| 303 | E-COMMERCE |
|---------------|---|
| UNIT-1 | E-Commerce: Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process. |
| UNIT-2 | Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer. |
| UNIT-3 | E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, E-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models. |
| UNIT-4 | Security Threats to E-Commerce: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications |
| UNIT-5 | E-Commerce security considerations: E Commerce & M Commerce – Different ways of Implementing Information and Data Security – Digital Signature – Data Capture by Bar Code, RFID and QR Code - Electronic fund transfer and security – E-Governance – Electronic records – IT Act 2000 and 2008 |

REFERENCES:

1. Agarwala, K.N. and Deeksha Agarwala: Business on the Net: What's and How's of E-Commerce : Macmillan, New Delhi.
2. Agarwala, K.N. and Deeksha Agarwala: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.
3. Cady, Glcc Harrab and Mcgregor Pat: Mastering the internet, BPB Publication, New Delhi.
4. Diwan, Parg and Sunil Sharma: Electronic Commerce- A Manager's guide to E-Business, Vanity Books International, Delhi.
5. Janal, D.S: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
6. Kosivr, David: Understanding Electronic Commerce, Microsoft Press, Washington.
7. Minol and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
8. Schneider, Gray P: Electronic Commerec, Course Technology, Delhi.
9. Young, Margaret Levine: The Complete Reference to internet, Tata McGraw Hill, New Delhi.
10. O'Brein J: Management Information Systems, Tata McGraw Hill, New Delhi.

MBA (FULL TIME) IIIRD SEMESTER

| 304 | PROJECT MANAGEMENT & ENTREPRENEURSHIP |
|---------------|---|
| UNIT-1 | Entrepreneur & Entrepreneurial development- Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur- Factors influencing entrepreneurship: Individual factors- Environmental factors- Socio-cultural factors- Support systems- Entrepreneurial motivation. |
| UNIT-2 | Functions of an entrepreneur- Types of entrepreneurs- Entrepreneur- Entrepreneur and Professional manager. Women Entrepreneur: Concept and functions of women entrepreneurs- Problems of women entrepreneurs-Developing women entrepreneurs – recent trends |
| UNIT-3 | Entrepreneurial Development Programmes (EDPs): Need and objectives of EDP- Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs-Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs). |
| UNIT-4 | Concept of a Project & Project Management- Characteristic features of a project- Project life cycle and its different phases- Project feasibility study- Market feasibility- Technical feasibility-Financial feasibility-Prerequisites for successful implementation of projects. |
| UNIT-5 | Evaluation and appraisal of projects- Project appraisal techniques- Project Control- Reasons for ineffective project control- Technique of project control- Preparation of project proposals |

SUGGESTED READINGS:

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

MBA (FULL TIME) IIIRD SEMESTER

| | |
|---|---|
| 305 | MANAGEMENT OF FINANCIAL INSTITUTIONS (FINANCE GROUP) |
| COURSE OBJECTIVE: The basic objective of the present course is to familiarize the students with financial institutions and financial services which are useful to manager in financial decision making. | |
| UNIT-1 | Capital formation and economic problems: 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, underwriting & security investment. |
| UNIT-4 | Merchant Banking– Introduction guidelines, Equity & Debt capital, cumulative preference shares and floatation bonds, management of capital issues-pressure & post issue activities, underwriting & Brokerage/Pricing and Marketing of Public Issues. |
| UNIT-5 | Foreign Capital: Raising Foreign Capital, venture capital leasing, Hire Purchase Factoring, company fixed deposits, commercial paper Bill Discounting, Inter Corporate Divestments Credit Rating. |

SUGGESTED READINGS:

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

MBA (FULL TIME) IIIRD SEMESTER

| | |
|--|---|
| 306 | SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (FINANCE GROUP) |
| COURSE OBJECTIVE: This course aims at to equip the student, with the broad bases. knowledge relating to corporate securities and stock markets. II:, emphasis will be on problems relating to management of investment portfolio. | |
| UNIT-1 | Introduction: Nature and scope of investment management. definition and scope of investment, investment media, capital markets, sources of investment information's. 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 Market: Indian financial system, structure financial markets and financial institution, 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 | Analysis: Investment analysis and forecasting of stock prices. Fundamental analysis, economic analysis, industry analysis company analysis: technical analysis. |
| UNIT-4 | Portfolio construction: Portfolio Management-construction of portfolio, Markowitz approach sharps approach, CAPM Approach. |
| UNIT-5 | Mutual Funds-types und objectives: Mutual Funds-types und objectives. organization am! 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. Piyush 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 Exchange (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, VK : Investment management (S. Chand)
 9. Fisher and Jordan : Security Analysis and Portfolio Management (Prantice hall)
 10. Amline, F.: Investments (Prantice hall)
 11. Elton L.J. and Gruber , M.L. : Modern Portfolio Theory and Investment Analysis(John Wilay)
 12. Sharps, W.: Investment Analysis and Management (Harper and How)
- Clark F.J. : Investment Analysis and Management (Mc Grow - Hill)

MBA (FULL TIME) IIIRD SEMESTER (MARKETING GROUP)

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|--|---|
| 307 | MARKETING RESEARCH & CONSUMER BEHAVIOUR |
| 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 finding. | |
| 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 | Consumer Behavior and Decision Making: Understanding of Consumer behavior Consumer decision making process high instrument decision process. |
| UNIT-4 | Social cultural environment Cross Cultural influences: and 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, modification information processing. |
| UNIT-5 | Models of Consumer Decision Making: Models of Consumer Decision making. Consumer Protection Act, 1986. |

SUGGESTED READINGS:

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

MBA (FULL TIME) IIIRD SEMESTER (MARKETING GROUP)

| 308 | INTERNATIONAL MARKETING |
|--------|---|
| UNIT-1 | An introduction to International Marketing: Nature, scope and significance of International Marketing. Global trends in International business, India's role in the international trade. International vs. domestic marketing. International marketing environment. |
| UNIT-2 | International marketing tasks: International marketing research, Consumer behaviour across cultures, Marketing segmentation strategies, Market analysis and international market entry strategies. |
| UNIT-3 | Product and pricing strategies: new product development, International brand management, brand positioning, International product life cycle, product standardization vs adaptation. Factors influencing International pricing, Retrograde pricing, transfer pricing, dumping, |
| UNIT-4 | Distribution and Promotion strategies: International channel selection, freight forwarding, drop shipping, marine insurance, International advertising, trade fairs and exhibitions. |
| UNIT-5 | The Indian context: Export financing, Methods of payment, Letter of credit, highlights of current EXIM policy, key documents required, Government incentives and institutional support for exporters. |

SUGGESTED READINGS:

1. Keegan, W., Global Marketing, (Pearson Education)
2. Cateora, Gilly & Graham, International marketing (McGraw-Hill)
3. Srinivasan, R., International Marketing (PHI)
4. Varshney and Bhattacharya, International Marketing Management (Sultan Chand)
5. Shaw and Onkvisit, International Marketing (Prentice Hall)

(Note: Latest editions of all the readings are desirable.)

MBA (FULL TIME) IIIRD SEMESTER (HR GROUP)

| 309 | HUMAN RESOURCE DEVELOPMENT |
|------------|--|
| UNIT-1 | HRD Macro Perspective: Concept and Significance; HRD evolution and growth; difference between HRD and Human Development; Approaches to HRD - Systems Approach; Activity Areas of HRD; Strategic HRD concept; Behavioral Science and HRD |
| UNIT-2 | HRD Micro Perspective: HRD Process; Difference between Training, Development & education.; HRD Sub systems – Training, Performance and Potential Appraisal, Competency Mapping and Career Planning, Quality Circles, Feedback and Performance Coaching, Rewards, Quality of Work Life, Work life Balance, PCMM, Balanced Score Card |
| UNIT-3 | Organizing HRD Functions: HRD structure and functions; Role and competencies of HRD professionals, Challenges to HRD professionals; HRD for Workers, Technology and HRD, Culture building for HRD; HRD climate: OUTPACE; Designing and developing effective HRD systems; Implementing HRD programs |
| UNIT-4 | Learning and HRD: Concept and Theories of Learning; Individual Differences in the Learning Process; Evaluation and measuring of Learning; Knowledge Management; Organizational Learning: Concept and Significance; Building learning organizations; HRD Audit; Concept and Evolution of HR Analytics. |
| UNIT-5 | Organizational Development & HRD: Concept and significance; Organizational effectiveness and HRD; HRD Interventions; HRD practices in manufacturing and services sector; Employer branding and other emerging trends; Issues and Challenges of HRD In cross, cultural environment for Global workforce. |

SUGGESTED READINGS :

1. Nadler, Leonard, Corporate Human Resource Development, Van No strand Reinhold/ASTD, New York.
2. T.V.Rao, Human Resource Development, Sage Publications, New Delhi.
3. T.V.Rao and UdaiPareek, Designing and Managing Human Resource Systems, Oxford and IBR Pub., Ltd., New Delhi.
4. T.V.Rao, HRD Audit, Sage Publication, New Delhi.
5. T.V.Rao,HRD:Experiences,InterventionsandStrategies,SagePublications,1996,New Delhi.
6. Peter Senge, Malcolm Warrant, Training for Results, Addison Wesley Pub.Co., London.
7. Arun Sekhri, Human Resource Planning and Audit, Himalaya Publishing House, Mumbai.
8. D.K. Bhattacharya, Human Resource Development, Himalaya Publishing House, Mumbai.
9. Hamel, Prahalad, Competing for the Future, Tata McGraw Hill Edition, New Delhi.
10. Steven J Stein and Howard Book,The EQ Edge: Emotional Intelligence and Your Success, McMillan,New Delhi
11. Nimit Chowdary and Bhagwati Prasad Sarawat,,Organizational Culture and Human Talent, McMillan, New Delhi.
12. Greaves, Jim, Strategic Human resource Development, Sage publications, London.
13. Raman,T.,Knowledge Management: A Resource Book, Excel Books, ND.

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| 310 | MANPOWER POLICY AND PLANNING (FULL TIME) IIIRD SEMESTER (HR GROUP) |
| 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. | |
| UNIT-1 | Basics in HR Policy: Concept, Aims and Objectives of HR strategy and policy, developing HR Strategies and policy, Mechanism for policy formulation, Types of HR Policy and responsibilities |
| UNIT-2 | Basics in HR Planning and resourcing: Macro level scenario of HR Planning, Need for HR Planning, Steps in HR Planning, Importance, Obstacles in HR Planning, Effective decision making, Linkage of HR Planning with other HR functions. |
| UNIT-3 | HR Forecasting: Introduction, Need for Forecasting, steps in forecasting, Demand and supply forecasting, Demand forecasting techniques, Benefits of forecasting, Issues of shortages and surplus. |
| UNIT-4 | Action Plans: Retention, Talent Management, Practices and Process, Training, Redeployment staffing, HR Inventory, Currier Planning and Succession planning, carrier development, recent trends and HR Planning. |
| UNIT-5 | Measurement of HR Planning: HR Audit, Introduction, definition, Process of HRA, Need and Significance, Objectives for HRA, Advantages, Methods of HRA |

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, London- EC 4.

MBA (FULL TIME) IIIRD SEMESTER (IB GROUP)

| 311 | INDIA'S FOREIGN TRADE POLICY |
|--------|--|
| | 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. |
| UNIT-1 | India's Foreign Policy in Global Context: Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's Foreign trade; Directional Patterns. Trade Policy towards Africa, Latin American Countries South East Asia and Gulf countries. |
| UNIT-2 | India & WTO: Concept and working of WTO; Trade Barriers- tariff and non-tariff, Multilateralism and Bi-literalism in India's International Business. Regional Integration. |
| UNIT-3 | Major Export Commodities: Thrust areas commodities, their trends, problems; Major Competitors, Major Import Commodities Groups; Trade Control in India; Foreign Trade (Development & Regulation) Act, Import and Export Control Orders; Import and Export Licensing System. |
| UNIT-4 | Exchange Control in India; Blanket Permit System; Import Substitution and Export Promotion Policies; Export Incentives; Financial and Fiscal; Deferred Payment System; Role of EXIM Bank in India,; Export Credit Insurance. |
| UNIT-5 | Institutional Infrastructure for Export Promotion in India: Export Promotion Councils; Commodity Boards; Product Export Development Authorities; Service Institutions; Role of State Trading Organizations; State Export Organizations. Special Economic Zones (SEZs), Product Specific Zones; Export Processing Zones; Export Oriented Units, Deemed Exports, Export and Trading Houses. |

SUGGESTED READING:

- 1- Joshi, Rakesh Mohan, International Business, Oxford, New Delhi.
- 2- Rustogi, Abhishek, (2015) Handbook of Foreign Trade Policy 2015-2000.
- 3- Singla, Raman, Foreign Trade Policy, Jain Book Agency, New Delhi., 2017
- 4- Taxmann's Guide to Foreign Trade Policy by VS Datey
Varshney, RL and Bhattacharya, B., International Marketing Management, Sultan Chand & Sons, New Delhi.

MBA (FULL TIME) IIIRD SEMESTER (IB GROUP)

| | |
|---|---|
| 312 | FOREIGN EXCHANGE MANAGEMENT |
| COURSE OBJECTIVE : To provide an insight into the need and importance of foreign exchange and the mechanisms thereof. | |
| UNIT-1 | Foreign Exchange Markets: Types of foreign exchange markets and transaction, mechanism and instruments of international payments, exchange rate mechanism, decimals, fractions, chain role. |
| UNIT-2 | Different Foreign Exchange Rates and Mechanism : Quoting foreign exchange rates, spread, official and free market rates, cross rates, forward rates, quoting forward rates, foreign exchange accounting system of a bank. Organization of the foreign exchange markets, currency futures, currency options, currency swaps, foreign exchange operations, exchange arithmetic |
| UNIT-3 | Corporate Exposure Management: Corporate exposure management, alternative definitions of foreign exchange risk, 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- economics fundamentals, financial and socio-political factors, Technical Analysis, Tax Treatment of foreign exchange gains and losses FEMA. |
| UNIT-5 | Exchange central and foreign exchange regulation in India: Exchange central and foreign exchange regulation in India, organization of foreign exchange department in a bank. International Monetary fund, international liquidity, Euro-currency market. |

REFERENCES:

1. Avadhani, V.A. : International Finance: Theory and Practice, Himalaya Publishing House, Delhi.
2. Chaudhari B.K.: Finance of Foreign trade and Foreign Exchange, Himalaya Publishing House, Delhi.
3. Sundharam, K.P.M. Money, Banking and International Trade, Sultan Chand & Sons, New Delhi.
4. Sethi, T.T.: Money, Banking & International Trade, S. Chand & Co., New Delhi.
5. Jain: International Finance Management, Macmillan India Ltd. New Delhi.
6. RBI manual of exchange control.
7. Verghese, S.K. Foreign Exchange and financing of Foreign Trade, Vikas Publications, New Delhi.
8. Aliber, R.Z. Exchange Risk and Corporate International Finance, London, Macmillan.
9. Bhalla, V.K. International Financial Management, 2nd Ed. Delhi, Anmol.
10. Luca Cornelius Trading in the Global Currency Markets, N.J, Prentice Hall.
11. Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon.
12. Sutton, W.H. Trading in Currency Option, NY, New York Institute of Finance.

**MBA (FULL TIME) IIIRD SEMESTER
(PRODUCTION AND OPERATIONS MANAGEMENT GROUP)**

| | |
|--|---|
| 313 | PRODUCTION PLANNING AND CONTROL |
| COURSE OBJECTIVE: To develop a broad conceptual framework based on the research which has 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. | |
| UNIT-1 | Production Planning and control Function: Production Planning and control Function; Material Requirement Planning |
| UNIT-2 | Production Inventory system: Production-Inventory system; Forecasting for Inventory and Production Control; |
| UNIT-3 | Aggregate Planning: Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production; |
| UNIT-4 | Line Balancing: Line Balancing; Planning for High Volume Standardized Products. |
| UNIT-5 | Procedures and Documentation in Production Planning and Control: 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. Decisikon systems for Inventory-Management and Production Planning. New Youk John Wiley, 1979.
Vollmann, T.E. etc. Manufaturing Plannning and Control. Homewood. Lllinois. Richard D Irwin, 1988.

MBA (FULL TIME) IIIRD SEMESTER
(PRODUCTION AND OPERATIONS MANAGEMENT GROUP)

| | |
|--|--|
| 314 | PURCHASING AND MATERIALS MANAGEMENT |
| COURSE OBJECTIVE: The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service 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 | |
| UNIT-1 | Role of Purchasing and Materials management-Objectives, Organization 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-Standardization, Simplification & Variety Reduction Value Analysis and Engineering, Make or Buy Decision, Purchasing Research, Source 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. Nmeu York, Free Press,
2. Baily P. etc. Purchasing Principles and Management. London, Pitman,
3. Burt, David N. Proactive Procurement. Englewood cliffs, New Jersey, Prentice Hall Inc.,
4. Dobler, d.W. etc. Purchasing and Materials Management. New York, Mc Graw Hill, .
5. Dutta, A.K. Integrated Materials Management, New Delhi, PHI,
6. Farrington B and Waters, Derek W. Managing Purchasing. London, Chapman & Hall.
7. Gopalakrishanan P and Sundershan M. Handbook of Materials Management. New Delhi, Prentice Hill of India.

**MBA (FULL TIME) IIIRD SEMESTER
(SYSTEMS MANAGEMENT GROUP)**

| | |
|---|---|
| 315 | FUNDAMENTALS OF RDBMS & SOFTWARE MANAGEMENT |
| COURSE OBJECTIVE: The objectives of this paper are to explain the students about DBMS concepts relational Data base and role of Software Engineers. | |
| UNIT-1 | Database- Definition, Concepts and Developments, Traditional file oriented approach, Need for 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 mode, The CODD Commandment, Relational Algebra, Normalization-Properties of Normalized Relation, I st II nd , III rd BCNF, V th , VI th Normal form, Structured Query Language-Categories of SQL, Data definition, Data Manipulation statement-SELECT, subqueries, 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, Database Security, Integrity & Control-Security & Integrity, Defines Mechanism, Integrity. |
| UNIT-5 | Role Application and Development Strategy: Role of Software Engineer, Application Prototype Development Strategy, Case Study, The relationship of software engineering to other area of Computer Science, Important quality of software product & process, Principles of Software Development. |

SUGGESTED READINGS:

1. Koch & Lonex: Oracle_ The Complete Reference (McGraw Hill).
2. Perry/Latter: 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) IIIRD SEMESTER
(SYSTEMS MANAGEMENT GROUP)**

| | |
|--|---|
| 316 | FUNDAMENTALS OF COMPUTER ARCHITECTURE AND OPERATING SYSTEMS |
| COURSE OBJECTIVE: The objectives of this paper are to explain the students the fundamental of Computer Architecture and Operating Systems. | |
| UNIT-1 | Introduction: Fundamentals of Data Processing and Input/output. |
| UNIT-2 | Fundamentals and Types of OS: Fundamental of OS, Types of OS-Batch, Time Sharing, Parallel, Real time, Networks, Client Server. |
| UNIT-3 | File Systems : File Systems, Dir. Structure, Grinning access to files. |
| UNIT-4 | Process Management: Process Management, Switching, Scheduling, Memory Management, Swapping, Segmentation, Paging, Virtual Memory. |
| UNIT-5 | Multiprogramming and Multitasking System: Multiprogramming and Multitasking System, Parallel Processing, Virtual Storage, Open System. |

SUGGESTED READINGS:

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

MBA (FULL TIME) IIIRD SEMESTER
ENTREPRENEURSHIP MANAGEMENT GROUP)

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| 317 | NEW ENTERPRISE MANAGEMENT |
| 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. | |
| UNIT-1 | Entrepreneurship Roles and Problems: 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 to industrial units of India. |
| UNIT-3 | Theory of Industrial Location, Industrial Activity in India: Theory of industrial location factors determining the industrial location. Regional distribution of industrial activity in India; recent trends in the localization 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 labor and marketing problems. |
| UNIT-5 | Facilities Available in India: Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities. |

SUGGESTED READINGS:

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

MBA (FULL TIME) IIIRD SEMESTER
ENTREPRENEURSHIP MANAGEMENT GROUP)

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|---|---|
| 318 | ENTREPRENEURIAL DEVELOPMENT |
| 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. | |
| UNIT-1 | Introduction: Entrepreneurial traits, types and significance. Definition, 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 stage of performances; Planning and ED P objectives. Target group selection of center, pre-training work; Govt. Policy towards SSI's;. |
| UNIT-3 | Entrepreneurial Input: Entrepreneurial Behaviors and entrepreneurial motivation. N-Achievement and management success, Entrepreneurial success in rural area. Innovation end entrepreneur. |
| UNIT-4 | Establishing entrepreneurs System: 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 | Assistance available for Entrepreneurial Development: Technical assistance, marketing assistance, sickness of units and remedial assistance, Preparation of feasibility reports and legal formalities and documentation. |

SUGGESTED READINGS:

1. Cliffton: Davis s and Fyfie, David E. "Project Feasibility Analysis". John wiley, New York
2. Desai, A.N. "Entrepreneur & Environment". Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". Heinemann, London.
4. Jain Rajiv. "Planning a Small Scale Industry: A guide to Entrepreneurs". S.S. Book, Delhi.
5. Kumar S.A. "Entrepreneurship in Small Industry". Discovery, New Delhi.
6. McClelland, D.C. and Winter, W.G. "Motivating Economic Achievement Free Press, New York
7. Pareek, Udita and Venkateswara Rao, t. "Developing Entrepreneurship-A Handbook on learning system". Learning systems Delhi.

MBA –FULL TIME

FORTH SEMESTER

| PAPER CODE | SUBJECTS | |
|-------------------|--|---|
| 401 | BUSINESS POLICY & STRATEGIC MANAGEMENT | |
| 402 | MANAGEMENT INFORMATION SYSTEM | |
| 403 | FINANCIAL DECISION MAKING | FINANCIAL MANAGEMENT GROUP |
| 404 | INTERNATIONAL FINANCIAL MANAGEMENT | |
| 405 | CORPORATE TAX PLANNING | |
| 406 | ADVERTISING AND SALES MANAGEMENT | MARKETING MANAGEMENT GROUP |
| 407 | ADVANCED INTEGRATED MARKETING | |
| 408 | MARKETING OF SERVICES | |
| 409 | INDUSTRIAL RELATIONS | HR GROUP |
| 410 | COMPENSATION MANAGEMENT | |
| 411 | LEGAL FRAMEWORK OF INDUSTRIAL RELATIONS | |
| 412 | ADVANCE INTERNATIONAL MARKETING | IB GROUP |
| 413 | ADVANCE FOREIGN EXCHANGE MANAGEMENT | |
| 414 | EXPORT-IMPORT PROCEDURES, DOCUMENTATION & LOGISTICS | |
| 415 | TOTAL QUALITY MANAGEMENT | (PRODUCTION AND OPERATIONS MANAGEMENT GROUP) |
| 416 | LOGISTICS MANAGEMENT | |
| 417 | SERVICE OPERATIONS MANAGEMENT | |
| 418 | DATA COMMUNICATION AND NETWORK | (SYSTEMS MANAGEMENT GROUP) |
| 419 | INTRODUCTION TO SYSTEMS ANALYSIS & DESIGN | |
| 420 | INTERNET PROGRAMME FOR E-COMMERCE | |
| 421 | GOVERNMENT BUSINESS INTERFACE | ENTREPRENEURSHIP MANAGEMENT GROUP) |
| 422 | SMALL BUSINESS MARKETING | |
| 423 | FINANCING OF SMALL BUSINESS | |

(FULL TIME) IVTH SEMESTER

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| 401 | BUSINESS POLICY & STRATEGIC MANAGEMENT |
| OBJECTIVE: To provide an understanding of the integration of the functional areas and to provide a top management perspective. After Studying this course the students must be able to correlate the conceptual knowledge of management with the current real world of business. It is a case based paper. | |
| UNIT-1 | Foundations of Strategic Management: Introduction to Strategic Management, Hierarchy of Strategic Intent, Strategic Management for Sustainability. |
| UNIT-2 | Strategy Appraisal: Environmental Appraisal, Organizational Appraisal. (Relevant Case Studies) |
| UNIT-3 | Strategies at Deferent level: Corporate-level Strategies, Business-level Strategies. (Relevant Case Studies) |
| UNIT-4 | Pursuing Strategies: Methods for Pursuing Strategies & Strategic Analysis & choice.(Relevant Case Studies) |
| UNIT-5 | Implementation Evaluation & Control: Activating Strategies, Structural Implementation, Behavioral Implementation, Functional and Operational Implementation.(Relevant Case Studies) |

SUGGESTED READINGS:

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

(FULL TIME) IVTH SEMESTER

| 402 | MANAGEMENT INFORMATION SYSTEM |
|---------------|--|
| UNIT-1 | Management Information System: Definition, basic concepts, framework, role & need of MIS. Organization and Information Systems: Changing Environment and its impact on Business. The Organization: Structure, Managers and activities, Data, information and its attributes ,The level of people and their information needs , Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics. |
| UNIT-2 | Data processing systems: retrieval of data, storage of data, concepts of information, organizational structure and management concepts, Management Control, the decision making process by information, Types of decision, concepts of planning and control, EIS, DSS, TPS, security issue. Data sources and data management: Files: Definitions, types of files, concepts of DBMS, data warehouse, DDL, DML, DLL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram. |
| UNIT-3 | System Concept: System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation. |
| UNIT-4 | Kinds of Information Systems: Transaction Processing System (TPS) - Office Automation System (OAS) -Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) -Executive Support System (EIS or ESS). |
| UNIT-5 | Security and Ethical Challenges: Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism. How Organizations affect Information Systems: Decisions about the Role of Information Systems, Information Technology Services, Why Organizations Build Information Systems, The Systems Development Process, How Information Systems affect Organizations, Economic Theories, Behavioral Theories |

SUGGESTED READINGS:

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 Svstems concents for Management.

(FULL TIME) IVTH SEMESTER (FINANCIAL GROUP)

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| 403 | FINANCIAL DECISION MAKING |
| 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. | |
| UNIT-1 | Investment Decisions: Complex investment decisions, investment timings and duration Replacement of an existing and, investment decision under inflation, capital rationing. |
| UNIT-2 | Mergers and Take Overs: 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, Models and Policies: 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 in dividend. |
| UNIT-4 | Lease Financing And Verture Capital: Lease financing and verture 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 suture prospects of venture financing. |
| UNIT-5 | Financial Policy And Corporate Strategy: Financial policy and corporate strategy, strategic decision making framework, financial policy and strategic management and balancing of financial goals |

SUGGESTED READINGS:

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 Polley.
7. Chakraborty, S.K.- New Perspectives in Management Accounting.
8. Pandey, J.M. Financial Management.
9. Kuchhal, S.C. Financial Management.
10. Kuchha!, S.C.-Corporation Finance.

(FULL TIME) IVTH SEMESTER (FINANCIAL GROUP)

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| 404 | INTERNATIONAL FINANCIAL MANAGEMENT |
| COURSE OBJECTIVE : The objective of this paper is to give student an overall view of the international financial system and how multinational corporations operate | |
| UNIT-1 | Multinational Financial Management – An overview, Evolution of the International Monetary and Financial System. |
| UNIT-2 | Managing short term assets and liabilities, Long-term 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: Cost of Capital and Capital Structure of the Multinational Firm, Dividend Policy of the Multinational Firm. |
| UNIT-5 | Taxation, Risk Analysis and Long Term Financing: Taxation of the Multinational Firm, Country Risk Analysis, Long-term Financing |

SUGGESTED READINGS:

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

(FULL TIME) IVTH SEMESTER (FINANCIAL GROUP)

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| 405 | CORPORATE TAX PLANNING |
| OBJECTIVE This course aims at making students conversant with the concept of corporate tax planning and Indian tax laws, as also their implications for corporate management. | |
| UNIT-1 | Introduction to Tax Management: Concept of tax planning; Tax avoidance and tax evasions; Corporate taxation and dividend tax. Goods & Services Tax (GST) |
| UNIT-2 | Tax Planning for New Business: Tax Planning with reference to location, nature and form of organization of new business. |
| UNIT-3 | Tax Planning and Financial Management Decisions: Tax planning relating to Capital structure decision, dividend policy, inter-corporate dividends and bonus shares. |
| UNIT-4 | Tax planning and Managerial Decisions: Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, replace. Renewal or renovation. shutdown or continue decisions. |
| UNIT-5 | Special Tax Provisions: Tax Provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters. Tax planning with reference to amalgamation of companies ,Tax deductions and collection at source; Advance payment of tax. |

REFERENCES:

1. Ahuja G.K and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax,
2. Bharat Law House, New Delhi.
3. Circulars issued by C.B.D.T.
4. Income Tax Act, 1961
5. Income Tax Rules, 1962.
6. Lakhotia, R.N: Corporate Tax Planning, Vision Publications, Delhi.
7. Singhanian, V.K: Direct Taxes : Law and Practice, Taxman's Publication, Delhi.
8. Singhanian, Vinod K: Direct Tax Planning and Management, Taxman's Publication, Delhi.

(FULL TIME) IVTH SEMESTER (FINANCIAL GROUP)

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| 406 | ADVERTISING AND SALES MANAGEMENT |
| COURSE OBJECTIVE : The course is intended to give the student both extensive & in-depth understanding | |
| 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, modification 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

(FULL TIME) IV SEM. (MARKETING GROUP)

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| 407 | ADVANCED INTEGRATED MARKETING |
| UNIT-1 | Managing retail operations: Introduction, importance of retailing in India. Organized vs unorganized retailing in India. Retail formats. Store location, lay out, visual merchandising, merchandise planning, retail promotion and technology in retailing. |
| UNIT-2 | Business to Business Marketing: Concept and nature of B2B marketing. Factors influencing demand in B2B markets. Organizational buying behaviour, Marketing mix for B2B marketing. |
| UNIT-3 | Rural Marketing: Introduction, characteristics of the rural economy, factors influencing rural marketing, Urban vs rural markets, devising rural marketing mix strategies, Agricultural marketing, Co-operative marketing. |
| UNIT-4 | Specialty marketing and Marketing communications: Direct marketing, Multi level Marketing, Franchising, Event Marketing, Corporate Image building, Strategic marketing planning. |
| UNIT-5 | Marketing in digital age: CRM, social media marketing, Introduction to SEO, Big data analytics, Content marketing, Other emerging trends in marketing. |

SUGGESTED READINGS:

1. Buell: Handbook of Modern Marketing (McGraw-Hill)
2. Bennett: Marketing (McGraw-Hill)
3. S.M. Jha: Rural Marketing (Himalaya)
4. Gopaldaswamy: Rural Marketing (Vikas)
5. Bajaj & Tuli: Retail Management (OUP)
6. Ian Dodson: The Art of Digital Marketing (Wiley)

(FULL TIME) IV SEM. (MARKETING GROUP)

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| 408 | MARKETING OF SERVICES |
| UNIT-1 | Introduction to Services Marketing: Origin, Growth, Classification, Distinguishing features of Services Marketing, Services Marketing Mix, Understanding Consumer behavior |
| UNIT-2 | Service product and pricing: Service planning and designing, classification, new service development, Service branding. Objectives and strategies of service pricing, cost based, value based and competition based pricing. |
| UNIT-3 | Service Distribution and Communication: Delivering services through intermediaries, , Designing communication mix for services, Objectives of services marketing communication |
| UNIT-4 | Designing and Managing Services delivery process: Blueprinting services, balancing demand and capacity, customer and employee roles in services delivery process, Designing Service environment. |
| UNIT-5 | Managing customer relations and service quality: Building Customer loyalty, customer feedback and service recovery, managing service quality, GAP model. |

SUGGESTED READINGS:

1. Essence of Services Marketing – Payne Adrian
2. Services Marketing: Integrating Customer Focus Across the Firm - Valarie A Zeithaml
3. Services Marketing : People, Technology & Strategy - Christopher Lovelock
4. Services Marketing – Ravi Shanker
5. Strategic Services Management – Boyle
6. Strategic Planning for Public Service and non profit organizations-Pergamon.
7. 12 Steps to success through service – Barrier Hopsor & Mike Scallig.
8. Excellence in Services – Balachandram
9. Services Marketing – S M Jha

MBA (FULL TIME) IIIRD SEMESTER (HR GROUP)

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| 409 | INDUSTRIAL RELATIONS |
| 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. | |
| 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 policy during the plan period. National Commission of Labour and Industrial Relations Policy. Employee communication. |
| UNIT-5 | Economic and social conditions in Industrial Relations: Economic and social conditions of women workers, child labour Organization in Industrial Relations, industrial relations in public and private sector in India-case studies. |

SUGGESTED READINGS:

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.

(FULL TIME) IV SEM. (HR GROUP)

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| 410 | COMPENSATION MANAGEMENT |
| COURSE OBJECTIVE : To provide an understanding of the various wage concepts and theories, system of wage payment, salary and wage fixation techniques and wage policies. | |
| UNIT-1 | Employee Compensation: Concept and Significance; Wage Concepts: Wage , Salary , Minimum Wage, Living Wage, Need-Based Minimum Wage, Nominal Wage and Real wage; Theories of wages; Internal and External Equity in compensation system; Employee Motivation and Compensation. |
| UNIT-2 | Wage Fixation Mechanisms: Job analysis and Job evaluation as the basis of wage and salary administration; Principles, Factors influencing Wage Fixation and wage structure; Cost of living index linked wages and its implications; Statutory provisions governing different components of compensation, Role of Wage Boards, Collective Bargaining, Adjudication, Pay Commission in compensation management; Strategic Compensation design. |
| UNIT-3 | Wage Administration: Methods of wage payment; Role of Wage Differentials: Occupational, Skill, Sex, Inter-Industry, and Regional; Irregularities in wage payment; Documentation of wage accounting- Idle time, overtime and labour turnover, wage sheet; Pay Roll Management; Introduction to Tax Planning in India. |
| UNIT-4 | Incentives : Principles and procedures for installing sound incentive system; Types of Wage Incentive System; Performance based pay, Skill based pay, Team based pay, Broad banding, Profit sharing; Fringe Benefits: Concepts and Types; Superannuation benefit schemes and VRS (Voluntary Retirement Schemes). |
| UNIT-5 | Compensation policies in Organizations: Wage Policy in India; Executive compensation; Recent trends in managerial compensation in Indian Organizations and MN's; Problems with global compensation, Expatriation and Repatriation, Pay Restructuring in Mergers & Acquisition |

SUGGESTED READINGS:

1. Subramanian, K.N., Wages in India, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
2. Sarma. A.M, Understanding Wages Systems, Himalaya Publishing House, Mumbai.
3. Varma, Promad, Wage Determination: concepts and cases, Oxford IBH publication. Ltd., New Delhi.
4. Chatterjee, N.N., Management of Personnel in Indian Enterprises, Allied Books Agency, Calcutta.
5. Aswathappa K., Human Resource and Personnel Management, Tata McGraw Hill Publishing Co., New Delhi.
6. ILO, Payment by Results, ILO Publications, Geneva.
7. Government of India, Wages, Income and Prices, Report of Boothalingam Committee, Government of India, New Delhi.
8. Joseph J, Martocchio, Strategic Compensation – A Human Resource Management Approach; Pearson Education, Singapore.
9. Tapomoy Deb, Compensation Management: Text and Cases, Excel Books, New Delhi,
10. Sony Shyam Singh, Compensation Management, Excel Books, New Delhi,

(FULL TIME) IV SEM. (HR GROUP)

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| 411 | LEGAL FRAMEWORK OF INDUSTRIAL RELATIONS |
| COURSE OBJECTIVE : The course aims to provide the students the working knowledge and general exposure of the various industrial and labour laws which have an impact on the human resource management functions in various industrial organizations. | |
| 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, Workman 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, Employees Provident Fund and Miscellaneous Provisions Act 1952. |

SUGGESTION READINGS:

1. Mamoria, C.B. and others, Dynamics of Industrial Relations, (HPH).
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.
Dayal, R., Text book of Industrial and Labour Law, Eastern Law Book Agency, Allahabad.

(FULL TIME) IVTH SEMESTER (IB GROUP)

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| 412 | ADVANCE INTERNATIONAL MARKETING |
| OBJECTIVE : This course aims at acquainting student with the operations of marketing in international environment. | |
| UNIT-1 | International Marketing: Nature, definition and scope of international marketing; Domestic marketing vs. International marketing: international marketing environment external and internal. Identifying and Selecting Foreign Market: Foreign market entry mode decisions. |
| UNIT-2 | Product Planning for International Market: product designing; standardization vs adaptation; branding, and packaging; Labeling and quality issues; After sales service. International Pricing: Factors influencing international price; Pricing process-process and methods; International price quotation and payment terms. |
| UNIT-3 | Promotion of Product/Services Abroad: Methods of International promotion; Direct mail and sales literature; Advertising; Personal selling; Trade fairs and exhibition. |
| UNIT-4 | International Distribution: Distribution channels and logistics decisions; Selection and appointment of foreign sales agents. |
| UNIT-5 | Export Policy and practices in India: Exim policy-an overview; trends in Indi's foreign trade; Steps in starting an export business; Product selection; Market selection; Export pricing; Export finance; Documentation; Export procedures; Export assistance and incentives. |

SUGGESTED READINGS:

1. Bhattacharya R.L. and Varshney B: international Marketing management; Sultan Chand, New Delhi.
2. Bhattacharya B: Export Marketing Strategies for Success; Global Press, New Delhi.
3. Keegan W.J. Multinational Marketing Management; Prentice Hall, New Delhi.
4. Kriplani V: International Marketing; Prentice Hall New Delhi.
5. Taggart J.H. and Moder Mott M.C: the Essence of International Business; Prentice Hall New Delhi.
6. Kotler Phillip: Principles of Marketing; Prentice Hall New Delhi.
7. Fayer Weather John: International Marketing; Prentice Hall, N.J.
8. Caterora P.M. and Keavenay S.M. Marketing an International Perspective; Erwin Homewood, Illinois.
9. Paliwala, Stanley J. the Essence of International Marketing; Prentice Hall, New Delhi.

(FULL TIME) IVTH SEMESTER (IB GROUP)

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| 413 | ADVANCE FOREIGN EXCHANGE MANAGEMENT |
| Objective To provide an insight into the need and importance of foreign exchange and the mechanisms thereof. | |
| UNIT-1 | Foreign Exchange Markets and Mechanism: Types of foreign exchange markets and transaction, mechanism and instruments of international payments, exchange rate mechanism, decimals, fractions, chain role. Quoting foreign exchange rates, spread, official and free market rates, cross rates, forward rates, quoting forward rates, foreign exchange accounting system of a bank. |
| UNIT-2 | Organization of the foreign exchange markets, currency futures, currency options, currency swaps, foreign exchange operations, exchange arithmetic. |
| UNIT-3 | Corporate Exposure Management: Corporate exposure management, alternative definitions of foreign exchange risk, 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- economics fundamentals, financial and socio-political factors, Technical Analysis, Tax Treatment of foreign exchange gains and losses FEMA. |
| UNIT-5 | Exchange Regulation in India: Exchange central and foreign exchange regulation in India, organization of foreign exchange department in a bank. International Monetary fund, international liquidity, Euro-currency market. |

REFERENCES:

1. Avadhani, V.A. : International Finance: Theory and Practice, Himalaya Publishing House, Delhi.
2. Chaudhari B.K.: Finance of Foreign trade and Foreign Exchange, Himalaya Publishing House, Delhi.
3. Sundharam, K.P.M. Money, Banking and International Trade, Sultan Chand & Sons, New Delhi.
4. Sethi, T.T.: Money, Banking & International Trade, S. Chand & Co., New Delhi.
5. Jain: International Finance Management, Macmillan India Ltd. New Delhi.
6. RBI manual of exchange control.
7. Verghese, S.K. Foreign Exchange and financing of Foreign Trade, Vikas Publications, New Delhi.
8. Aliber, R.Z. Exchange Risk and Corporate International Finance, London, Macmillan.
9. Bhalla, V.K. International Financial Management, 2nd Ed. Delhi, Anmol.
10. Luca Cornelius Trading in the Global Currency Markets, N.J, Prentice Hall.
11. Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon.
12. Sutton, W.H. Trading in Currency Option, NY, New York Institute of Finance.

(FULL TIME) IVTH SEMESTER (IB GROUP) (DR. MRIDULESH SINGH)

| | |
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| 414 | EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS |
| OBJECTIVE: The objective of the course is to acquaint students with the procedures and documentation formalities relating to export-import transactions. | |
| UNIT-1 | Documentation Framework: Export import controls and policy: Types and characteristics of documents; Export contract: inco terms; Processing of an export order. Export Financing Methods and Terms of Payment: negotiation of export bills; Methods of payment international trade; Documentary credit and collection; UCP 500. Pre-Post shipment export credits; Bank guarantees; Foreign exchange regulations and procedures |
| UNIT-2 | Cargo, Credit and Exchange Risks; Marine insurance- need, types and procedure: ECGC schemes for risk coverage, and procedure for filling claims. Quality control and Pre-shipment Inspection Schemes: Process and procedure; Excise and customs clearance- regulations, procedures and documentation. |
| UNIT-3 | Planning and Methods of Procurement for Export: Procedure for procurement through imports; Import financing; Customs clearance of import cargo; Managing risks involved in importing- transit risk, credit risk and exchange risk. |
| UNIT-4 | Export Incentives: Overview of export incentives- EPCG, duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation. |
| UNIT-5 | Trading Houses: Export and trading houses schemes- criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units. |

REFERENCES:

1. Customs and Excise Law Times: various issues
2. Export-import Policy Ministry of Commerce Government of India.
3. Handbook of Export Import Procedures: Ministry of Commerce, Government of India Vols. I & II
4. Ram, Paras. Exports: What, Where and How? Anupam Publications. New Delhi.
5. Majahan. M.I'Exports: Do it Yourself, Snowwhite publications, Mumbai.

(FULL TIME) IVTH SEMESTER (IB GROUP)

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| 414 | EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS |
| COURSE OBJECTIVE: The aim of the is to acquaint the students with the export-import procedures, documentation and logistics. | |
| UNIT-1 | Documentation Framework- Exim-Documents; International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement. |
| UNIT-2 | Instruments and methods of Financing Exports including Credits and Collection, INCO TERMS, Uniform Custom and Practices (UCP); Business Risk & its Coverage- Commercial Risks, Political Risks, Cargo Risks, Credit Risks and Exchange Fluctuation Risks coverage, Foreign Exchange Regulations and Formalities. |
| UNIT-3 | Quality Control and Pre-shipment Inspection: Concept Scheme and Procedure; Role of Clearing and Forwarding Agents; Excise Clearance of Cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance Cargo of Import Cargo; Negotiation of Documents with Banks. Procedures and Documentation for availing Export Incentives- Duty Draw Backs, Import Licensing and other Incentives; Processing of an Export Order. |
| UNIT-4 | International Agreements and Conferences on Sea Transport: World Shipping Structure; Liners and Tramps, Conference System; Freight Structure; Containerization and other Developments. Indian Shipping: Trends, Structure, Concept of Dry Port Containerization. Machinery for Consultation; Air Transport; International Set-up, Freight Rate Structure. |
| UNIT-5 | International Logistics: Concept, Logistics and Value Chain, Managing International Logistics; Warehousing, Inventory Management, Packing and Unitization, Use of Information and Communication Technology, Third party Logistics. |

SUGGESTED READINGS:

1. Gopal, Ram, Export- Import Procedures-Documents and Logistics, New Age International, New Delhi, 2016.
2. Customs and Excise Law Times: various issues
3. Export-import Policy Ministry of Commerce Government of India.
4. Handbook of Export Import Procedures: Ministry of Commerce, Government of India Vols. I & II
5. Ram, Paras. Exports: What, Where and How? Anupam Publications. New Delhi.
6. Majahan. M.I.'Exports: Do it Yourself, Snowwhite publications, Mumbai

MBA (FULL TIME) 4TH SEM.
(PRODUCTION AND OPERATIONS MANAGEMENT GROUP)

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| 415 | TOTAL QUALITY MANAGEMENT |
| COURSE OBJECTIVE: The key 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 service, to closely interline management of quality, reliability and maintainability for total product assurance; to focus quality of services in contemporary environment. | |
| 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 Rehabilitate and Maintainability Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions. |
| UNIT-4 | Total Productivity Maintenance (TPM): Total Productivity Maintenance (TPM) Quality Audits; Lead Assessment and ISO-9000 Standards; |
| UNIT-5 | Marketing Aspects of T.Q. Total Quality of Services: Marketing Aspects of T.Q. Total Quality of Services; Total Quality and Safety; Six Sigma. |

SUGGESTED READINGS:

1. Carruba, Eugence 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,
3. Ireson, W.G. and Coombas, C.P. Handbook of Reliability Engineering & Management, New York, McGraw
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality. Londo, Chamman & Hill,
5. Pike, John and Barnes, Richard. TQM in Action. London, Chapman & Hill,
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,

**MBA (FULL TIME) 4th SEM.
(PRODUCTION AND OPERATIONS MANAGEMENT GROUP)**

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| 416 | LOGISTIC MANAGEMENT |
| 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. | |
| UNIT-1 | Introduction: Introduction to logistics and its Interface with Production and Marketing: Measures of Logistics; |
| UNIT-2 | Physical Distribution and Logistics: Physical Distribution and Logistics; Logistics System Analysis and Design. |
| UNIT-3 | Warehousing and Distributing Centers; Location; Transportation Systems: 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: Inventory Management Decisions; Logistics Audit and Control. |
| UNIT-5 | Packaging and Materials Handling: Packaging and Materials Handling; International Logistics Management; Logistics Future Directions. |

SUGGESTED READINGS:

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

MBA (FULL TIME) 4TH SEM.
(PRODUCTION AND OPERATIONS MANAGEMENT GROUP)

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| 417 | SERVICE OPERATIONS MANAGEMENT |
| 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. | |
| UNIT-1 | Matrix of Service Characteristics: Matrix of Service Characteristics; Challenges in Operations Management of Service. |
| UNIT-2 | Aggregate Capacity Planning for Services: 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: Operations Standards and Work Measurement; Measurement and Control of Quality of Service. |
| UNIT-4 | Dynamics of Service 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 READINGS:

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.
3. Fitzsimmons, James A and Sullivan, Robert S. Service Operations Management. New York McGraw Hill,
4. Heskett, James L. etc. Service Breakthrough-Changing the Rules of the Game. New York, Free Press.
5. Murdiek, R.G. etc. Service Operations Management, Boston. Allyn and Bacon,
6. Sharma, J.K. Service Operations Management. Delhi, Anmol.
7. Voss, C. etc. Operations Management in Service Industries and the Public Sector. Chichester, Wiley, 1985.

**MBA (FULL TIME) 4th SEM.
(SYSTEMS MANAGEMENT GROUP)**

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| 418 | DATA COMMUNICATION AND NETWORK |
| COURSE OBJECTIVE: The objectives 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. | |
| 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 | Wide area Network -Introduction to WAN, X, 25, X, 40 Protocols, ISDN, PS Network, Application of WAN, Internet Protocol-Activity security, Fragmentation of Assembly, Gateways connection Oriented. |
| UNIT-5 | Electronic Data Interchange -Development and implementation of RDZ, EDI Protocols and Security, Application of RDZ, Other Application-FTP, Telnet, E-mail. |

SUGGESTED READING:

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

**MBA (FULL TIME) 4th SEM.
(SYSTEMS MANAGEMENT GROUP)**

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| 419 | INTRODUCTION TO SYSTEMS ANALYSIS & DESIGN |
| COURSE OBJECTIVE: The Objective of this paper is to give the students an overview of systems analysis and design and systems development. | |
| 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 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 Tress. |
| UNIT-3 | Structured System design (i) System Design Consideration -Design objectives, constrain, 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 Software Piracy Civil Liability Data Protection. |

SUGESSTED READINGS:

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

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| 420 | INTERNET PROGRAMME FOR E-COMMERCE MBA (FULL TIME) 4th SEM. (SYSTEMS MANAGEMENT GROUP) |
| COURSE OBJECTIVE: The course has been development to introduce the concept of electronic market space and electronic commerce among the potential information technology leaders. | |
| UNIT-1 | Computers and Communications: The Information Technology; The Concept of Global Village; |
| UNIT-2 | On-line Information Services: On-line Information Services; Electronic Bulletin Board Systems; The Internet; Interactive Video; |
| UNIT-3 | Communication channels, Communication Networks: Communication channels, Communication Networks; Local Networks; Managerial Issues Related to Telecommunications. Client/Server Computing; Communication Services; Digital Networks; Electronic Data Interchange and its application; |
| UNIT-4 | Enterprise Resource Planning Systems: Enterprise Resource Planning Systems; Inter Organizational Information Systems; Value Added Network; Wireless Networks. Managing is the Market space; |
| UNIT-5 | Electronic Commerce and Internet: Electronic Commerce and Internet; applications of Internet, Internet and extranet in Business Organization; Using Internet for Business EIS; Internet as a Vehicle of transacting Business. |

SUGGESTED READINGS:

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

**MBA (FULL TIME) 3th SEM.
ENTREPRENEURSHIP MANAGEMENT GROUP)**

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| 421 | SMALL BUSINESS MARKETING |
| 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 channelized to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government. | |
| UNIT-1 | State Participation in Business, Interaction between Government, Business and Different Chambers of Commerce and Industry in India: 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 Organizations: Consumer Protection Act (CPA) and The Role of Voluntary Organizations in Protecting Consumer's Rights; Industrial Policy Resolution, new Industrial Policy of the Government; Concertation of Economic Power; Role of Multinationals. |
| UNIT-3 | Foreign Capital and Foreign Collaborations: Foreign Capital and Foreign Collaborations; Indian Planning System; Government Policy Concerning Development of Backward Areas/Regions. |
| UNIT-4 | Government Policy for Export Promotion: Government Policy with Regard to Export Promotion and Import Substitution; Controller of Capital Issues. Government's Policy with Regard to Small Scale Industries. |
| UNIT-5 | Responsibilities and Production: The responsibilities of the Business as well as the Government to Protect the Environment; Government Clearance for Establishing a New Enterprise. |

SUGGESTED READINGS:

1. Amarchand, D. Government and Business. 3rd ed. New Delhi, Tata McGraw till,
2. Cheruialm, Francis. Business and Government 8th ed. Bombay, Himalaya,
3. Cherunialm, Francis. Business and Government and Business. New Delhi, Viakas,
4. Marathe, Sharad S. Regulation and Development. New Delhi, Sage,
5. Trivedi, M.L. Government and Business. Bombay, Multitech,

**MBA (FULL TIME) 3th SEM.
ENTREPRENEURSHIP MANAGEMENT GROUP)**

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| 422 | SMALL BUSINESS MARKETING |
| 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. | |
| UNIT-1 | Basis of Completion; Structural Analysis of Industries; Generic Competitive Strategies. |
| UNIT-2 | Framework for Completion Analysis: Framework for Completion Analysis; Market Signals; Competitive Moves; Technology of Competitive Advantage. |
| UNIT-3 | Strategy towards Buyers and Suppliers: Strategy towards Buyers and Suppliers; Strategic Groups within Industries, Competitive Strategy in Declining Industries; |
| UNIT-4 | Competitive Strategy in Global Business: Competitive Strategy in Global Business; Portfolio Techniques in competitor Analysis; Techniques of Conducting Industry Analysis. |
| UNIT-5 | Strategies of Entering into New Industries: Strategies of Entering into New Industries; Strategic Analysis of Integration Capacity Expansion. |

SUGGESTED READINGS:

1. Albert, Kenneth J. The Strategic Management Handbook. New York, McGraw Hill,
2. Allio, Robert J. The Practical Strategist: Business and Corporate Strategy in the California, Ballinger,
3. Ansoff, H.I., Implanting Strategic Management, Englewood Cliffs, Prentice Hall Inc.,
4. Hanel, Gary and Prahlad, C.K> Completing for the future. Boston. Harvard Business School Press,
5. Hax, A.C. and Majlyf, N.S. Readings in Strategic Management Cambridge, Ballinger,
6. Porter, Michael E. Competitive Advantage, New York, Free Press
7. Stalk, George, competing Against Time. New York, Free Press,

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| 423 | FINANCING OF SMALL BUSINESS MBA (FULL TIME) 4th SEM. ENTREPRENEURSHIP MANAGEMENT GROUP) |
| COURSE OBJECTIVE: The Objective of the course is to familiarize the participants with the various modes of Small Business Financing. | |
| UNIT-1 | Financial Management in Small Industries: Financial Management in Small Industries; Financial needs of Small Business-types of capital requirements. |
| UNIT-2 | Cash Management Problems: 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 READINGS:

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