



DEPARTMENT OF MANAGEMENT

IASE University

***Gandhi Vidya Mandir, Sardarshahr (Rajasthan) – 331401,
INDIA***

Teaching and Examination Scheme and Syllabus

for

**MASTER OF BUSINESS ADMINISTRATION
(Two-Year Full Time Programme)**

Rules, Guidelines and Teaching & Examination scheme for the course of MBA

1. The **MASTER OF BUSINESS ADMINISTRATION** course is a Two-Year (4 Semester) Full time integrated degree Programme.
2. **ELIGIBILITY FOR ADMISSION:**
A candidate seeking admission to the first year of the **Master of Business Administration** course shall be required to have passed Bachelor examination in any discipline from any recognized University with at least 45% marks in aggregate for general category candidates, 40% for SC/ST/OBC candidates.
3. **ADMISSION PROCEDURE:**
Admission to the first year **M.B.A.** course shall be made on the basis of marks scored by the candidates in his/her graduation level examination.
4. **THE PROGRAMME**
The Master of Business Administration (MBA) is a two year (four semesters) full-time programme. The course structure and programme administration are as follows:
5. **COURSE STRUCTURE**
The programme has been organized in two years – First Year and Second Year, each comprising two semesters. The two year, four semesters teaching consists of theory (lectures and tutorials) and practical/sessional (laboratory work and project etc.). Examination will be held at the end of the each semester. Details of these are given in the Teaching and Examination Scheme.
6. **SUMMER TRAINING**
At the end of second semester, all students will undergo summer training for a period of at least 45 working days with an industrial, business or service organisation by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organisations approved by the Head of the Department. Each student will be required to submit a project report to the Head of the Department for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.
7. **DUAL SPECIALISATION**
The scheme provides for dual specialisation. A student can choose any two groups for this purpose in the beginning of the third semester. During the third semester, in addition to compulsory subjects and project studies, student will have to choose two electives from one group and two electives from the second group. In the fourth semester the student will have to choose one elective each from the foresaid (selected) groups.
8. **PROGRAMME ADMINISTRATION**

8.1. MEDIUM OF INSTRUCTION

English shall be the medium of instruction and examination.

8.2. EVALUATION

- a. Each paper will be evaluated through a theory paper at the end of the semester carrying 100 marks along with continuous evaluation of sessional work, carrying 50 marks. The theory paper shall be of three hour duration. The sessional work will consist of continuous assessment of student's performance by teachers in tutorial classes and class tests.
- b. Three class tests will be organised in each semester as per scheme. The higher two out of the marks scored in the three tests will be considered for the sessional marks.
- c. Evaluation of laboratory/practical work will be through continuous assessment throughout the semester as well as examination at the end of the semester.
- d. The evaluation of Summer Training Project, Project Study and Viva Voce shall be based on quality of work done and class presentation as well as Viva Voce as examination at the end of semester.

9. PROMOTION AND SPAN PERIOD

- 9.1.** The maximum span period of the programme is four years from the date of registration in the programme.
- 9.2.** The minimum marks for passing the examination for each semester shall be 50% in each sessional, 40% in End Semester Examination of each theory paper, 50% in each project and 45% in aggregate of all the subjects (theory, sessional and project) of the semester.
- 9.3.** A student will be permitted to attend the classes of the second/fourth semesters immediately after the examination of the first/third semester's examination, as the case may be, provided he/she has appeared in the first/third semester examination, respectively.
- 9.4.** To be eligible for promotion to the 3rd semester of the program a student must have successfully cleared at least 8 subjects out of the 16 subjects including practicals/sessionals of the first and second semesters taken together.
- 9.5.** A student promoted to the third semester, without having cleared all the subjects, will have to appear and pass the backlog subjects of the first semester along with the regular examinations of the first semester and the backlog subjects of the second semester along with the regular examination of the second semester. For this purpose syllabus prevailing at the time of examination will be applicable.

- 9.6.** A candidate who has secured minimum marks to pass in each paper but has not secured the minimum marks required to pass in the aggregate for the semester concerned may take re-examination in not more than two theory subject to obtain the aggregate percentage required to pass the semester. The candidate will have to pay the requisite examination fee in order to be eligible for re-examination. In this case the marks secured by the candidate in the earlier examination in the subject concerned will be treated as **cancelled**. For this purpose syllabus prevailing at the time of examination will be applicable.
- 9.7.** The degree shall be awarded to the successful students on the basis of the combined results of the four semesters, as follows:
- Securing 60% marks and above – 1st division
 - Securing 50% and above but below 60% – 2nd division
 - Securing 45% and above but below 50% – Pass
 - A student who has secured 75% marks and above shall be declared to have passed in first division with honors. However, for this division the student must have cleared successfully all the subjects in **single attempt** with the final year period of his/her study.
 - Similarly to be eligible for a gold medal on account of having secured first position, the student must have cleared all subjects in **single attempt** and passed with first division.
- 9.8.** If a student (who has successfully completed the programme) wishes to reappear in one or more theory subjects of the first, second, third or fourth, semesters for the purpose of **improving** his/her **marks**, he/she will be permitted to do so on payment of requisite examination fee along with the regular examinations of the that semester; however, the total number of such attempts shall not exceed **four** theory subjects during the span period of the programme. For this his/her previous performance in the subject/subjects concerned shall be treated as **cancelled**. The application for such repapering/re-examination must be submitted before the next examination of the corresponding semester. However, such candidates shall not be considered for award of gold medal.
- 9.9.** A student to be eligible for award of **degree** has to **clear all subjects** offered during three-year programme within the **span period** of six years.

10. ATTENDANCE

All students are required to have 75% attendance in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.

TEACHING & EXAMINATION SCHEME
for **MBA Two-Year (4 Semester) Full Time Degree Programme**

MBA – First Year			Semester - 1 st							
S. No.	Course No.	Subject	Periods			Evaluation Scheme				
			L	T	P	SESSIONAL EXAM			ESE	TOTAL
						TA	CT	TOT		
THEORY										
1	MBA 101	Principle and Practice of Management	3	1	-	30	20	50	100	150
2	MBA 102	Managerial Economics	4	1	-	30	20	50	100	150
3	MBA 103	Business Statistics	4	1	-	30	20	50	100	150
4	MBA 104	Organisational Behaviour	3	1	-	30	20	50	100	150
5	MBA 105	Management Accounting	4	1	-	30	20	50	100	150
6	MBA 106	Business Environment	4	1	-	30	20	50	100	150
7	MBA 107	Communication for Management	3	1	-	30	20	50	100	150
PRACTICALS / SESSIONAL										
8	MBA 108	Computers for Management (s)	-	-	3	30	20	50	100	150

TA – Teacher's Assessment

CT – Class Test

ESE – End Semester Examination

Total Marks – 1200

Total Periods – 35

MBA – First Year			Semester- 2 nd							
S. No.	Course No.	Subject	Periods			Evaluation Scheme				
			L	T	P	SESSIONAL EXAM			ESE	TOTAL
						TA	CT	TOT		
THEORY										
1	MBA 201	Research Methodology	4	1	-	30	20	50	100	150
2	MBA 202	Quantitative Techniques	4	1	-	30	20	50	100	150
3	MBA 203	Marketing Management	4	1	-	30	20	50	100	150
4	MBA 204	Financial Management	4	1	-	30	20	50	100	150
5	MBA 205	Production and Operation Management	4	1	-	30	20	50	100	150
6	MBA 206	Human Resource Management	4	1	-	30	20	50	100	150
7	MBA 207	Information Technology for Management	4	1	-	30	20	50	100	150
VIVA						Seminar				
8	MBA 208	Viva Voce and Seminar	--			50			100	150

TA – Teacher's Assessment

CT – Class Test

ESE – End Semester Examination

Total Marks – 1200

Total Periods – 35

Note: - At the end of second semester, all students will undergo summer training for at least 45 Days with an industrial, business or service organisation by taking up a project study.

MBA – Second Year			Semester- 3 rd							
S. No.	Course No.	Subject	Periods			Evaluation Scheme				
THEORY			L	T	P	SESSIONAL EXAM			ESE	TOTAL
						TA	CT	TOT		
1	MBA 301	Business Policy and Strategic Management	4	1	-	30	20	50	100	150
2	MBA 302	International Business Management	4	1	-	30	20	50	100	150
3		Elective-I (first group)	4	1	-	30	20	50	100	150
4		Elective-II (first group)	4	1	-	30	20	50	100	150
5		Elective-I (Second group)	4	1	-	30	20	50	100	150
6		Elective-II (Second group)	4	1	-	30	20	50	100	150
PROJECTS						Seminar on Summer Training Project				
7	MBA 303	Summer Training Project	-	-	-	50			150	200

TA – Teacher’s Assessment
 CT – Class Test
 ESE – End Semester Examination

Total Marks – 1100
 Total Periods – 30

MBA – Second Year			Semester- 4 th							
S. No.	Course No.	Subject	Periods			Evaluation Scheme				
THEORY			L	T	P	SESSIONAL EXAM			ESE	TOTAL
						TA	CT	TOT		
1	MBA 401	Entrepreneurship	4	1	-	30	20	50	100	150
2	MBA 402	Environment and Disaster Management	4	1	-	30	20	50	100	150
3	MBA 403	Management of Services	4	1	-	30	20	50	100	150
4		Elective-III (first group)	4	1	-	30	20	50	100	150
5		Elective-III (Second group)	4	1	-	30	20	50	100	150
PROJECTS / VIVA						Seminar on Project Study				
6	MBA 404	Project Study	-	-	4	50			100	150
7	MBA 405	Viva Voce and Seminar	-	-	-	50			50	100

TA – Teacher’s Assessment
 CT – Class Test
 ESE – End Semester Examination

Total Marks – 1000
 Total Periods – 29

Grand Total of marks for the course = 1200 + 1200 + 1100 + 1000 = 4500

LIST OF ELECTIVE PAPERS

Group-A: FINANCIAL MANAGEMENT

- MBA-FM-1 – Investment and Security Analysis
- MBA-FM-2 – Portfolio Management
- MBA-FM-3 – Management of Financial Institutions
- MBA-FM-4 – Management Control System
- MBA-FM-5 – Advance Management Accounting

Group-B: INFORMATION TECHNOLOGY

- MBA-IT-1 – Decision Support System
- MBA-IT-2 – System Analysis and Design
- MBA-IT-3 – Database Management System
- MBA-IT-4 – Data Communication and Networks
- MBA-IT-5 – E-Commerce – Technology and Management

Group-C: MARKETING MANAGEMENT

- MBA-MM-1 – Consumer Behaviour and Advertising Management
- MBA-MM-2 – Marketing of Services
- MBA-MM-3 – Sales and Distribution Management
- MBA-MM-4 – International Marketing Management
- MBA-MM-5 – Retail Management

Group-D: HUMAN RESOURCE MANAGEMENT

- MBA-HR-1 – Industrial Relations
- MBA-HR-2 – Human Resource Development
- MBA-HR-3 – Organisational Design and Excellence
- MBA-HR-4 – Social Security & Labour Welfare
- MBA-HR-5 – Industrial Law and Administration

Group-E: PRODUCTION AND OPERATIONS MANAGEMENT

- MBA-PM-1 – Industrial Engineering
- MBA-PM-2 – Material Management
- MBA-PM-3 – Logistics and Supply Chain Management
- MBA-PM-4 – Project Planning and Control
- MBA-PM-5 – Total Quality Management

FIRST YEAR

Semester – I

MBA-101 – Principle and Practice of Management

Objectives

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organisation.

Unit 1: Concept of Management

Concepts of Management- Nature, Meaning, and Significance of Management, Managerial functions, Principles of Management, Universality of Management, skills and roles in organisation, comparative management, schools of management thoughts, Managers v/s Entrepreneurs – Managers v/s Leaders – Guidelines for Managerial Excellence and success.

Unit 2: Planning

Nature and objectives of planning, Steps in planning , types of planning, - Strategy and tactics –Implementation of Plans – Resistance to plans – Standards – Budget – Program – Management by Objectives (MBO) – SWOT – Management by Exception.

Unit 3: Organising and Staffing

Nature of Organising, Organisational Structure and Design – Departmentation, line-staff authority and decentralisation, staffing decisions – Authority and Responsibility Relationships – Delegation – Informal Organisations – Decision making – Styles of Decision Making - Conflict.

Unit 4: Directing and Controlling

Nature of Evaluation Design and Problems – Appraising Techniques– Developing Compensation Plans – Direction – Co-ordination - Quantitative and Qualitative measures of Control – Feed back Management. System and process of Controlling, Control techniques and information technology.

Unit 5: Indian Management Philosophy And Contemporary Management Issues

Geeta, Mahabharata, Ramayana, Vedanta, Chanakyaneeeti and their relevance to present management practices, Globalisation and Managers – Technology Enhanced Management- Social Responsibility – Managing Innovation – Ethics in Organisation, Ethical and Unethical Behaviour, Managing for Ethical Behaviour, Multiculturalism and Cross cultural Differences– Ethical Dilemmas and other emerging trends in the management science.

Reference:

1. L.M. Prasad: “*Management Process & Organisation Behaviour*” S. Chand & Sons
2. Koontz, Weihrich & Aryasri, *Principles of Management*, TMH, New Delhi, 2004
3. Koontz, Essentials of Management, Tata McGraw-Hill, 5th Edition, 2001
4. Heinz Weihrich, Harold Koontz: *Management A Global Perspective*, 10/e, Tata McGraw Hill, 2002
5. Pareek U. “Organisation Process” Oxford & IBH New Delhi.
6. J.S.Chandan, Management Concepts and Strategies, Vikas Publishing House, 2002.
7. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, Pearson Education, Third Edition,
8. Robbins : Management 7/e Pearson Education, 2003
9. Mrityanjay Kumar Srivastava, *Transformational Leadership*, Macmillan India Ltd.,2003.
10. Bateman Snell, *Management: Competing in the new era*, 5/e, McGraw-Hill Irwin, 2002.

MBA-102 – Managerial Economics

Objectives

The Objectives of this course is to acquaint the participants with concepts, techniques and analytical tools used in Economics and to enable them to apply this knowledge in managerial decision-making.

Unit 1: Nature of Managerial Economics and Demand Analysis

Nature and scope of managerial economics and its relationship with other disciplines – Role and responsibility of a managerial economist, the fundamental concepts of managerial economics, Objectives of the firm – Optimization techniques;

Theory of Demand – Objectives of demand analysis and determinants of demand; Law of Demand, Elasticity of demand and its measurement methods; Importance in decision-making; Demand forecasting methods demand functions, income and substitution effects, Concept of consumer's surplus.

Unit 2 Production and Cost analysis

Theory of production - Production concepts and analysis; Production function; Characteristic of various factors of production; Laws of production – Law of Variable Proportion and Returns to Scale; Cost concepts and analysis – Empirical estimates of production and costs; Different types of cost: Production function and its managerial use, short-run and Long-run Average costs curves and its analysis; break-even analysis.

Unit 3: Price determination

Market Structure and Pricing Decisions: Price-Output determination under different market structure – perfect and imperfect (monopoly, monopolistic and oligopoly markets) for both long run and short run. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing, Pricing of multiple products; Non-price competition.

Unit 4: Macro Economics- I

Circular flow of Economic Activities; National Income -concepts and various methods of its measurement; Determination of National Income- GDP and GNP; Monetary Policy and Fiscal Policy; Technological Changes in a Global Economy, Locating a Firm in a Global Economy.

Unit 5: Macro Economics- II

Economic Growth and Development; Business Cycles; Inflation; Balance of Payments and Exchange rate determination; Theory of International Trade.

References:

1. D.N. Dwivedi : *Managerial Economics*, Vikas Publishing House Pvt. Ltd, New Delhi
2. Dominic Salvatore, *Managerial Economics in a Global Economy*, Thomson Asia, 2002
3. Varshney, R.L and Maheswari, K.L. ,*Managerial Economics*, Sultan Chand and Sons, New Delhi, 2002.
4. V.L. Mote Samuel Paul & G.S. Gupta: *Managerial Economics-Concepts and Cases*, Tata McGraw Hill Publishing Company Ltd New Delhi.
5. Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
6. Bhattacharya & Chakraverti: *Fundamentals of Business Economics*, BS Publications, 2002
7. Milgrom, P and Roberts J. *Economics, Organisation and Management*.Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
8. A.R.Aryasri and V.V.Ramanamurthy, *Business Economics*, TMH, 2003.
9. H. Craig Peterson and W. Cris Lewis: *Managerial Economics*, Prentice Hall of India Pvt. Ltd., New Delhi.
10. Sloman, John, *Economics*, Prentice - Hall of India Pvt. Ltd., New Delhi, 1998.
11. Government of India, *Economic Survey* (Annual Publication, New Delhi).
12. Business dailies like Economic Times, Financial Express and Business Line, Economic and political weekly, World Bank and IMF Reports

MBA-103- Business Statistics

Objectives

The objective of the course is to make the students familiar with some basic statistical techniques, and to understand the role and relevance of statistics and its various tools in the management. The main focus, however, is in their applications in business decision making.

Unit 1: Basic Statistics

Introduction to statistics, origin and growth of statistics; Application of inferential statistics in managerial decision-making; limitations of statistics; Primary and secondary classification of data, Frequency Distribution and their analysis, Data Presentation; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, Kurtosis, standard deviation and mean deviation.

Unit 2: Time Series Analysis

Concept and Secular trend; Seasonal variation; Cyclical variation and Irregular variation; various methods of Time Series analysis and their applications in business decision - making – Construction of Index Numbers and their uses.

Unit 3: Co-relation & Regression

Meaning and uses; various methods of calculation of coefficients and their analysis and implication; two variable and multi variable cases.

Unit 4: Probability & Distributions

Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis, and its application – Concept and application of Binomial, Poisson, Normal and Exponential distributions.

Unit 5: Estimation Theory and Hypothesis Testing

Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-square (χ^2)-test in testing of the Hypothesis, Techniques of association of Attributes & Testing – Non-Parametric tests

References

1. Gupta S.P. – *Statistical Methods*, Sultan Chand and Sons, New Delhi
2. Gupta, S P and Gupta M P. *Business Statistics*. Sultan Chand , New Delhi
3. Gupta C B- *An Introduction to Statistical Methods* (Vikas)
4. Richard I. Levin and David S.Rubin, ‘Statistics for Management’, Prentice Hall of India
5. Chandan.J.S., *Statistics for Business and Economics*, Vikas Publishing House Pvt. Ltd.
6. Hooda,R.P., *Statistics for Business and Economics*, Macmillan India Ltd.
7. Beri,G.C: *Statistics for Management*, 2/e, Tata McGraw-Hill, New Delhi
8. Render and Stair Jr- *Quantitative Analysis for Management* (Prentice-Hall, 7th edition)
9. Sharma J K - *Business Statistics* (Pearson Education)
10. Siegal, Sidney: *Non-parametric Statistics for Behavioural science*, McGraw-Hill Ltd., London.
11. Amir D.Aczel & Jayavel Sounderpandian: *Business Statistics*, 4/e, TMH, 2002

MBA-104- Organisational Behaviour

Objectives

The objective of this paper is to develop understanding of basic aspects of Organisational Behaviour and familiarize the student with behavioural processes in the organisation. It also aims to present the basic concepts of management and Provide on insight into behaviour of individuals and groups in organisation and the changing environment of organisations.

Unit 1: Organisation and Organisational Behaviour

Organisational Behaviour (OB): Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management & Emotional Intelligence in contemporary business organisation.

Unit 2: Individual Behaviour

Foundations of Individual Behaviour, *Perception:* Concept, nature, process, importance – Management and behavioural applications of Perception – *Attitude:* Concept, process, and importance; Attitude Measurement – *Personality:* Concept, nature, types and theories of personality shaping – *Values and Job satisfaction* – Individual decision making. *Learning:* Concept and theories of learning.

Unit 3: Motivation & Leadership

Motivation: Concept, principles, theories – content and process. Monetary and Non-monetary motivation – *Leadership:* Concept, functions, styles, and theories of leadership-trait, behavioural, and situational – *Organisational Development and Change* – *Organisational Power and Politics:* Concept of power, sources of power, classification of power, contingency approaches to power, Political implications of power. Dynamics of power and politics

Unit 4: Group Behaviour

Analysis of Interpersonal Relationship – Developing interpersonal relationship, *Group Dynamic:* Definition of Group, stages of Group Development, Group Structure, Group Decision Making. Transactional Analysis and Conflict Management: Concept, Sources, types, functionality and dysfunctional of conflict, Classification of conflict, Resolution of conflict, meaning and types of grievance and process of grievance handling – *Collaboration.*

Unit 5: Stress Management

Concept of Stress, causes and symptoms of stress, Stress Management, Meditation, T. M., Preksha Dhyana, Vipasana, Sahaj Yog, Raj Yog etc. and relevance of these in modern management.

Reference:

1. Robbins, P. Stephen, Organisational Behaviour, 10/e, Pearson Education, New Delhi, 2004
2. L.M. Prasad: “*Management Process & Organisation Behaviour*” S. Chand & Sons
3. Diwvedi, R.S., ‘Human Relations and Organisational Behaviour-A Global Perspective’, McMillan Ltd., N.D.
4. Pareek Udai: Behavioural Process at Work, Oxford & IBH, New Delhi, 2003
5. Udai Pareek, Understanding Organisational /Behaviour, Oxford
6. Chandan : Organisational Behaviour, Vikas
7. M.N. Mishra: Organisational Behaviour, Vikas
8. Stephen P. Robbins, Organisational Behaviour, Prentice Hall of India, 9th Edition, 2001
9. Luthans, Fred: Organisational Behaviour 9/E, McGraw-Hill, 2002.
10. Saiydaian, Organisational Behaviour, TMH, New Delhi, 2003
11. Khandwala, P. The Fourth Eye, Wheeler, New Delhi, 2003
12. Hellriegel, Slocum and Woodman, Organisational Behaviour, South-Western, Thomson Learning, 9th edition,
13. Newstrom W. John & Davis Keith, Organisational Behaviour-- Human Behaviour at Work, 11/E, TMH, 2003.
14. Hellriegel, Slocum & Woodman, Organisational Behaviour, 9/e, South Western Thomson Learning, Singapore, 2001
15. Schermerhorn, Hunt and Osborn, Organisational Behaviour, John Wiley, 7th edition, 2001
16. McShane L. Steven & Glinow A.A.V, Organisational Behaviour 2/e, Tata McGraw-Hill, New Delhi , 2003.
17. Buchanan David & Huczynski Andrzej: Organisational Behaviour: An Introductory Text, 3/e, Prentice Hall, Europe, 1997.

MBA-105- Managerial Accounting

Objectives

The basic purpose of this course is to develop an insight of postulates and to develop understanding of the principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

Unit 1: Financial and Management Accounting

Concept, importance and scope of Financial Accounting, and Management Accounting; Generally Accepted accounting principles; Accounting Concepts and Conventions; Overview of accounting process; Installation of Management Accounting System, Role of Management Accountant; Management Reporting; Inflation Accounting; Accounting for Price Level Changes; Human Resource Accounting.

Unit 2: Financial Statement

Accounts - Classification, Principles, concepts. Preparation of Financial Statements - Trading Account - Profit and Loss Account - Profit and Loss appropriation Account - Balance sheet. Adjustments in Final Accounts; Measurement of Business Income; Inventory Valuation and Estimation; Methods of Providing Depreciation.

Unit 3: Analysis of Financial Statement

Ratio analysis – solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, common size statement; comparative balance sheet and trend analysis; Fund Flow Analysis, Cash Flows Analysis..

Unit 4: Basic Costing and Variance analysis

Cost Accounting- Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts, Overhead Cost and Control, Relevant Costing and Costing for Decision Making, Standard Costing and variance Analysis, Marginal Costing and Absorption Costing – Cost -Volume-Profit Analysis; Standard Costing and Variance Analysis – Material, Labour and Overhead.

Unit 5: Budgeting

Meaning and Concept of Budget, Budgeting and Budgetary Control; Types of Budget; Performance Budgeting; Zero-base Budgeting; Forecasting and Budgeting; Budgetary Control as a Management tool.

Reference:

1. S N Maheshwari- 'Management Accounting and Financial Control' Sultan Chand Publications
2. Arora, M.N., 'Text Book of Cost Accounting', Vikas Publishing house, New Delhi
3. S N & S K Maheshwari- Corporate Accounting (Vikas), 1995
4. M.Y.Khan & P.K.Jain – Management Accounting Tata McGraw-Hill Publishing Company Ltd.
5. Bhattacharya S.K. John Dearden – Accounting for Management Text and cases – Vikas publishing House, New Delhi. 2000
6. R.P. Rustagi, Management Accounting, Galgotia Publishing Company, 2003
7. Narayanaswamy.R., 'Financial accounting. A Managerial Perspective', Prentice Hall, India 2000
8. Gupta, R.L., 'Advanced Accountancy' Sultan Chand Publications, New Delhi, 2000.
9. Jain S P & Narang K L – Advanced Accounting (Kalyani)
10. M.A.Sahaf - Management Accounting (Principles & Practice): 2000 edition Vikas Publishing House Pvt. Ltd., New Delhi
11. P.C. Tulsian, Practical Costing, Vikas Publishing House Pvt. Ltd.,2002
12. Charles T. Horngren: Cost Accounting –A Managerial Emphasis, Prentice Hall of India, New Delhi
13. Horngren, Charles: Introduction to Management Accounting, Prentice Hall of India, 2003
14. Williamson, D., 'Cost and Management Accounting', PHI. New Delh 1998
15. Hrishikesh Chakraborty, Srijit Chakraborty, Management Accountancy, 1997

MBA-106- Business Environment

Objectives

Its objective is to create awareness about the external environment including the role of government and its impact on Business.

Unit 1: Business Environment and Society

Significance and nature of Business Environment, Factors in business environment and their interaction, Interaction matrix of different environment factors, the process of environmental scanning, Business Ethics; Social Responsibility and Social Audit.; Basic philosophies of capitalism and socialism with their variants.

Unit 2: Political – Legal Environment

Relationship between business and Government of India;; *Introduction to some important business laws & Constitutional provisions affecting business*: Main provisions of Company Act -1956; Main provisions of MRTP, Main provisions of Competition Act; Main provisions of Industrial (development and regulation) Act 1951, Main provisions of FEMA, and Consumer Protection Act; Regulation of Stock exchanges and functions of SEBI.

Unit 3: Economic Environment

Circular Flow of Economic Activities; National Income in India; Salient features of the Indian economy; Inflation and its impact on Business; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business; Emerging trends and structures of Indian economy.

Unit 4: Technological & Socio-Cultural Environment

Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology (Case Studies). *Impact of culture and values*: Salient features of Indian culture and values and their implications for industrialisation and economic growth; Emergence of middle class and consumerism; Socio-cultural factors affecting Business Decisions

Unit 5: Liberalisation in India

Liberalisation; Privatisation & Globalisation, Policy changes for liberalisation-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO; Multinational corporations (MNC).

Reference:

1. Francis Cherunilam: *Business Environment and Policy*, Himalaya Publishing House, Mumbai, 2003
2. K.Asathappa, *Business Environment*, TMH, 2004
3. K.Asathappa, *Essentials of Business Environment*, 7/e Himalaya, 2003.
4. Ghosh- *Economic Environment of Business* (Vikas), 2004.
5. Misra and Puri: *Economic Environment of Business*, Himalaya, 2004
6. Adhikari M- *Economic Environment of Business* (Excel Books), 2000, 8th ed, Sultan Chand.
7. Agarwal R- *Business Environment* (Excel Books), 2002.
8. Bedi S K- *Business Environment* (Excel Books), 2004.
9. Morrison J- *The International Business Environment* (Palgrave, 2003)
10. Harley, Nick: *Environmental Economics*, Macmillan India Ltd., An sari Road, New Delhi,
11. George A and Steiner G A- *Business, Government and Society* (Macmillan)
12. Dutt and Sundaram , *Indian Economy*, S. Chand, New Delhi, 2004.
13. Recent *Economic Survey Report* of Government of India(Annual Publication, New Delhi)
14. Business dailies like Economic Times, Financial Express and Business Line (Economic and political weekly)
15. World Bank and IMF Reports.

MBA-107- Communication for Management

Objectives

To familiarize with the concepts, techniques, process and skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Unit 1: Introduction to Communication

Definition, Importance and nature of Business communication – Communication Models – Process of Communication; Barriers and Gateways in communication; Developing Effective Communication skills.

Different types of communication like letters, memos, reports, fax, email, presentations, telephone, and multimedia, choosing the means of communication, stages in communication cycle, communication systems.

Unit 2: Written Communication - I

Writing Techniques: Rules of good writing, adaptation and selection of words, masculine words, writing with style-choosing words with right strength and vigour, using a thesaurus, writing effective sentences, developing logical paragraphs, overall tone, drafting, editing and finalizing the business letters – Commercial letters; Preparation of Office Order, Memo, Indents; Recent Developments in Communication Technology; Do's and don'ts of Business writing; Legal aspects of Business communication

Unit 3: Written Communication – II

Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation.

Internal communications: memoranda, reports: types of reports, formal reports and informal reports, meetings, documentation.

External communications: Public notices, invitations to tender bid, auction, notices, etc; *Report writing:* planning, technique of writing a report, characteristics of business reports, common types of reports, purposes of reports; Writing Business reports

Unit 4: Persuasive messages

Planning the persuasive message, common types of persuasive requests, principles of persuasive communication

Effective communication and impact of information technology, Oral communication: nature and significance; Written and oral communication presentation of Business Reports; Public speaking and negotiations.

Unit 5: Reformulating and summarising

What is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries. *Comprehension:* using a dictionary, grammatical precision, phonetics, contextual clues, guidelines for comprehension.

Reference:

1. Sharma R.C.and Mohan K “Business report Writing and Correspondence” Tata McGraw-Hill, New Delhi
2. Lesikar R V and Pettit Jr J D- *Business Communication: Theory and Application* (Tata McGraw-Hill, 2002)
3. Tayler Shinley - *Communication for Business* (Pearson Education, 2002)
4. Bovee C L et al- *Business Communication Today* (Pearson Education, 2002), New Delhi
5. Hargie O et al- *Communication Skills for Effective Management* (Palgrave, 2004)
6. T N Chhabra, Bhanu Ranjan – Business Communication (Sun India, 2004)
7. P.D. Chaturvedi – *Business Communication* (Pearson Education)
8. Meenakshi Raman-Technical Communication- (Oxford University Press)
9. Murphy H.A. and Peak C.E., “Effective Business Communication” 2nd Ed. Tata McGraw-Hill, New Delhi
10. Pearce C.g. “Business Communications; Principles and Applications” 2nd Ed. John Wiley, New York
11. R.K.Madhukar, Business Communication and Customer Relations, Vikas Publishing House, 2001
12. Krishna Mohan, Meera Banerji: *Developing Communication Skills*, Macmillan India Ltd., 2002
13. Matthukutty M. Monipally, Business Communication Strategies, Tata McGraw-Hill, New Delhi, 2003
14. Atkinson, “Business Writting & Procedures”, Reynolds American Book Co
15. Shirley Taylor, Communication for Business, Pearson Education 1999

MBA-108- Computers for Management(s)

Objectives

Development of basic understanding of computers and practical application in management.

Unit 1: Introduction to computers

Components of a Computer System; Input–Output devices; On Line and Off Line devices; Central Processing Unit; Storage Devices: Primary and secondary storage devices; Generations of computer systems and growth of personal computers. Programming Languages; Data Communication and Networking, Distributed data Processing; Software: and Popular Operating System; Graphic interfacing (GUI), Advantages of GUI, I/O Processors and multi-user environment.

Unit 2: Application of Computer

Role of Computer in Management; Computers and various Functional areas of management; File Organisation; Master and transaction files; Personal Computers and their use in Business, Common Application Packages in Business Computer based information system and Managing data processing in organisation.

Unit 3: Practical – Windows, Excel, Internet

Introduction to Windows, Introduction to *Excel*, Entering Text, Values, Formulas, Range Shortcut, Menus, Tool Bars, Copying, Moving Entries, Inserting, Deleting Cell, Formatting Basic, Graphics, Functions. *Internet and its uses*: Architecture and functioning of Internet; World-wide web and its structure; Role of internet service providers

Unit 4: Practical – MS word, Access

Introduction to *MS Word*, Modifying Document, Formatting Text, Work Processing Tools, Introduction to Access, Database Management Tools.

Unit 5: Practical – Tally, Power Point

Practice of Financial Package (Tally), Multi Media Preparation (Power Point) and SPSS Package

Reference:

1. Bhatnagar S.C. and Ramnaik V. “Computers and Information Management: A Primer for Practising Managers” Prentice Hall of India, New Delhi
2. Greinillion L. and Pydwqn F. “Computers and Information System in Business” McGraw Hill, New York.
3. P.K. Shinha : “Computer Fundamentals” B.P.B. Publication
4. Chester: Mastering Excel 1-5 for windows, B.P.B. Publication
5. Saxena S- *A first course in computers* (Vikas, 2003)
6. Leon A and Leon M- *Introduction to Computers* (Leon Techworld, 1999)
7. Basandra S K- *Computers Today* (Galgotia), 2003.

FIRST YEAR

Semester – II

MBA-201- Research Methodology

Objectives

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

Unit 1: Introduction to Research

Definition, Nature and Scope of Research Methodology and its applications in the various functions of management; Problem Formulation and Statement of Research Objectives; Value and Cost of Information - Bayesian Decision Theory; Types of business problems encountered by the research Problems and precautions to the researcher in India

Unit 2: Research Design

Organisation Structure of Research; Research Process – Steps involved in research process; various methods of research design; Research Designs - Exploratory, Descriptive and Experimental Research Designs; The laboratory and the Field Experiment – Internal and External Validity - Factors affecting Internal validity. Measurement of variables – Scales and measurements of variables; Developing scales: Rating scale and attitudinal scales. Validity testing of scales developed; Reliability concept in the scales being developed; Stability Measures.

Unit 3: Data Collection and Sampling

Types of data -Secondary and Primary Data; Various Methods of Data Collection - Observational and Survey Methods; Types of data and various methods of collecting data; Preparation and Design of Questionnaire and schedule; Attitude Measurement and Scaling Techniques; Motivational Research Techniques; Administration of Surveys; *Sampling Design and procedures* – Sample size; Determination and selection of sample member; Determination of sample size and an appropriate Sampling design.– Probability and Non-Probability Sampling; Techniques of Sampling; Precautions in preparation of questionnaire and collection of data.

Unit 4: Analysis and Interpretation

Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis; Application of statistical techniques for analysing the data, elementary Parametric and Non-Parametric statistical techniques, Application of Analysis of Variance (ANOVA), Uses of Data Analysis Tools like SPSS and Excel;

Unit 5: Research Report Preparation

The purpose of the written report – concept of audience – Basics of written reports; Types and layout of research report; Precautions in preparing the research report; The integral parts of a report – The title of a report, The table of contents, The synopsis, The introductory Section, Bibliography and Annexure in report; Method of sections of a report. Results Section – Discussion Section Drawing conclusions; Giving suggestions and recommendations to the concerned persons and Implementation section.

Reference:

1. C.R . Kothari, *Research Methodology Methods & Techniques*, 2/e, Wishwa Prakashan
2. Sangeeta Agrawal “Business Research”
3. Cooper- *Business Research* (Tata McGraw-Hill)
4. Gupta,S.P. *Statistical Methqds*, 30" ed" Sultan Chand, New Delhi
5. Collis J and Hussey R- *Business Research* (Palgrave, 2003)
6. Beri- *Marketing Research* (Tata McGraw-Hill), 1993, 2nd ed.
7. Donald R. Cooper, Pamela S. Schindler, *Business Research Methods*, TMH, 2003.
8. Uma Sekaran, *Research Methods for Business*, John Wiley and Sons Inc., New York, 2000.
9. Saunders- *Research Methods for Business Students* (Pearson Education, 3rd edition)
10. Ranjit Kumar, *Research Methodology*, Sage Publications, London, New Delhi, 1999
11. William G. Zikmund, *Business Research Methods*, Thomson, South-western, 2003
12. Donald H.McBurney, *Research Methods*,ThomsonAsia Pvt. Ltd. Singapore, 2002
13. G.W.Ticehurst and A.J.Veal, *Business Research Methods*, Longman, 1999.
14. Goode, W.J. and Paul Hatt: "Methods in Social Research, McGraw Hill Book Co., Auckland
15. Maxwell, Joseph: *Qualitative Research Design-An Interactive Approach*, Sage Publications, London.
16. Galting, John: *Theory and Methods in Social Research*

MBA – 202 – Quantitative Techniques

Objectives

The Objectives of this course is to make the students familiar with some basic Quantitative techniques and their role and applications in managerial decision making.

Unit 1: Introduction to Q.T. and Linear Programming

Introduction to Quantitative Techniques; Concept Model Building for Business Decisions; Role and Scope Models in Business and Industry; *Linear programming*: Introduction to linear Programming, problem formulation, Graphical and Simplex methods for solving LPP, Primal and Dual relationship, Sensitivity analysis.

Unit 2: Transportation and Assignment Problems

Transportation problem: Various methods of finding Initial basic feasible solution and optimal cost – initial solution — NW corner rule, least cost method, Vogel’s approximation method—Improved solution — Modi method— Degeneracy — Unbalanced problem *Assignment model*: Algorithm and its applications—Travelling Salesman problems.

Unit 3: Integer and Goal Programming, Game Theory

Elementary Integer programming: Pure, Mixed Strategy, Cutting plane; *Goal programming*(Linear Function Formulation only) *Game Theory*: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Unit 4: Queuing Theory, Simulation, Replacement Analysis, Sequencing and Scheduling

Elementary Queuing Theory: Single Channel, Multi channel, Queuing models; Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating Arrival Rate and Service Rate; Applications of Queue model for better service to the customers; *Simulation* and its uses in Queuing theory & Materials Management; *Replacement Problem*: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly; Simple *Sequencing* problems and use of GANTT Chart in *Scheduling*.

Unit 5: Decision Theory, Markov Analysis and PERT, CPM

Decision-making environments: Decision-making under certainty, uncertainty and risk situations; Uses of Decision tree, Uses, scope and applications of Operation Research in managerial decision-making; *Markov Analysis*: Markov chains and their applications; *Introduction to Network concepts*; Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Probability Consideration, Crashing and resource levelling of operations.

Reference:

1. J. K. Sharma, *Operations Research: Theory and Applications*, McMillan, New Delhi, 2001
2. Kapoor V.K. ‘Operation Research’ Sultan Chand, New Delhi
3. Vohra- *Quantitative Techniques in Management* (Tata McGraw-Hill, 2nd edition), 2003
4. U.K. Srivastava, G.V. Shenoy and S.C. Sharma – *Quantitative Techniques for managerial decisions*, New Age International, Mumbai, 2001
5. Kothari C.R.: *Quantitative Techniques*, Vikas Pub. House
6. Peter C Bell- *Management Science/ Operations Research* (Vikas)
7. Akhilesh K B and Balasubramanyam S- *Quantitative Techniques* (Vikas)
8. Hamdy, A.Taha: *Operations Research: An Introduction*, Prentice-Hall of India; New Delhi 2003.
9. Harvey M. Wagner: *Principles Of Operations Research*, PHI, New Delhi, 2003
10. Budnik, Frank S., Dennis Mcieavey, Richard Mojena Principles of Operations Research, 2nd ed., Richard Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995
11. Levin Richard I and Rubin David S. *Statistics for Management*. New Jersey, Prentice Hall Inc., 1995.
12. Narag, A.S. *Linear Programming and Decision Making*. New Delhi, Sultan Chand, 1995
13. Mathur, K and Solow, D. *Management Science*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994
14. Thomas M. Cook & Robert A. Russell, ‘Introduction to Management Science’, Prentice Hall 3rd Edition.
15. Barry Render; Ralph M. Stair, Jr.; Michael E. Hanna, *Quantitative Analysis for Management*, Pearson Education (Singapore) Pvt. Ltd , Delhi, 2003

MBA – 203 - Marketing Management

Objectives

The purpose of this course is to develop and understanding of the underlying concepts, techniques, strategies and issues involved in the Marketing of products and services.

Unit 1: Basics of Marketing and Marketing Management

Role and Place of Marketing in Management; Meaning, Definition and basic Concepts of Marketing; The Marketing Environment and Environment Scanning; Scope, Tasks, Process, Planning and Philosophies of Marketing Management; Marketing Organisation; Market Measurement and Forecasting.

Unit 2: Consumer Behaviour and Market Segmentation

Meaning, Models, Variables, of Consumer Behaviour; Understanding Consumer and Industrial Markets; Buying Decision Process; Market Segmentation – Bases and Process, Market Segmentation and Product Differentiation; Target Marketing and Positioning and competitive Marketing Strategies; Adoption and Diffusion Process.

Unit 3: Product Management, Marketing Mix Decisions and Pricing

Marketing Mix decision: Meaning and Classification of Products; Product Decisions, New Product Development Strategies; Product Mix and Line Decisions, Branding, Packaging and Labelling Decisions; Product Life Cycle Strategies; *Pricing Decisions*: Objectives and Determination, Factors in Price Setting; General Pricing Approach; Methods of Setting Price and Pricing Strategies.

Unit 4: Distribution and Promotion

Determination of Promotion Mix – Advertising, Sales Promotion, Personal selling; and Public Relations: Direct Marketing & Relationship Marketing; Placement; *Channels of Distribution*: Levels and types of Channels; Channel Design Functions and management of Channel Members ; Channel Selection, Motivation, co-operation and conflict management; Vertical marketing Implementation and systems; Management of Physical Distribution; Current trends in wholesaling and retailing; Marketing Communication.

Unit 5: Emerging Trends and Issues in Marketing

Basics of Marketing information system; Market Research and Marketing research; Basis of international Marketing; Marketing Legislation in India; Mega Marketing; Marketing Control; E-Marketing. Rural Marketing, CRM, Services marketing, B2B Marketing, Internet Marketing, Globalisation; Green marketing; Consumerism, Legal Issues, Broadening the marketing concept.

Reference:

1. Gandhi J.C. “Marketing: A Managerial Introduction” Tata McGraw Hill, New Delhi
2. Kotler Philip, ‘Marketing Management’, 11th Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2003.
3. Kotler, Philip and Armstrong, Graw. “Principles of Marketing”, Pearson Education, New Delhi 2004.
4. Stanton, William, J. ‘Fundamentals of Marketing’, McGraw Hill, New Delhi
5. Jha S.M. and Singh L.P. “Marketing Management In Indian Perspective” Himalaya Publications Mumbai
6. S.Jeyachandran, ‘Marketing Management’, 1st ed., Excel Publication, NewDelhi, 2004.
7. Ramaswamy V.S.and Namakumari S: MarketingManagement, 3/e, McMillan, 2003.
8. Saxena Rajana, “Marketing Management”, Tata McGraw Hill, New Delhi 2004.
9. Dholakia : Marketing Management-Cases and Concepts-MacMillan New Delhi.
10. Neelamegham, S. Marketing in India: Cases and Readings. New Delhi, Vikas, 1988.
11. Nag : Marketing Stragegy-MacMillan, New Delhi.
12. Czinkota and Kotabe: Marketing Management, 2/e, Thomson,2002.
13. Czinkota, M.R., “Marketing Management”, Pearson Education Asia, New Delhi 2004.
14. Raja Gopal : Marketing Management,Vikas.
15. Kaushal : Case Study Solutions-Marketing, McGraw Hill Ltd., New Delhi.
16. Chudiff Still and Govoni : fundamentals of Modern Marketing, Prentice Hall of India Pvt.Ltd., Delhi.
17. Subhash C. Mehta: Marketing Environment, Concepts and Cases, Tata McGraw Hill, New Delhi
18. Joel R. Evans, Borry Berman: Marketing in the 21st Century, 8/e, Biztantra, 2003

MBA – 204 - Financial Management

Objectives

The purpose of this course is to acquaint the students about tools and techniques of Financial Management with the broad framework of financial decision making in a business unit.

Unit 1: Introduction to Financial Management

Financial Management-Concept, Meaning, Scope, aims and objectives; Finance Function and Position of Financial Executives in Organisations; Financial decision areas; Objectives of Firms – Profit maximisation vs. Wealth maximisation; Valuation of Firms; Basic Mathematics of Finance – Present Value, Future Value (Time value of Money) and Interest Calculation; risk and return analysis, valuation of securities.

Unit 2: Working Capital Management

Working Capital: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors Affecting Working Capital Requirement; Determinants of Working Capital Requirements; Planning of working capital, Financing of working capital through Bank finance and Trade Credit; Sources of short term financing; **Working Capital Management**: Management of Cash – Basic strategies for cash management, cash budget, cash management techniques/processes; Marketable Securities – characteristics, selection criterion, Marketable security alternatives; Management of Receivables – Objectives, credit policies, credit terms, collection policies; Management of Inventory - objectives, techniques of inventory management.

Unit 3: Investment decision and Management of Long term Capital

Appraisal of Project; Nature of **Capital Budgeting** decisions; Techniques of Capital Budgeting and its applications – Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, Profitability Index, and Excess Present Value Index; Risk and Uncertainty in Capital Budgeting; **Leverage analysis**: financing, operating and combined leverage and its implications; EBIT-EPS analysis; Indifference Point/Break even analysis of financial leverage.

Unit 4: Financing Decision, Capital Structure and Cost of Capital

Financing Decision: Long-Term sources of Finance, potentiality of Equity Shares, Preference shares, Debentures and Bonds as Source of Long-Term finance; Asset-Based Financing: Lease Financing, Higher Purchases and Instalment Payment System; **Capital structure**: Concept and approaches of Capital Structure decision; Capital structure vs. Financial structure Theories of Capital Structure; NI, NOI, Traditional and Modigliani Miller Approach (M.M. Hypothesis) on Capital Structure; Optimum Capital Structure; **Cost of Capital**: Cost of Debt and Preferred stock; Cost of Equity, Retained Earning, Weighted Average Cost of Capital, Marginal cost of capital and Overall Cost of Capital; Cost of equity share, preference share and debentures.

Unit 5: Dividend Decisions and Issues in Financial Management

Dividend Decision: Dividend Policy and Share Valuation; Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Declaration and payment of dividends. Bonus shares. Rights issue, share-splits Walter's model; Gordon's Model and Modigliani Miller model; Factor affecting dividend decision; Financial Consideration in Mergers and Acquisitions; Functioning of Stock Exchanges; and Recent Trends in Indian Money and Capital Markets.

Reference:

1. Pandey I M- *Financial Management* (Vikas, 2004)
2. Bhalla, V K. *Financial Management and Policy*. 2nd ed., New Delhi, Anmol, 1998
3. Khan and Jain- *Financial Management* (Tata McGraw-Hill, 3rd edition)
4. Prasanna Chandra, 'Financial Management Theory & Practice', Tata McGraw Hill, 2004
5. Hampton, John. *Financial Decision Making*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997
6. R P Rustagi- *Financial Management* (Galgotia) 2000, 2nd reved
7. Lawrence J. Gitman- *Principles of Managerial Finance* 2004, Pearson Education N. Delhi
8. Moyer R.C., McGuigan J.R.Kretlow.W.J., 'Contemporary Financial Management', International 2nd Ed. 1984
9. Archer, Stephen H. etc. *Financial Management*. New York, John Wiley, 1990
10. Brealey, Richard A. and Myers Stewart C. *Principles of Corporate Finance*. 5th ed. McGraw Hill, 1996
11. Van Horne- *Financial Management and Policy* (Pearson Education, 12th edition) 2003
12. Winger, Bernard and Mohan, Nancy. *Principles at Financial Management*, Macmillan Publishing Co. 1991.

MBA – 205 - Production and Operation Management

Objectives

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organisations.

Unit 1: Introduction of Production/Operation Management

Nature, Concept, Importance, Scope and Historical Background of Production and Operations Management; Production System; Capacity Planning and Management; Plant Location and Plant Layout; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis.

Unit 2: Transformation process model

Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services; Process types in manufacturing: project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services.

Unit 3: Production Planning and Control

Demand Forecasting for Production; Product Development; Product and Process Analysis; Aggregate Planning; Specification of Organisational Policies for Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy; *Production Scheduling and Control* Techniques and Materials Requirement Planning; Loading, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production, Line balancing Lob, Methods of Production Control.

Unit 4: Quantity and Quality Control, TQM

Inventory Concepts, Basic Inventory Models: ABC analysis; Inventory Systems; Purchase Management; *Quality management*: Meaning of Quality; Quality characteristics of goods and services; Statistical methods of quality control; Control Charts, \bar{X} and R -charts, p -charts, c -charts, concept of Six Sigma; Acceptance Sampling; **O-C** curve; Elementary concepts of single, double and sequential sampling plans; Quality assurance; Introduction to Quality Management, Bench Marking, Kaizen, ISO-9000 Series of Quality standards.

Unit 5: Productivity Improvement Techniques and Maintenance

Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. *Maintenance*: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM)

Reference:

1. S.N. Chary, *Theory and Problems in Production and Operations Management*, TMH, 2002.
2. Chary, S.N. *Production and Operations Management*. New Delhi, Tata McGraw Hill, 2002
3. Elwood S. Buffa, Rakesh K. Sarin, *Modern Production and Operations Management*, John Wiley & Sons, NY
4. Goel, B.S. 'Production / Operation Management', Pragati Prakashan, Meerut
5. Chase R.B. & Aquilano N.J. *Production and operation Management*, Richard D. Irwin, Homewood, Illinois
6. Chase, Aquilano, Jacobs, *Operations Management for Competitive Advantage*, 9/e, TMH, 2002.
7. Everett E. Adam, Jr, Ronald J. Ebert, 'Production and Operations Management', Prentice Hall of India, 2002
8. Moore, FG and Hendrick, T E. *Production/Operations Management*. Homewood, Illinois, Richard D. Irwin,
9. Dobler. Donald Wand lee, Lamar. *Purchasing and Materials Management*. New York, McGraw Hill, 1984.
10. Thomas E. Morton, *Production Operations Management*, Vikas Publishing House, 2002
11. Morton- *Production and Operations Management* (Vikas)
12. *Production & Operations Management*. - Kanishka Bedi, (Oxford University Press)
13. Amrine Harold T. etc. *Manufacturing Organisation and Management*. Englewood Cliffs, New Jersey, PHI.
14. Dilworth, James B. *Operations Management Design for Manufacturing & Services*. Singapore. McGraw Hill,
15. R. Panneeselvam, *Production and Operations Management*, PHI, 2003
16. McGregor D – *Operations Management* (McGraw-Hill, 1960)
17. Johnston R et al – *Cases in Operations Management* (Pitman, 1993)
18. Haleem A- *Production and Operations Management* (Galgotia books, 2004)
19. Juran and Gryna "Quality Planning and Management", TMH

MBA – 206 – Human Resource Management

Objectives

The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of Human Resource Management.

Unit 1: Introduction to Human Resource Management

Nature and the development of personnel management: Concept Meaning and Scope of HRM; Structure and Role of Human Resources; Historical context in India, the welfare tradition, the industrial relations tradition, the control of labour tradition, the professional tradition; Development of Personnel Management in Indian Industry; Profile of Personnel Manager in Indian Perspective. Human Resource Management as a specialist function, policies, strategies, and operating plans of personnel, and the personnel activities.

Unit 2: Human Resource Planning

Human resources planning: definition, purposes, processes and limiting factors; *Recruitment:* recruitment policy, recruitment procedures, job analysis, job description, Job specification, recruitment methods, and evaluation. *Selection:* the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process; *Induction and Socialization.* HRD and HR audit.

Unit 3: Training and Development, Performance Appraisal, Compensation etc.

Training and development: Purpose, Methods and Issues in Training and Management Development Programs; Career and Planning; *Performance appraisal:* definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up; Potential Evaluation. *Reward management:* Principles of Wage Determination; Salary Structure; Job evaluation, purposes and methods, factors affecting compensation policy, compensation systems: base and variable, Fringe benefits, the legal framework on pays and benefits.

Unit 4: Industrial Relations and Grievance Handling

Industrial relations: Aspect of Industrial Relations (IR), Nature and Importance of Union-Management Relations; *Discipline and Grievance Procedures:* Definition, Disciplinary Procedure Model, the Other Procedures, Grievance Procedures and Interview; Roles, Rights and Responsibility of Trade Unions; Collective Bargaining; Participative Management; Employee Empowerment; and Human Resources Information Systems (HRIS)

Unit 5: Termination of employment and Employee Welfare & Security

Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews; *Dealing with the human aspects of terminations:* procedures for terminations, counselling, training and notice of dismissal. *Employee Welfare and Security:* Statutory measures relating to Health, Safety and Welfare of Workers in India, Voluntary Welfare Schemes; and Social Security Measures in India.

Reference:

1. Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 2003
2. C.B.Memoria and S.V.Gankar, Personnel Management: Text and Cases, Himalaya, Bombay, 2003
3. Parrek U & T.V. Rao : Designing and Managing Human Resource Systems, Oxford & Hill Pub.Co., N. Delhi
4. Arun Monappa & Mirza S. Saiyandin: Personal Management ,Tata McGraw Hill
5. Subba Rao, ‘Essential of Human Resource Mngement and Industrial Relation’,Himalaya Publishing House,
6. Edwin B.Flippo, Personnel Management, 6/e, McGraw Hill, 2003.
7. R.S.Dwivedi, Managing Human Resources: Industrial Relations in Indian Enterprises, Galgotia Pub.Co.Mum
8. Ghosh : Human Resource Development & Management Vikas
9. Dwivedi : Human Relations and Organisational Behavior-MacMillan, New Delhi
10. A.K.Singh, B.R.Duggal, Puneet Mohan “Human Resource Management and Development” (Sun India Pub.)
11. Gomez-Mejia et al- *Managing Human Resources* (Pearson Education, 3rd edition)
12. Ilioy, S. PYars & Leslie W. Rue: Human Resource and Personal Management, Richard D. Irwin Inc.
13. Beardwell : Human Resource Management-MacMillan, New Delhi
14. John M. Ivancevich, Human Resource Management, 9/e, Tata McGraw- Hill, 2003
15. De Cenzo, D A & Robbins S P. *Human Resource Management.* 5th ed., New York, John Wiley, 1994.
16. Gary Dessler, Human Resource Management, 9/e, Prentice Hall India, 2003.
17. Robert L.Mathis and John H.Jackson, Human Resource Management, Thomson, 2003.
18. Dessler- *Human Resource Management* (Prentice-Hall, 9th edition)

MBA-207-Information Technology for Management

Objectives

To create understanding of the concepts, techniques and applications of Management Information System and awareness about the role of Information Technology and Computers in Managerial Decision Making.

Unit 1: Introduction to IT for Management

Introduction: Understanding Information Technology (IT); IT-development and application; Components of IT, IT and contemporary Organisation. IT as a strategic decision making tool, IT for competitiveness, strategic uses of IT.

Unit 2: Database & Communication

Definition, Requirements and user view of database, database material; DBMS, RDBMS Softwares; File structure and distributed data processing.

Unit 3: Introduction to MIS and its Role

Concept, Meaning, elements and Characteristics of MIS Organisation, MIS planning and building a business model, Structure; elements of communication systems and distributed data processing.

Unit 4: Building & Installing MIS

Application Development Cycle; Analysis, Synthesis, and implementation of MIS; Feasibility of Installing MIS System.

Unit 5: New Information Technologies

Role of IT in Present Business scenario , Various Technologies – Decision Support System(DSS), Enterprise Resource Planning, Customer Relationship Management, EIS, etc.

Reference:

1. Kenter J “ Management Information System” Prentice Hall Of India, New Delhi
2. Jerome Kanter: Technology for Management : McGraw Hill, Kogakusha,
3. Jawedkar W. S. - *Management Information System 2/e*, (Tata McGraw-Hill, New Delhi) 2002
4. O’Broien LA “Management information Systems” 4 Ed Tata McGraw Hill, New Delhi, 1999
5. Kenneth C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e Pearson Education, 2005
6. Laudon KC and Laudon JP *Management Information Systems: Managing the Digital Firm 8/e*(Prentice-Hall,)
7. Oz E- *Management Information System* (Vikas, 3rd edition)
8. Mudrick R G- *An information system for modern management 2001, 3rd, Pearson.*
9. Mahadeo Jaiswal, *Management Information System (Oxford University Press)*
10. Steven Alter: Information Systems, Pearson, 3/e, 2002.
11. Gordon B. Davis & Margrethe H.Olson: Management Information Systems, TMH, 2002.
12. James A. Obrein: Management Information Systems, TMH, 10/e, 2004.
13. Gerald V.Post, David L Anderson: *Management Information Systems*, Irvin McGraw Hill, 2003.
14. C.S.V.Murthy: *Management Information System*, Himalaya ,2003
15. Suresh K Basandra: *Management Information Systems*, Wheeler, 1999.
16. Keen, Peter GW.: Decision Support System an Organisational Perspective Addison-Wesley Pub.
17. Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall - 1982.
18. Krober, Donafd W., and Hugh.J. Watson Computer Based Information System Newyork, 1984
19. DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey,
20. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.
21. Leod, Raymond Me JR Management information systems - Macmillan Publishing Company, N Y 5/e - 1993.
22. Turban, Efrain Decision Support & Expert Systems-Management Perspective - Macmillan Pub. Co. NY 1988
23. Mclcod K “Management Information Systems” 4 Ed. Mcmillan publishing company, Newyork, 1988.
24. Lucas Henery C. JR : Information Technology for Management : McGraw Hill, Kogakusha,
25. Selwalbe: Information Technology Project Management , Vikas Pub. House.
26. Deepak Bharihoke: Fundamentals of Information Technology, Excel.

MBA-208 – Viva – Voce and Seminar**Objectives**

To test the understanding of students of all the courses learnt by them in MBA (first and second semester) with special emphasis on evaluating the development of skills in analysing and interpreting practical business problems through the application of theory, concepts and techniques of management.

Methodology:

The Viva –Voce shall be conducted at the end of the Second Semester and will be based on the courses of first and second semester in MBA curriculum involving the seminar presentation. The Viva – Voce will be conducted by a Board of Examiners, appointed by the Head of Department and will consist of two examiners. The awards will be countersigned by the Head of the Department.

SECOND YEAR

Semester III

MBA-301 – Business Policy and Strategic Management

Objectives

The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Unit 1: Introduction to BPSM

Introduction to Business Policy & Strategic Management: Nature, Importance and Evolution; Purpose and Objective of Business Policy; Concept of Strategic Management; Process of Strategy and Vision, Mission, Purpose and Objectives.

Unit 2: SWOT Analysis and Strategic Alternatives

Components of Environment; Environmental Scanning; appraising the Environments Organisational Capability Factors; and Organisational appraisal, Grand Strategies; Different types of Strategies, Corporate Portfolio analysis; Industry and competitor analysis; Subjective factors in Strategic choice and strategic plan.

Unit 3: Strategic Implementation

Project and Procedural Implementation; Resource Allocation; Structural Implementation; and Functional Implementation.

Unit 4: Behavioural Implementation and Strategic Evaluation

Leadership Implementation; Corporate Culture and Policies; Personal Values and Business Ethics; Social Responsibility and Strategic Management; Strategic Evaluation and Control; analysis of cases and developments, Corporate Governance.

Unit 5: Introduction and role of BPR

Concept, Definition and Understanding, Measuring the Existing Process, Restructuring. Case Studies on Strategic Management and BPR.

Reference:

1. Ansoff, H Igor. *Implanting Strategic Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984
2. Kazmi A. “Business Policy and Strategic Management” Tata McGraw-Hill, New Delhi
3. Rao and Jain “Strategic Management”: Deep and Deep, New Delhi,2002
4. Budhiraja, S Band Athreya, M B. *Cases in Startegic Management*. New Delhi, Tata McGraw-Hill, 1996.
5. Christensen, C R. etc. *Business Policy: Text and Cases*. 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.
6. Glueck, William F. *Strategic Management and Business Policy*. 3rd ed. New York, McGraw-Hili, 1988.
7. Hax, A C and Majluf, N S. *Strategic Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
8. Hamel, G and Prahlad, C K. *Competing for the Future*. Boston, Harvard Business School Press, 1994.
9. Pitts R A and Lei D *Strategic Management: Building and Sustaining Competitive Advantage*(Vikas,3rd Ed)03
10. *Wheelen T L ,Hunger J D- *Concepts in Strategic Management and Business Policy* (Pearson Education,04)
11. White C- *Strategic Management* (Palgrave, 2004)
12. Beamish P- *Asia-Pacific Cases in Strategic Management* (Tata McGraw-Hill, 2000)
13. David F R- *Strategic Management: Concepts and Cases* (Pearson Education, 9th edition) 2004.
14. Dess G- *Strategic Management: Creating competitive Advantage* (Tata McGraw- Hill,02) Interna., N.Y. 2004
15. Hunger J D and Wheelen T L- *Essentials of Strategic Management* (Prentice-Hall, 3rd edition)
16. Johnson and Scholes- *Exploring Corporate Strategy: Text and Cases* (Prentice-Hall, 6th edition) 2000 4th ed.
17. Porter M- *Competitive Strategy* (Macmillan) 1998
18. Thompson & Strickland: *Strategic Management, Concepts and Cases*. Tata McGraw-Hill, 12/e, N.Delhi,03.
19. Lawrence R Jauch, R.Gupta & William F.Glueck: *Business Policy and Strategic Management*, Frank Bros.
20. Ranjan Das, *Crafting the Strategy: Concepts and Cases in Strategic Management*, TMH, New Delhi, 2003.
21. Saloner, Shepard & Podolny, *Strategic Management*, John Wiley, New York, 2001.
22. Allan Afuah, *Business Models: A Strategic Management Approach*, TMH, 2004
23. Wheelen & Hunger, *Concepts in Strategic Management and Business Policy*, 9/E Pearson Education, N.D.04.
24. John A.Pearce II & Richard B.Robinson, Jr. *Strategic Management*:AITBS Publishers & Distributors,N.D.03

MBA-302 – International Business Management

Objectives

The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

Unit 1: International Business Environment

The World of International Business and International Corporations and Governments; *Growth of international business*: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's in developing countries. *Environment of international business*: economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

Unit 2: Strategic aspect of International Corporations

Organisational Design and Structure of International Corporations; Policy Making and Control; Decision Making and Headquarters Subsidiary Relations; Long-Range Planning; and Environmental Scanning.

Unit 3: HRM & Production management (International)

Human Resource Management in the context of International Business Operations, Managing the Labour Workforce, and Managing Managers. International Production and Logistics

Unit 4: Financial & Marketing Management(International)

Financial Management in International Corporations. Assessing the International Markets and Export Marketing; and Managing the Marketing Mix in the International context

Unit 5: Procedures in International Business

Procedures and Documents, registration of exporters, export quotations, productions and clearance of goods for exports, Shipping and transportation insurance, negotiations of documents, instruments of payment, open account, bill of exchange, letter of credit and export finance.

Reference:

1. Negandhi A.R. "International Management" Prantice Hall Of India, New Delhi,1987
2. Aswathappa- *International Business* (Tata McGraw-Hill, 2002)
3. Subba Rao P. *International Business-Text and Cases* Himalaya Publishing House
4. Bhalla, V K. *International Economy: Liberalisation Process*. New Delhi, Anmol, 1993
5. Bhalla, V K and S. Shivaramu. *International Business Environment and Business*. New Delhi, Anmol, 1995
6. Alworth, Julian S. *The Finance, Investment and Taxation Decisions of Multinationals*. London, Basil Blackwell, 1988.
7. Daniel, John D and Aadebangh, Lee H *International Business*. 5th ed., New York, Addison Wesley, 1989.
8. Eiteman, D K and Stopnehill, AI. *Multinational Business Finance*. New York, Addison Wesley, 1986.
9. Johnston, R.B. *The Economics of the Euro market: History, Theory and Practice*. New York, Macmillan, 83.
10. Parks, Yoon and Zwick, Jack. *International Banking in Theory and Practice*. New York, Addison-Wesley, 85.
11. Daniels- *International Business* (Pearson Education) 2004.
12. Paul J- *International Business* (Prentice-Hall, 2004)
13. Deresky H- *International Business* (PHI, 2003)
14. Hill C W- *International Business* (Tata McGraw-Hill,2002.)
15. Varma M L- *International Trade* (Vikas, 2003)
16. Taggart- *The Essence of International Business* (PHI)

MBA-303 – Summer Training Report

Objectives

To enable the student to practically observe and participate in management problems and situations in a real-life organisation and to report the facts, observations and inferences on the basis of Summer Training.

Methodology:

The report will be based on Summer Training undertaken by the student who will be assigned to a reputed organisation during the summer vacation between second and third semester. The training will be for a minimum period of 45 working days. The report will consist broadly of two parts. First part will be an introduction to the organisation covering various aspects such as brief history, organisation structure, financial performance, products, services etc. Second part of the training report will be based on the practical project assigned by the organisation which will be undertaken on the basis of the standard research methodology in management. The report should contain practical suggestions and recommendations that could be considered for implementation by the organisation. Size of report should not be less than 100 pages. The candidate will make a class presentation on the basis of the report, outlining the objectives, methodology adopted, recommendation etc. and the faculty members and students could ask question or seek clarification. Three copies of the report will be submitted. The report will be examined on the basis of Viva-voce conducted by a board of examiners appointed by Head of Department, and will consist of two examiners. Head of the Department will be the chairman of this board. Due consideration will be given to the remarks provided by the organisation on the performance, conduct, and behaviour of the candidate as well as the quality of class presentation.

Elective-I (first group)

First Elective Paper from the First Group (Dual Specialisation)

Elective-II (first group)

Second Elective Paper from the First Group (Dual Specialisation)

Elective-I (Second group)

First Elective Paper from the Second Group (Dual Specialisation)

Elective-II (Second group)

Second Elective Paper from the Second Group (Dual Specialisation)

SECOND YEAR

Semester IV

MBA-401 – Entrepreneurship

Objectives

To understand and develop the skills of an Entrepreneur and understand the risks and benefits associated with Entrepreneurship.

Unit 1: Entrepreneurship – An Overview

Entrepreneurship: Definition of Entrepreneur, entrepreneur's role, task and personality; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship; *Creativity and Innovation*: Creative Problems Solving, Creative Thinking, Lateral Thinking, the entrepreneurial venture and the entrepreneurial organization

Unit 2: Creativity and Entrepreneurial Plan

Creativity and Entrepreneurial Plan: **Idea Generation**, Screening and Project Identification, Creative Performance, **Feasibility Analysis**: Economic, Marketing, Financial and Technical; **Project Planning**, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product.

Unit 3: Project Management

Project Life Cycle: Project Management; Project Identification; Formulation; Appraisal; Implementation and Evaluation; Role of SIDBI in Project Management.

Unit 4: Operational Problem

Operation problems: Incubation and Take-off, Problems Encountered, Structural, Financial and Managerial Problems, Types of Uncertainty. *Institutional support for new ventures*: Supporting organisations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs

Unit 5: Entrepreneurship – Some Success Stories & Sick Industries.

Entrepreneurship Success: Maintaining competitive advantage; The changing role of the entrepreneur: Some legendary Success Stories of Entrepreneurs, *Sick industries*: Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, case studies Bank Syndications.

Reference:

1. Desai Vasant, "Organisation and Management Of SSI, Himalaya Publishing House, Bombay.
2. Sharma G.D. How to Start Your Own Small Industry
3. Couger, C- *Creativity and Innovation* (IPP, 1999)
4. Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
5. Velasquez- *Business Ethics- Concepts and Cases* (Prentice-Hall, 5th edition) 2002.
6. Kitson Alan- *Ethical Organisation* (Palgrave) 2001.
7. Reed Darryl- *Corporate Governance Economic Reforms & Development* (Oxford) 2004, London.
8. Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
9. Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)
10. Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
11. Hunger J D and Wheelen T L- *Strategic Management* (Addison-Wesley, 1999)
12. Singh P and Bhandekar A- *Winning the Corporate Olympiad: The Renaissance Paradigm* (Vikas)
13. Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999)
14. Taneja & S.L. Gupta.; *Entrepreneurship Development*, 2003.
15. Pandey, I.M.; *Venture Capital –The Indian Experience*, Prentice Hall of India, 2003.
16. Tandon B.C.; *Environment and Entrepreneur*; Chug Publications, Allahabad
17. Siner A David: *Entrepreneurial Megabucks*; John Wiley and Sons, New York
18. Srivastava S.B.; *A practical guide to industrial entrepreneurs*, Sultan Chand & Sons, New Delhi

MBA-402– Environment and Disaster Management

Objectives

To understand the concepts of environmental science, complexity of ecosystems; Major environmental problems including their causes and consequences; Current and controversial environmental issues and possible solutions to environmental problems and their pros and cons and how social issues and politics impact the environment.

Unit 1:

Environment: Definition, scope and importance; Concept of an *Ecosystem:* Structure and function of an ecosystem; Producers, consumers and decomposers; Energy flow in the ecosystem; Ecological succession; Food chains, food webs and ecological pyramids; Introduction, types, characteristic features, structure and function of the following ecosystem: (a) Forest ecosystem (b) Grassland ecosystem (c) Desert ecosystem (d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans)

Unit 2:

Biodiversity and Its Conservation: Introduction, definition: genetic, species and ecosystem diversity; Biogeographical classification of India; Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values; Biodiversity at global, National and local levels; India's Hot-spots of biodiversity; habitat loss, poaching of wildlife, man-wildlife conflicts; Endangered and endemic species of India; Conservation of biodiversity; *Renewable and non-renewable resources:* Defining resources, classification of resources, soil and land degradation, economic development and resources use, natural resources accounting.

Unit 3:

Environmental Pollution: Definition; Causes, effects and control measures of Air pollution; Water pollution; Soil pollution; Marine pollution; Noise pollution; Thermal pollution; Nuclear hazards; Solid waste management: Causes, effects and control measures of urban and industrial wastes; Consumerism and waste products; Role of an individual in prevention of pollution. *Indian Environmental laws:* Introduction to Environment Protection Act; Air (Prevention and Control of Pollution) Act; Water (Prevention and Control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act; Issues involved in enforcement of environmental legislation; Public awareness.

Unit 4:

Natural Disasters: Floods, earthquakes, cyclones, land slides, disaster management; Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Forest: Forest degradation and management, Hazard based environmental issues, Fast depletion of forest resources and their regeneration, environmental issues related to Mega Hydroelectric Projects.

Unit 5:

From unsustainable to sustainable development; Urban problems related to energy; Water conservation, rain water harvesting, watershed management; Resettlement and rehabilitation of people; its problems and concerns; Case studies; Environmental ethics: Issues and possible solutions; Wasteland reclamation.

Reference:

1. Gupta N.C.; *Social Auditing of Environmental Law in India*, edited book, New Century Publications, Delhi
2. Divan, Shyam and RosenCeranz; *Armin. Environmental Law and Policy in India, Cases, materials and statutes*, second edition, Oxford University Press, 2001.
3. Uberoi, N.K.; *Environmental Management*, Excel Books, New Delhi, 2000.
4. Agarwal, A, Narain; *S. State of India's Environment*, Published by Centre for Science and Environment, ND,
5. Ambasht, RS and PK Ambasht; *Environment and Pollution-An Ecological Approach*, third edition, CBS Pub.
6. Joseph, Casio, Woodside, Gayle and Mitchell, Philip.; *ISO 14000 guide- The new Environmental Management Standards*, McGraw Hill, New York, 1996.
7. Titenberg, Tom.; *Environmental and Natural Resource Economics*, Harper Collins College Publishers, 1996.
8. Canter, Larry W.; *Environmental Impact Assessment*, second edition, McGraw Hill, New Delhi, 1996.
9. Chapman, J.L. and, M.J. Reiss; *Ecology, Principles and Applications*, Cambridge University Press, 1995
10. Shaur, Krau, Jack J, Ristinen & Robert A.; *Energy and Problems of a Technical Society*, John Wiley, NY
11. Sayre, Don.; *Inside ISO 14000. The Competitive Advantage of Environmental Management*, St Lucie Press Delray Beach, Florida.
12. N.Arumugam, V.Kumaresan Environmental Studies (UGC Syllabus), Saras Publication

MBA-403 – Management of Services

Objectives

The objective of this paper is to develop understanding of basic aspects of Service sector and familiarize the student with various Services and related matters.

Unit 1:

Meaning of Services: Concept – Goods and Services – Salient features of Services – Importance, Growth and Development of Service Sector in India – New Economic Policy and its impact on Service Sector; Classification of Services: Infrastructure of Services – Business Oriented Services – Trade Services – Social and Personal Services and Public Services.

Unit 2:

Service Marketing : Meaning – 7 Ps in Service Marketing – Service Product – Pricing the Service – Service Location and Channels of Services – Promotion and Communication of Services – People in services – Process in Services – Physical Evidence in Service – Nature and Problems in Service Marketing

Unit 3:

Management of Banking Service: Concept – Scope and Importance Physical Infrastructure – Product and Pricing Policies – Human Resource Management – Productivity and Profitability – funds Management – Computerisation – Bank – Marketing in Indian Environment. *Management of Insurance Service:* Concept Scope and Importance Types of Insurance Service – Product and Pricing – Organisational Setup – Customers Service and Promotional Strategies – Privatization of Insurance Services – Government Control and Protection of Customers Interest.

Unit 4:

Management of Transport Services: Concept Scope and Importance- Passenger Transport and Goods Transport – Road, Rail, Air and Water Transport – Organisation and Control of Transport Services – Problem of Coordination – Pricing and Facilities – Management of Transport Services in India. *Management of Hotel Services:* – Concept, Scope and importance – Profile of Services, Locational Decisions – Pricing Policies – H.R.M. and Customer Care – Promotion Policies, Safety and Customer Management – Management of Hotel Services in India.

Unit 5:

Management of Consultancy Services: Concept, Scope and Importance – Main Types of Consultancy Services – Legal, Technical Financial and Taxation, Managerial; M.I.S. Pricing Strategies – Consultancy Organisation in India. *Telecommunication Services:* Introduction - Telecommunication Service Marketing – A Conceptual Framework – The Formulation of Marketing Mix for Telecommunication organisation. **Other Services:** *Tourism – Entertainment – Education* – Concept Scope and Importance – Present Position of these Services in India.

Reference:

1. Jha S.M. “Service Marketing”, Himalaya Publishing House, Mumbai.
2. Services Marketing :- Valarie A. Zeithaml & Mary Jo. Bitner – Tata Mcgraw hill
3. Rao,A.V.S. “Services Sector Management in India, Allied Publishers, Hyerabad, 1986.
4. Shiv Shankar “Service Marketing”.
5. Vasanti Venugopal Raghu V.N. “Service Marketing”.
6. Reidenback E.R. & Pits, R.E., “Bank Marketing”.
7. Seth Prem Nath, “ Successful Tourism Management”.
8. Colin J Coulson. Thomas Collier, “Service Management : Operating Decisions”.
9. Kotler Philip (1996) “Marketing Management Analysis, Planning, Implementation and Control”, Prentice Hall of India Pvt. Ltd., New Delhi – 110 001

MBA-404 – Project Study

Objectives

To enable the Student to undertake a practical or theoretical Project in order to study, analyse, interpret and report on one or more management problems and situations.

Methodology:

The Project Study will be based on the theoretical or practical work done by the candidate under the supervision of a faculty member or an external supervisor either of whom will be appointed by The Head of the Department and will be written on the basis of primary and/or secondary data collection. The subject matter should reflect an in-depth analysis and interpretation of any managerial problem(s) or situation(s). The project study should be based on the standard research methodology adopted from management research. Three copies of the Project Study will be submitted on or before the date announced by the Head of the Department, which will be before the date of the Fourth Semester Viva –Voce. This Viva –Voce will include questions on the basis of project study.

MBA-405 – Viva Voce

Objectives

To test the understanding of students of all the courses learnt by them in MBA with special emphasis on evaluating the development of skills in analysing and interpreting practical business problems through the application of theory, concepts and techniques of management.

Methodology:

The Viva –Voce shall be conducted at the end of the Fourth Semester and will be based on all the courses in the MBA curriculum involving the seminar presentation. The Viva – Voce will be conducted by a Board of Examiners, appointed by the Head of Department and will consist of two examiners. The awards will be countersigned by the Head of the Department.

Elective-III (first group)

Third Elective Paper from the First Group (Dual Specialisation)

Elective-III (Second group)

Third Elective Paper from the Second Group (Dual Specialisation)

Electives

Group-A: Financial Management

MBA-FM-1 – Investment and Security Analysis

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Unit 1: Introduction

Nature and Scope of Investment Management; Principles of Investments; Risk and Return; Fixed Return and Variable Dividend Securities; Shares and Convertible and Non-convertible Debentures; and Government Securities.

Unit 2: Money and Capital Markets

Organisation and Structure of the Security markets in India; Over view of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities & Exchange Board of India (SEBI).

Unit 3: Stock Market and Institutions

Stock Exchanges: role and functioning, listing requirements and regulations; Securities Trading regulation, Instruments of issue and trading, Stock markets in India Role and Function of OTCEI; NSE, Stock market operations & functions, trading in the stock market and role of Non-banking financial intermediaries.

Unit 4: Security Analysis

Factors influencing share prices, forecasting stock prices; Approaches to Security Analysis: Technical, Fundamental and Random walk; Risk and Return Analysis; Market Efficiency: Concept and Test of Efficiency and Implications.

Unit 5: Portfolio

Concepts of Portfolio; Risk and Return of Portfolio; Tools for Hedging-Options, Futures, Synthetics etc.

Reference:

1. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., Seventh Edition 2000
2. Bhalla, V K. *Investment Management: Security Analysis and Portfolio Management 8/e*, S Chand, ND.2001.
3. Chandra P- *Investment Analysis and Portfolio Management* Tata McGraw-Hill, 2004
4. Fischer, Donald E. and Jordan, Ronald J. *Security Analysis and Portfolio Management.6/e*, PHI, N.D.
5. V.A.Avadhani, Investment Management, Himalaya Publishing House, Third revised edition, 2000
6. Frenscis L.C. “Investment Analysis and Management” McGrew-IEII, NY.
7. Gupta L.C. “Return on Equities, The Indian Experience” Oxford, New Delhi.
8. V.N.S.Raman, Investment Principles & Techniques, Vikas Publishing House Pvt. Ltd., 2001
9. Ranganatham- Investment Analysis and Portfolio Management (Pearson Education)
10. Pandian P- Security Analysis and Portfolio Management (Vikas)
11. Ham Levy, Introduction to investments, South Western College Publishing, 1996.
12. Sharpe, Alexander & Bailey – Investments, Prentice Hall of India, 2000.
13. Amling, Frederic. *Investme_nt*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
14. Fuller, Russell J. and Farrell, James L. *Modern Investment and Security Analysis*. New York, McGraw Hill
15. Haugen, Robert H. *Modern Investment Theory*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
16. Huang, Stanley S C and Randall, Maury R. *Investment Analysis and Management*. London, Allyn and Bacon
17. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.
18. Chandra P. “Investment Games-How to win”
19. Preeti Singh “Investment Management”
20. Bhalla and Tuteja “Investment Management”

MBA-FM-2 – Portfolio Management

Objectives

The objective of this course is to give the students an in-depth knowledge of the theory, concepts and practice of Portfolio Management.

Unit 1: Introduction

Introduction to Portfolio Management; an Optimum Portfolio Selection Problem; Markowitz Portfolio Theory; Mean Variance Criterion (MVC); Nature of Investment Risk; MVC and Portfolio selection.

Unit 2: Investment in Portfolio

The Investment in liquid assets; Portfolios of Two Risky Securities and a Three Risky Security Portfolio.

Unit 3: The Efficient Frontier

Tracing the Efficient Frontier; and the Relationship between the Un-Leveraged and Leveraged Portfolio; Sharpe: Single Index Model.

Unit 4: Pricing Model and Theories

Application of Market Model in Portfolio Construction; Capital Asset Pricing Model (CAPM); Characteristics Lines, Factor Model and Arbitrage Pricing Theory.

Unit 5: Optimising Portfolio

Optimum Portfolios; Constructing the Optimum Portfolio; Corporate Portfolio Management in India; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation of Managed Portfolio; International Diversification.

Reference:

1. Alexander, Gordon J. and Sharpe, William F. *Fundamentals of Investments*. Englewood Cliffs, NJ PHI, 1989
2. Bhalla, V K. *Investment Management: Security Analysis and Portfolio Management*. 8/e, S. Chand 2001
3. Bhalla, V K. *Portfolio Analysis and Management*, Delhi, S.Chand, 2002
4. Fischer, D.E. & Jordan R.J., “Security Analysis & Portfolio Management”, 5th Ed.,2001,PHI
5. D E Fischer and Ronald J Jordan: *Security Analysis and Portfolio Management*, Pearson Education, 2004
6. Prasanna Chandra, *Investment Analysis and Portfolio Management*, 3/e Tata McGraw-Hill. New Delhi, 2003.
7. V.A.Avadhani – *Securities Analysis & Portfolio Management* – Himalaya Publishing House, 1997.
8. Sirvastava Barua “Portfolio Management”
9. Edwin J Elton, Martin J Gruber: *Modern Portfolio Theory and Investment Analysis*,5/e, NY John Wiley 2001
10. Lee, Cheng F. etc. *Security Analysis and Portfolio Management*. Scott, Foresman, 1990.
11. Markowitz, Harry M. Mean. *Variance Analysis in Portfolio Choice and Capital Markets*. London, Basic, Blackwell, 1987
12. *Management of Investments* Francis 2001, TMH Publications.
13. Stephen H.Penman: *Financial Statement Analysis and Security Valuation*, TMH, 2004.
14. William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey: *Investments*, Prentice Hall, 2002.
15. Charles P. Jones, *Investments Analysis and Management*, eighth Edition, John Wiley & Sons, 2001.
16. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: *Security Analysis*, 5/e TMH, ND, 2002.
17. Ranganatham : *Investment Analysis and Portfolio Management* Pearson Education.
18. Punithavathy Pandian, *Security Analysis & Portfolio Management* – Vikas Publishing House Pvt. Ltd., 2001.

MBA-FM-3 – Management of Financial Institutions

Objectives

To create understanding of management of banks and other financial institutions in India.

Unit 1: Introduction

The role and importance of Financial Institutions: Financial Management models and their applications in Financial Institution and application of the Wealth Maximisation model to financial decisions.

Unit 2: Lending and Borrowing Mechanism

Evaluating risk and returns of assets and liabilities of Financial Institutions; Flow of fund analysis of the borrowing and lending behaviour of Financial Institutions; Interest rate analysis; Interest rate in the Financial Systems; Yield Curve and Risk and Inflation.

Unit 3: Commercial Banks

Financial Management of Commercial Banks, Banking Law and Regulations; Provisions of RBI's operations, credit and monetary planning; insurance companies and thrift institutions.

Unit 4: Development Banks

Development Banks: Role of Developmental Banking in Industrial Financing in India; Capital adequacy and capital planning strategy of growth; and problems of time and cost over rules.

Unit 5: Working of Financial Institutions

Financial Planning of Financial Institutions; Financial Goals and Proforma Statements; Working and Organisation of different Proforma Statements; Working and Organisation of different Financial Institutions in India like IFC, ICICI, IDBI, IRBI, UTI, LIC and Mutual Funds; International aspects of Financial Institutions; Analysis of cases and current development in Financial Sector.

Reference:

1. Srivastava R.M., Nigam Divya 'Management of Indian Financial Institutions' Himalaya,
2. M.Y.Khan , Financial Services, Tata McGraw-Hill, New Delhi, 2004.
3. M.Y.Khan, Indian Financial System, 4/eTata Mc Graw-Hill, New Delhi, 2004
4. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.2004.
5. Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3/e, Pearson Education Asia, 2002.
6. Gupta L.C. "The Changing Structure of Industrial Finance in India" Oxford University Press, ND, 1969
7. Rose P.S. and Fraser D.R. "Financial Institutions" IrwinDorsey On Tario,1985
8. Van Home JC "Functions and Analysis of Capital Market Rate" Prentice Hall, Englewood Cliffs, NJ 1978
9. Vij M "Management of Financial Institutions in India" Anmol New Delhi 1991
10. Yeager F.C. and Seitaz N.E. "Financial Institutions Management" Prentice Hall, Englewood Cliffs, NJ 1989
11. Bhole L M- *Financial Institutions and Markets* (Tata McGraw-Hill, 3rd edition, 2003)
12. Harsh V.Verma, Marketing of Services, Global Business Press, 2002
13. Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press, Boston, 2001.
14. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi, 2003.
15. Pathak : Indian Financial Systems Pearson Education

MBA-FM-4 – Management Control System

Objectives

To create understanding of the responsibility centres and control systems used in Organisation.

Unit 1: An Overview of Management Control

Nature and scope and concept of Management Control Systems; Organisational goals, strategic planning and implementation; Organisational Structure; Contingency theory; Organisational Climate; Position of controller in the Organisational Structure.

Unit 2: Management Control Process

Programming: Budgetary planning and procedures; budgetary control; analysis of variances; Flexible budgeting; Zero base budgeting; Performance budgeting; Accounting aspects of control including internal audit and control and value for money; Analysis and reporting, variance reporting.

Unit 3: Management Control Structure

Responsibility centres; responsibility accounting; cost centre; profit centre; investment centre; interdivisional transfer pricing; measurement of divisional performance including performance evaluation – qualitative and quantitative.

Unit 4: Behavioural Aspects of Management Control

Motivation and Moral; goal congruency; participative and responsive management; human as a part of information process and learning curves.

Unit 5: Management Control in Specialised Organisations

Selected case studies on non profit / profit and public service organisation. Analysis of cases and current developments.

Reference:

1. Bhattacharyya S.K. “Management, Planning and Information Systems” T.E. Learning Systems, , New Delhi
2. Ghosh P.K. and Gupta G.S. “Cost Analysis and Control” Vision ND 1984
3. Gupta G.S. “Budgetary Control in Electricity Undertakings” National ND
4. Kaura M.N. “Management Planning and Control Systems” Vikas, ND 1984
5. Mohanty S. , “Management Control Systems: Implementation and Administration” Macmillan ND, 1979
6. Sharma Subhash, Management Control System. Tata Mcgraw, New Delhi.
7. Anthony, R.N. and John Dearden, Management Control System- Texts and cases, Taraporewala Co. Bombay.
8. Srinivasana N.P., Gupta C.B. & Kapoor V.K., Management Control Systems, Sultan Chand & Sons,
9. Sinha Pradip Kumar, Management Control System. Nivali Prakashan, Pune.
10. Maciariello & Kirby, Management Control Systems-Using Adaptive Systems to Attain Control, **PHI**
11. Fremger, J.M. , Accounting for Managerial Analysis, Richard D Irwin, Homewood.
12. Bhatia, Manohar L., Profit Centres-Concepts, Practices and Perspectives, Somaiya Publications, Bombay.
13. Solomons, David, Divisional Performance: Measurement and Control, Richard D Irwin: Homewood.
14. Chakravorty, S.K., Management by Objectives-An Integrated Approach, Macmillan, Delhi.
15. Horngren, Charles, T and George Foster, Cost-Accounting-A Managerial Emphasis, **PHI**
16. Tomkions, Cyril, Financial Planning in Divisionalised Companies, Haymarket, London.

MBA-FM-5 – Advance Management Accounting

Objectives

To understand the implications of regulations affecting accounting transactions in India on the Strategic Business decisions.

Unit 1:

Interpretation of Financial Statements from the view point of various users; Provisions of Companies Act and Tax Law provisions related to accounts.

Unit 2:

Profitability and operational efficiency management; Tactical decision (profit gearing); Initial Strategic Decisions: Growth, Expansion, Replacement, Closure, External Reconstruction, Internal Reconstruction, Turn-around Management.

Unit 3:

Control of the controls, OM control, Internal Audit, Cost Audit, Social Audit, Statutory Audit, Property and Efficiency Audit, Environment Audit, Energy Audit, Secretarial Audit, Audit Committee.

Unit 4:

Cost reduction, Innovative Treasury Management MIS, Specially for growth, Threat perception and Inflation, Use of software packages in Management Accounting, Designing and installation of MIS related to Management Accounting.

Unit 5:

Analysis of cases and seminar on current development in the subject.

Reference:

1. Chakraborty: Mnagement Accountancy(DUP, Delhi,1997)
2. Horngrew C.T.: Cost Accounting- A Managerial Emphasis (PHI, Delhi,1997)
3. Kohler: Accounting for Management
4. Gordon & Shillingow: Accounting – A Management Approach

Group-B: Information Technology

MBA-IT-1 – Decision Support System

Unit 1: Decision Support System

Decision Concept - Steps-Decision Support System-Components- Characteristics-Classification and Applications.

Unit 2: Model Management

Models - Modelling Process-Types of Models-Optimization - Simulation-Heuristic-Descriptive-Predictive-Model Base - Modelling Languages-Model Directory-Model Base Management System-Model Execution, Integration and Command Processing - Model Packages.

Unit 3: Data Management System

Data Base-Sources of data-Data Directory-Data Structure and Data Base Languages-Query Facility- Data Management System - DBMS as DSS Development Tool.

Unit 4: Dialog Management

User Interface-Graphics – Multimedia - Visual Interactive Modelling - Natural Language Processing-Speech Recognition and Understanding - Issues in User Interface.

Unit 5: Development Of Decision Support System

Development Process-Software and Hardware and Data Acquisition - Model Acquisition-Dialog Development-Integration - Testing and Validation-Training and Implementation.

Reference:

1. Efraim Turban and Jay E. Aronson, Decision Support Systems and Intelligent Systems, Prentice Hall International, 1998.
2. Janakiraman V.S. and Sarukesi. K, Decision Support Systems; Prentice Hall of India, 2002.
3. Lotfi, Decision Support System and Management, McGraw-Hill Inc., International Edition, New Delhi, 1996.
4. Maraks, Decision Support System, Prentice Hall International Paperback Edition, Delhi, 1998.
5. Macclah: Decision Support Systems and Data Warehousing, TMH, 2003.
6. Turbon: DSS and Intelligent Systems, Pearson Education, 2001.
7. James A Obrien: Management Information systems—Managing information technology in the E-Business Enterprise, 5/e, TMH, New Delhi, 2002.
8. George M. Marakas: Decision Support Systems in the 21st Century, 2/e,Pearson Education, New Delhi, 2003.

MBA-IT-2 – System Analysis and Design

Unit 1: Foundations of Systems Development

Analysis, fundamentals, Players in the systems game, System Characteristics, Information System building block, Creativity v/s Diversity, Development, project initiation, project management.

Unit 2: Making the Business Case

Systems Analysis, Gathering information, Discovery, Feasibility - Economic, technical, operational, schedule, Analysis, Cost Benefit Analysis, Risk Analysis, System Proposal.

Unit 3: Analysis

Data Modelling and Analysis, Process Modelling, Logic Modelling, Conceptual Modelling, Alternative Design Strategy, Distributed data Modelling.

Unit 4: Design

Systems Design, Application Architecture and Modelling, Forms and Reports, Interfaces and Dialog, Logical data modelling, Database design, Output design and prototyping, Input design and prototyping, User Interface design, Designing distributed systems.

Unit 5: Implementation, Maintenance & Object Approach

Systems construction and Implementation, Maintenance, Systems Operations and Support, Object Oriented Analysis and Design, Rapid Application development.

Reference:

1. Hoffer, Joey F. George, Joseph.S Valacich, Modern Systems Analysis and Design, Addison Wesley, 2001.
2. Hoffer- *Modern Systems Analysis and Design* (Pearson Education, 3rd edition) 2002.
3. Alan Dennis and Barbara Haley Wixom, ‘ Systems Analysis and Design’, John Wiley & Sons, Inc., 2002.
4. Jeffrey L.Whitten, Lonnie D. Bentley and Kevin C. Dittman, Systems Analysis and Design Methods, McGraw-Hill, Irwin, 2001.
5. Kendall and Kendall- *Systems Analysis and Design* (Prentice-Hall, 5th edition) 1995 3rd ed.
6. Whitten, J L. - *System Analysis & Design Method* (Tata McGraw-Hill) 2002, Galgotia
7. Awad E M- *System Analysis & Design* (Galgotia books) 2004.
8. Jalota, Pankaj- An Integrated Approach to Software Engineering (Narosa Publishing House) 2001 2nd ed.
9. Sommerville I- *Software Engineering* (Pearson Education, 2004, 6th edition)
10. Pfleeger *Software Engineering: Theory & Practice* (Pearson Education, 2nd edition) 2002.
11. Pressman R S- *Software Engineering: A Practitioner's Approach* (McGraw-Hill) 2001 New York.
12. Hawryszkiewicz, I.T, ‘Introduction to Systems Analysis and Design’, Prentice Hall, 2001.
13. Yourdon and Constantine, ‘Structured Design: Fundamentals of a Discipline of Computer Program and system Design’, Prentice Hall, 1995.
14. Ivar Jacobson, Object Oriented Software Engineering, Addison Wesley, 2000.
15. John W. Satzinger, Robert B.Jackson and Stephen D. Burd, Systems Analysis and Design in a changing World, Thomson Learning, 2001.

MBA-IT-3 – Database Management System

Unit 1:

Introduction To Database; Organisation Of Database; Components Of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Semantic Data Model; Advantages Of DBMS.

Unit 2:

Basic File Structure Indexed: Sequential; Hashing and File Organisation; Relational Data Model; Relational Calculus; Tuple Calculus System; Structured English Query Language; Algebraic Operations.

Unit 3:

Relational Database Design: Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes; Query Processing and Optimisation SQL Queries.

Unit 4:

SQL; Oracle Lab; the Client / Server Database Environment.

Unit 5:

Object Oriented Data Models; Network And Hierarchy Models; Security; Data Warehousing; Data And Database Administration; Distributed Databases.

Reference:

1. Beynon-Davies P- Database Systems (Palgrave, 2003)
2. Hoffer- *Modern Database Management* (Pearson Education, 6th edition)
3. Alexis and Leon- *Database Management System* (Vikas, 2003.)
4. Majumdar and Bhattacharya- *Database Management System* (Tata McGraw-Hill) 1996.
5. Navathe E- *Fundamentals of Database Systems* (Pearson Education, 3rd edition)
6. Gary W.Hansen and James V.Hansen, Database Management and Design, Prentice Hall, 1996.
7. Ronald J.Norman, Object oriented Systems Analysis and Design, Prentice Hall, 1996.
8. Bipin C.Desai , An Introduction to Database systems, Galgothia Publications, 1996.
9. Carlo Batini, Stefano Ceri and Sham Kant B.Navathe, Conceptual Database Design – An Entity Relationship Approach, Benjamin Cummings Publishing, 1992.
10. Fred R.McFadden, Jeffrey A Hoffer and Mary B.Prescott, Modern Database Management, Addison Wesley, 2000.
11. Edward Yourdon, Katherine Whitehead, James Thumann, Peter Nevermann and Karin Opel, Mainstream Objects: An analysis and Design approach for Business, Prentice Hall, 1995.
12. James Rumbaugh, Michael Blake, William Lorensen, Frederick Eddy and William Premelani, Object oriented modelling and design, Prentice Hall, 1991.
13. Turban, 'Decision support system', Pearson education-2002.
14. Berson, Smith, and Thearling, 'Building data mining applications for CRM- TMH,' 2003

MBA-IT-4 – Data Communication and Networks

Unit 1:

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK. *Features:* Error detection and correction codes; Hamming codes; cyclic codes; Data compression

Unit 2:

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card; *Networks and accessories:* LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways; Cell Relay; Frame Relay; FDDI; ISDN; B-ISDN.

Unit 3:

Services provided: Services; Protocols; Service Access Points; OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing; *Concepts:* Concepts of Port; Socket; ATM; Tunneling; Network Address Translation; Virtual Private Network.

Unit 4:

Network Operating systems: Unix; Linux; Windows; Novell Netware.

Unit 5:

Communication: Mobile communication; Applications of mobile communications; Wireless communication; *Technologies:* Wireless technologies; Wireless LAN; WAP; XML; XML script.

Reference:

1. Widjaja L G- *Communication Networks* (Tata McGraw-Hill, 2000)
2. Comer- *Computer Networks and Internets* (Pearson Education, 4th edition)
3. Stallings W- *Data Computer Communication* (Pearson Education, 7th edition 2003.)
4. Tanenbaum- *Computer Networks* (Prentice-Hall, 4th edition) 2004 .
5. Black- *Computer Networks* (Prentice-Hall, 2nd edition), 1999

MBA-IT-5 – E-Commerce – Technology and Management

Unit 1:

E-commerce Technology: Principles – Potential – Data Warehousing – Temporal Coherency – Networking Infrastructure – Software Tools – IP, TCP HTTP, HTML – Cryptography – Consumer Interface Technologies – OALP & Data mining – Case studies.

Unit 2:

E-commerce: Effect on job, growth, trade, international co-operation – Tax problems -Application of E-commerce in different sectors – service, industry, domestic etc., - multidisciplinary approach to E-commerce – Software’s – case studies.

Unit 3:

E-commerce Management: Net Centrism – Navigation – Digital Design – Web Metrics – Business models – Hyper Markets – Intelligent Agents – Auctions – Design, Protocol – Case Studies.

Unit 4:

Channel conflict management: Security and Encryption – Abuse and Netiquette – Internet Governance – Economics of E Commerce – Equilibrium price – Electronic Marketing – Taxing – E business – Road map for success – case studies.

Unit 5:

E-commerce – Legal Issues: Software Intellectual property law – Contract law for E-commerce, Warranties and New Products – Cyber law issues – Privacy and Transborder flows, Fraud – Security of Information and Risks – Electronic Highway Robbery – Consumer Protection – Case Studies.

Reference:

1. Kalakota,R & Whinston,A.B., ‘Electronic commerce-A manager's guide’, Addison Wesley, USA.
2. Kalakota & Whinston, Frontiers of Electronic Commerce, Addison Wesley, 2001.
3. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
4. Efraim Turbon, Jae Lee, David King, H. Michael Chung, Electronic Commerce, A Managerial Perspective, Pearson Education Asia, 2001
5. Nabil R.Adam, Oktay Dogramaci, Aryya Gangopadhyay and Yelena Yesha, Electronic Commerce, Amazon,
6. Nabil R.Adam and Oktay Dogramaci , Electronic Commerce: Technical Business and Legal Issues, Prentice Hall USA, 1998.
7. Doernberg, Richard L and Hinnekens Luc, Electronic Commerce and International Taxation, Peachpit Press, USA, 1996
8. Greenstein Firsman, Electronic Commerce, Tata McGraw Hill, 1999.
9. Charles Trepper, E-Commerce strategies, Microsoft, Eastern Economy Edition, 1999.
10. Napier, Judd, Rivers and Wagner, Creating a winning E-Business, Thomson Learning, 2000.
11. Soon-Young Choi, Whinston,A.B., ‘The economics of Electronic Commerce’, Macmillan , USA.
12. Jeffrey F.Rayport & Bernard J.Jaworski: Introduction to E-commerce, TMH, 2003.
13. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, ND, 2000.
14. David Ferris and Larry Whipple, Building an Intelligent E-Business, Prentice Hall of India, 2001.
15. C.S.V.Murthy: E-Commerce–Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003
16. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill,ND 2002
17. Bharat Bhaskar: Electronic Commerce,Tata Mc-Graw-Hill, New Delhi, 2003.
18. Perry: E-Commerce, Thomson Publications, New Delhi,2003.
19. Elias M.Awad: Electronic Commerce, Prentice-Hall India, New Delhi,,2002.
20. Henry Chan, E-Commerce, John Wiley Sons, 2001.
21. Thomas J.Kuegler, Jr., Web Advertising and Marketing, Prentice Hall India Ltd.
22. Rafia. Mohammed, Internet Marketing, McGraw Hill, 2001.

Group-C: Marketing Management

MBA-MM-1 – Consumer Behaviour and Advertising Management

Unit 1:

Introduction: Defining Consumer Behaviour; Reasons for studying consumer behaviour, applying consumer behaviour knowledge; Understanding consumer and market segments; Environmental influences on consumer behaviour: Subcultures, social class, social groups, family, personal influences and diffusions of innovations

Unit 2:

Industrial determinants of Consumer Behaviour: Personality and self-concept; Motivations and involvement; Information processing; Learning and memory; Attitudes and changing attitudes

Unit 3:

Consumer decision process: Problem recognition; Search and evaluating; Purchasing processes, Post-purchase behaviour; Consumer behaviour models; Consumerism; Organisational buying behaviour

Unit 4:

Advertising management overview: Meaning, nature and scope of Advertising; Advertising and other promotional tools; Role of advertising in promoters mix; Process of advertising; Customer and competitor analysis; STP strategies for advertising. *Brand Management:* Brand, Brand equity, Branding strategies.

Unit 5:

Campaign planning: Message creation; Copywriting; Role of creativity in copywriting; Media planning; Testing for advertising effectiveness; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development

Reference:

1. David A.Aaker, Rajeev Batra and John G.Myers, Advertising Management, Prentice Hall of India Pvt. Ltd.,
2. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
3. Belch M A and Belch G E- *Advertising and Promotion – An Integrated Marketing Communication Perspective* (Tata McGraw-Hill) 2003. 6th ed.
4. Roger D. Black Well et al, Consumer Behaviour, 9/e Vikas Thomson, New Delhi, 2004
5. Desmond J- *Consuming Behaviour* (Palgrave, 2003)
6. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
7. Parameswaran, “Brand building advertising: concepts and cases”, Tata McGraw Hill, New Delhi, 2002.
8. William J. McDonald, “Direct Marketing: An integrated approach”, McGraw Hill, Singapore, 1st Edition,
9. Bob Stone, “Successful Direct Marketing Methods”, NTC Business BOOK, USA, 5th Ed., 1995.
10. Schiffman, Consumer Behaviour, Prentice Hall of India, 2001.
11. J.Paul Peter & Jerry C.Olson, Consumer Behaviour & Marketing Strategy, McGraw-Hill, 2002.
12. S.L.Gupta & Smitra Pal, Consumer Behaviour: An Indian perspective, Sultan Chand, 2001.
13. Matin Khan, Consumer Behaviour, New Age International, 2001.
14. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
15. Kumar: Conceptual Issues in Consumer Behavior : The Indian Context, Pearson Education, New Delhi, 2003
16. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, 2/e, Bizttantra, New Delhi,
17. K.K.Srivastava, Consumer Behaviour, Galgotia Publishing Co. New Delhi, 2003.
18. Henry Assael, Consumer Behaviour, 6/e, Thomson, New Delhi, 2001
19. Michael R. Solomon, Consumer Behaviour, 5/e, PHI, New Delhi, 2003
20. Wells : Advertising : Principles and Practice 6/e Pearson Education
21. U.C.Mathur, Advertising Management, New Age International Publishers 2002.
22. William F.Arens, Contemporary Advertising, McGraw-Hill, 2002.
23. Mahendra Mohan, Advertising Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2001.
24. Clow : Integrated Advertising, Promotion and Marketing Communications Pearson Education, 2002.
25. F.Robert Dwyer John F.Tanner, Business Marketing, McGraw-Hill, 2001.
26. Michael H. Morris, Industrial and Organisational Marketing, Mac Millan-1999.

MBA-MM-2 – Marketing of Services

Unit 1:

Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing; *Service marketing system:* Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service

Unit 2:

Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions

Unit 3:

Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit 4:

Marketing the Financial Services: Deciding the service Quality, Understanding the customer expectation, segmenting, targeting, and positioning of Financial Services, Devising Financial Services Marketing Mix Strategies with special reference to Credit Cards, Home Loans, Insurance and Banking.

Unit 5:

Services in global perspective: International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organising for global marketing

Reference:

1. Baron S and Harris K- Services Marketing: Text and Cases (Palgrave, 2003)
2. Lovelock C.- Services Marketing: People, Technology and Strategy (Pearson Education, 5th edition) 2001.
3. S. L. Gupta – **Marketing of Services (Sultan Chand)**
4. Rama Mohana Raok – Services Marketing (Pearson Education)
5. Govind Apte- Services Marketing (Oxford Univ. Press)
6. Valarie A.Zeithaml & Mary Jo-Bitner: Services Marketing—Integrating Customer Focus Across the Firm, 3/e, TMH, 2003.
7. Thomas J.Delong & Asish Nanda: Managing Professional Services—Text and Cases, McGraw-Hill International, 2002
8. Mark Davis, Managing Services People and Technology, McGraw-Hill International, 2002
9. Adrian Payne, The Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2002.
10. Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India
11. James A Fitzsimmons, Services Management—Operations, Strategy and Information Technology, 3/e, McGraw-Hill International, 2003
12. Rao, Services Marketing, Pearson Education.
13. Christian Gronroos, Service Management and Marketing, John Wiley & Sons Ltd, 2000.
14. Valarie A. Zeithaml, et al, Service Marketing, Tata McGraw-Hill, 2000.
15. Kruise, Service Marketing, John Wiley & Sons Ltd, 2000.
16. Tom Powers, Marketing Hospitality, John Wiley & Sons Inc.2000.
17. Philip Kotler, Marketing of non-profit organization, Prentice Hall, 2000.
18. Helen Woodruffe, Services Marketing, Macmillan, 2001.

MBA-MM-3 – Sales and Distribution Management

Unit 1:

Introduction: Selling as a part of marketing; Sales management process; Role of sales manager; Concept of personal selling; Sales management and salesmanship; Theories of personal selling; Process of personal selling.

Unit 2:

Goals in sales management: Goal setting process in sales management; Analysing market demand and sales potential; Techniques of sales forecasting; Preparation of sales budget; Formulating selling strategies; Designing sales territories and Quota.

Unit 3:

Sales force management: Organising the sales force; Designing the structure and size of sales force; Recruitment and selection of sales personnel; Leading and motivating the sales force; Training and compensating the sales personnel; Sales contest; Evaluation and analysis.

Unit 4:

Introduction to distribution management: What is distribution channel? Importance of a channel; Types of channel; Primary and specialised distributors and participants; Distributors policies and strategies.

Unit 5:

Channel management: Forces of distributing systems; distributors selections and appointment; Channel conflicts and resolutions; Training the distributors sales team.

Reference:

1. Jobber : Selling and Sales Management 6/e Pearson Education.
2. Spiro, Stanton, Rich, “Management of Sales Force”, Tata – Mcgraw Hill, 7th edition, 2003, New Delhi.
3. Still,R.R. & Cundiff etal., “Sales Management Decision Strategies & Cases”, Prentice Hall, 4 ed., NewDelhi,
4. Donaldson B- *Sales Management: Theory and Practice* (Palgrave, 1998)
5. Sahu P K and Raut K C- *Salesmanship and Sales Management* (Vikas, 3rd edition)
6. Davar R S- *Salesmanship and Publicity* (Vikas, 16th edition)
7. Rama Mohana Raok – *Services Marketing* (Pearson Education)
8. Louis W Stern, Adel El. Ansary and Anne T Coughlan. “Marketing Channels”, 5th ed., Prentice Hall of India, New Delhi, 1996.
9. Lou E Pelton,David Strutton, James R Lumpkin, “Marketing Channels- Relationship Management”, Irwin Publishers.
10. Clow : *Integrated Advertising, Promotion and Marketing Communications* Pearson Education, 2002.

MBA-MM-4 – International Marketing Management

Unit 1:

Introduction : International Marketing, definition, concept and selling distinctions between international trade, marketing and business, economic environment of international marketing; International Institutions – World Bank, International Monetary Fund, UNCTAD, WTO, Customs Union(Common Market, Free trade zones and economic communities).

Unit 2:

Constraints on International Marketing: Fiscal and Non-Fiscal barriers, non-tariff barriers, trading partners, bilateral trade agreements and commodity agreements and G.S.P.

Unit 3:

India and World trade: Import and Export policy, direction and quantum of India's Exports. Institutional infrastructure for export promotion. Export promotion Council, Public sector trading agencies, ECGC, Commodity Boards etc.

Unit 4:

Procedures in International Marketing; Procedures and Documents, registration of exporters, export quotations, productions and clearance of goods for exports, Shipping and transportation insurance, negotiations of documents, instruments of payment, open account, bill of exchange, letter of credit and export finance.

Unit 5:

International Marketing Mix: Identification of Markets, product policy, International Product Life Cycle, Promotion and Distribution Strategy, Various forms of International Business and Marketing of Joint Ventures and turnkey projects. Analysis of cases and current developments.

Reference:

1. Bhattacharya B "Export Marketing, Strategies for Success" Global Business Press, New Delhi, 1991
2. Indian Institute of Foreign Trade "Cases in International Marketing, Indian Experience" New Delhi, 1970
3. Pathak A.V. "Managing Multinational Corporations" Prager, NY 1974
4. Terpstra V "International Marketing" Dryden Press, Chicago 1989
5. Saxena, R. & Kapoor, M.C., "International Marketing: Concepts, Techniques & Cases", Tata McGraw Hill, New Delhi, 1994.
6. Varshney & Bhattacharya, "International Marketing", TMH, New Delhi, 1990.
7. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
8. Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
9. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
10. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
11. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
12. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

MBA-MM-5 – Retail Management

Unit 1:

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets, Market structure and control; Planning and development.

Unit 2:

Situational analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, nonstore-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies; *Choosing a store location:* Trading-area analysis; Site selection; Store design and layout; Display.

Unit 3:

Managing retail business: Retail organisation and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality.

Unit 4:

Delivering the product: Retail Information Systems; Merchandise management and pricing: developing and implementing plans; People in retailing; Out-of-store retailing: different types.

Unit 5:

International retailing: Internationalisation and Globalisation; Shopping at World stores; Going International; The Internationalisation process; Culture, business and international management.

Reference:

1. Berman B and Evans J R- *Retail Management* (Pearson Education, 2002.)
2. Michael Lervy M and Weitz B W- *Retailing Management* (Tata McGraw-Hill, 2004)
3. Newman A J and Cullen P- *Retailing: Environment and Operations* (Vikas, 2002)
4. Varley R and Rafiq M- *Principles of Retail Management* (Palgrave, 2004)
5. Lamba A.J. - *The Art of Retailing* (Tata McGraw-Hill, New Delhi 2003)
6. Barry Bermans and Joel Evans, “Retail Management – A Strategic Approach”, 8th edition, PHI private limited, Newdelhi, 2002.

Group-D: Human Resource Management

MBA-HR-1 – Industrial Relations

Objectives

To create understanding of the concept, legal framework and different other aspects of industrial relations in India.

Unit 1: Introduction

Concept, models, issues and problems of Industrial Relations; Establishment, maintenance and improvement in Industrial Relations; Industrial Relations machinery; preventive measures and settlement measures.

Unit 2: Trade Union Movement in India

Concept, origin, growth, types and functions of Trade Unions; Comparison of Trade Unionism in India with that in UK, USA, Russia, and Japan; Trade Union legislation, reasons for slow growth and multiplicity and inter-union rivalry.

Unit 3: Collective Bargaining and Collective Agreement

Concept, significance prerequisites and features of Collective Bargaining; Tactics and Strategies; steps, process and model of collective bargaining; comparison of collective bargaining in India with that in UK, USA, Russia and Japan.

Unit 4: Workers Participation in Management

Concepts, forms levels and models of Workers Participation in Management; Different schemes of Workers Participation in Management; Working and effectiveness of schemes; comparison of schemes in India with those in UK, USA, Japan, Germany, Yugoslavia and Poland.

Unit 5: Legal Framework

Relevant provisions of Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947; Essential Services Maintenance Act, 1982; Factories Act, 1948; Analysis of cases and current development.

Reference:

1. Srivastava, Industrial Relations and Labour laws, Vikas, 4th edition, 2000.
2. Arun Monappa: Industrial Relations, TMH , New Delhi, 2003
3. Mamoria CB, Mamoria, Gankar- *Dynamics of Industrial Relations* (Himalayan Publication, 2003)
4. Mamkeettam K. "Trade Unionism; Myth and Reality" Oxford University Press, New Delhi, 1982
5. Misra S.N. "Labour Industrial Laws" Allahabad Law Agency, Allahabad 1990
6. Sharma A.M. "Aspects of Labour Welfare and Social Security" Himalaya, Mumbai, 1981
7. Venna P. "Management of Industrial Relations" 2/e Oxford & IBH, Delhi
8. Sinha- *Industrial Relations, Trade Unions, and Labour Legislation* (Pearson Education)
9. Dwivedi. R.S. Human Relations & Organisational Behaviour, Macmillan India Ltd., New Delhi, 1997.
10. Pylee. M.V. and Simon George, Industrial Relations and Personnel Management, Vikas Publishing House(P) Ltd., New Delhi, 1995.
11. N.G.Nair, Lata Nair, Personnel Management and Industrial Relations, S.Chand, 2001.
12. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2001.
13. R.S.Dwivedi, Managing Human Resources/Personnel Management in Indian enterprises, Galgotia Publishing Company, New Delhi, 2002.
14. V.S.P.Rao, Human Resource Management: Text & Cases, Anurag Jain, New Delhi, 2002.
15. Biswajit Pottanayak, Human Resource Management, Prentice Hall of India Pvt.Ltd, 2003.
16. Aswathappa: Human Resource Management , TMH, New Delhi ,2003..
17. Bare Acts

MBA-HR-2 – Human Resource Development

Objectives

To create understanding of the concepts, techniques and process involved in human resources development in organisations.

Unit 1: Introduction to Human Resource Development

Field of HRD: Concepts, aims processes, issues and new trends; HRD Climate and Practices in India.

Unit 2: HRD Planning

Functions of HRD Professionals; Open System Perspective; Strategic Planning and HRD; Development and Evaluation of HRD Systems.

Unit 3: HRD Implementation

Formulation and Statement of Training and Development Policies; Establishing objectives of training and preparing the partners. Designing the training programme, Training and Development of Managerial Personnel, Technical Personnel and Workers.

Unit 4: Training and Evaluation

An overview of Training and Development; Managerial Success; Management Effectiveness Audit and Management Development Methods. Training and training style, personal needs of trainer, trainer's role and style, post training support for improved performance at work.

Unit 5: HRD in Action

HRD approaches for coping with major organisational changes; Case Studies of HRD in Indian Organisations; Current Developments.

Reference:

1. Pareek U. , Pareek R. and Nair MR R. “Managing Transitions; the HRD Response” Tata McGraw-Hill, New Delhi, 1992
2. Maheshwari B.L. and Sinha D.P. “Management Change through HRD” Tata McGraw-Hill, New Delhi, 1991
3. Mathur B.L. “Human Resources Development” Arihant, Jaipur, 1989
4. Rao T.V. Verma K.K. Khandelwal A.K. And Abraham S.J. “Alternative Approaches and Strategies of Human Resources Development” Rawat, Jaipur, 1988
5. Silvera D.N. “HRD: The Indian Experience” New India, Delhi 1991
6. Rolf P. Lynton & Udai Pareek “Training for development” Vistaar publications 1990, New Delhi.
7. International Labour Organisation “Training and Teaching methods for management Development Programmes ILO Publications.
8. Arnold Robert Cooper “Work Psychology” Macmillian 1996.

MBA-HR-3 – Organisational Design and Excellence

Objectives

To understand the key factors which can lead to organisational - design for excellence.

Unit 1:

Introduction of organisational world, formal organisation; the nature of organisations; Organisational Excellence in third world context.

Unit 2:

Keys to Organisational Excellence; The concept of Organisational Excellence; Studies of Organisational Excellence, Managing operation for Organisational Excellence.

Unit 3:

Management style, modes and functions for excellence; Organisational goals, policies, Management structure and system for excellence.

Unit 4:

Revitalisation process and mechanism of organisational learning for revitalisation, behavioural science approaches to organisational renewal; Revitalisation through leadership; Mechanisms of creation and innovation for organisational renewal.

Unit 5:

Design for Excellence and their external nurturance; Organisational designs for competitive excellence; institutionalised excellence; rejuvenatory excellence; missionary excellence versatile excellence, creative excellence, External nurturance of organisational excellence.

Reference:

1. Pardip N.Khandwala- “Organisational Design for Excellence” Tata Mc Graw Hill,1993.
2. Udai Pareek-“Making Organisational Roles Effective,” T.I.&tI.1993.

MBA-HR-4 – Social Security & Labour Welfare

Objectives

To create awareness about various legislation and measures available for workers in India.

Unit 1: Introduction

Concepts and constituents of social security; evolution of security and growth of social security in India.

Unit 2: Compensate and benefit schemes

Workmen's compensation and allied schemes, and maternity benefits schemes.

Unit 3: Security Schemes

Provident fund schemes for industrial employees; provident fund schemes for coal mines, plantation, and for other areas; and schemes of family pension and gratuity.

Unit 4: State Insurance Schemes

Scope, benefits, contribution, financial structure and medical benefits under the employees state Insurance Scheme; assessment of the scheme; and issues relating to instituting a comprehensive schemes.

Unit 5: Welfare Measures

Statutory provisions for employee welfare; and voluntary and mutual welfare schemes, Analysis of cases and current developments.

Reference:

1. Hasan N "The Social Security System of India" S. Chand, New Delhi, 1972.
2. Misra, S.N. & Misra S.K. "Labour and Industrial Laws". 11th ed. Allahabad Law Agency, Allahabad 1986
3. Varandani G "Social Security System for Industrial Workers in India" Deep & Deep, New Delhi, 1989
4. Verma P "Labour Economics and Industrial Relation" Tata McGraw Hill, New Delhi, 1987

MBA-HR-5 – Industrial Law and Administration

Objectives

To create understanding of the labour law in India and their administration.

Unit 1: Introduction

Objectives, Scope and emergence of labour laws and their socioeconomic foundations.

Unit 2: Industrial relation laws

Laws related to industrial disputes, trade union and standing orders; the law of simple discharge, misconduct, domestic inquiry and disciplinary action.

Unit 3: Social Security Laws

Laws relating to the workmen's compensation, employees state insurance, provident fund, gratuity and maternity relief.

Unit 4: Wages and Bonus law

The law of minimum wages, payment of wages and payment of Bonus.

Unit 5: Law of Working Conditions

Laws relating to the factories, establishment and contract labour and interpretation of these laws, their working and implications for management, union, workmen, the economy and society, Analysis of cases and current developments.

Reference:

1. Ghaiye B.R., "Law and procedure of Departmental Enquiry in Private and Public Sector" Eastern, Lucknow 1988.
2. Indian, Ministry of labour, Employment and Rehabilitation, "Report of the National Commission on labour" New Delhi 1969.
3. Indian Law Institute, "Labour Law and Labour Relations, Case and Material" N.M. Tripathi, Mumbai 1987.
4. Kothari G.M.-"A study of industrial Law" N.M.Tripathi, Mumbai 1987.
5. Malik P.L. "Industrial Law" Eastern, Lucknow 1991.

Group-E: Production and Operation Management

MBA-PM-1 – Industrial Engineering

Objectives

To create understanding of the techniques, methods and processes of work study and industrial engineering.

Unit 1: Production and Productivity

Raw materials and products; A brief review of various manufacturing processes and automation; Job work, batch and mass production; Productivity and its various measures, Japanese contribution to world class manufacturing.

Unit 2: Designing products and services

Product design process; Product planning, developing new products, product life cycle; standardisation, simplification, and specification; Designing of services.

Unit 3: Work Study

Method study, process charts and flow diagrams, Motion study, Therbligs, Time study and performance rating; Ergonomics.

Unit 4: Work Measurement

Techniques of work measurement, standard data and charts; work sampling; learning curves.

Unit 5: Application and cases

Role of work study and work measurement in production planning, wage payment and production cost; Analysis of cases.

Reference:

1. Barnes R. "Motion and Time study: Design and Measurement work" John Wiley, New York, 1980.
2. International Labour Organisation "Introduction to work of study" ILO Geneva, 1979.
3. Khanna O.P. "Industrial Engineering and Management" Dhanpat Rai Publication Ltd.
4. Everett E. Adam, Jr, Ronald J. Ebert, 'Production and Operations Management', Prentice Hall of India, 2002

MBA-PM-2 – Material Management

Objectives

To create understanding of the techniques, methods and processes involved in purchasing, store and material management.

Unit 1: Introduction

Role of purchasing and material management; and objectives and Organisation: material requirement planning.

Unit 2: Purchasing Management

Determination and description of purchasing quality, process quality capability inspection through acceptance sampling; standardization, simplification and variety reduction; Value engineering; purchasing research; vendor rating and development price determination and negotiation; and public purchasing.

Unit 3: Contract Management

Legal aspects of purchasing; import purchasing and purchasing of capital equipment.

Unit 4: Warehousing Management

Classifications and codification; material handling and traffic and transportation

Unit 5: Special issue in Material Management

Disposal of scrap, surplus and obsolete material inventory control of spare parts; and material information system. Analysis of cases and current developments.

Reference:

1. Ammer, B.S. "Material Management and Purchasing" Richard D Irwin. Home wood, Illinois, 1982.
2. Ansari A and Modarress B "Just in time purchasing", E.P. Dutton New York 1990.
3. Dobler, D.W. Lee L & Burt D.N. "Purchasing and Material Management" Tata Mc Graw Hill New Delhi, 1990.
4. Dutta A.K. "Intergated Materials Management" Prentice Hall of India, New Delhi, 1996
5. Gopalkrishana, P and Sunderesan. M. "Material Management" Prentice Hall of India, New Delhi, 1984.

MBA-PM-3 – Logistics and Supply Chain Management

Objectives

To create understanding of the techniques, methods, and process involved in the logistics and supply chain management.

Unit 1: Overview of Supply Chain Management

Role of Supply Chain Management: Scope and Importance, Customer Driver Strategies, Logistics and Competitive Strategy: Systems view.

Unit 2: Co-Ordination and Management of Transportation

Inventory, Order Processing, Purchasing, Warehousing, Materials Handling, Packaging, Customer Service Management; Marketing and Supply Chain Interface, Finance and Supply Chain Interface.

Unit 3: Distribution Requirement Planning

Distribution Network Planning and Warehouse Location, Integrated Supply, Production, distribution Policies and Plans.

Unit 4: International Logistics

Ocean Carrier Management, Import-Export Logistic Management.

Unit 5: Decision Models

Decision support models of supply chain management: Transportation Systems, Warehouse Design, Distribution Inventory Policies, Transshipment, etc. Information Systems.

Reference:

1. G. Raghuram (I.I.M.A.)-Logics and Supply Chain Management Macmillan, 2000
2. Emiko Bonafield -Harnessing Value in the Supply Chain, Johnwiley : Singapors, 1999.
3. Dr. Gopal Krishnan-Material Management rearew, 2002 Pearson New Delhi.
4. R.G. Koragaonkar-JIT Manufacturing
5. Donald J.Bowersox and David J.Closs, Logistical Management: The Integrated Supply Chain Process, TMH,
6. Martin Christopher, Logistics and supply chain management, Financial times management, 2000.
7. Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation, 2/e*, Pearson Education, New Delhi 2002.
8. B.S.Sahay, *Supply Chain Management for Global Competitiveness*, Macmillan, New Delhi.2003.
9. Philip B.Schary, Tage Skjott-Larsen:Managing the Global Supply Chain, Viva, Mumbai, 2000.
10. Arjan J Van Weele:Purchasing and Supply Chain Management—Analysis, Planning and Practice. 2/e Thomson Learning, 2000.
11. Ballou, Business Logistics/Supply chain Management5/e Pearson Education.
12. David Bloomberg, Stephen LeMay, Joe Hanna: Logistics, Prentice Hall 2001. ISBN: 013010194X
13. David Taylor and David Brunt, Manufacturing Operations and Supply Chain Management, Vikas
14. David Hutchins, Just in Time, Jaico Publishing House, Mumbai, 2001
15. David Simchi – Levi & Philip Kaminsk, Designing and Managing the supply chain, McGraw-Hill
16. Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-Wesley, 2002. ISBN: 0201715147
17. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, Second Edition, David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, McGraw-Hill/Irwin, New York, 2003.
18. Introduction to Supply Chain Management by Robert Handfield & Ernest Nichols, Prentice hall Publishers,
19. Jeremy F. Shapiro, Modelling and Supply Chain, Thomson Learning, 2001.
20. Philippe - Pierre Dornier, Global operations & logistics, John Wiley & sons Inc, New York, 2002.
21. Monczka / Trend / Handfiled, Purchasing and Supply chain management, Thomson south- western college publishing, 2000.
22. The Wall Street Journal, Business Week, Journal of Business Logistics, Supply Chain Management Review, Harvard Business Review etc.

MBA-PM-4 – Project Planning and Control

Objectives: To create an understanding of the process, procedures, techniques and issues related to project planning and control.

Unit 1: Introduction

Introduction to Project Management; Characteristics, Role of a Project Manager; Product v/s Project management; Organisation structure.

Unit 2: Managing Projects

Organising and staffing the project office and team; planning for projects; Directing and controlling project; Managing conflicts on a project environment.

Unit 3: Project Tool

Network Fundamentals: PERT- CPM; Project crashing, Resource Smoothing and resources levelling; Gantt charts and other presentation, techniques; Logic diagrams.

Unit 4: Final Perspective

PERT-COST, Pricing and estimating for projects, Cost control, Trade of analysis, Managing proposals.

Unit 5: Issue in Project Management

Information System; International project Management; Recent development in project Management; Case studies.

Reference:

1. Karzner, Harold :Project Management, CBS Publisher & Dist. New Delhi.
2. Moder Joseph J. –and Cecil R Philips: Project Management with CPM and PERT CBS Publisher & Dist. New Delhi.
3. Lock D; Project Management, Grower Press Landon.
4. Martin, Charles C.: Project Management; How to make it work, Amacon New York.
5. Taylor,WD. And T.F. Walting: Successful Project Management, Business Book Landon.
6. Desai, Vasant : Project Management, Himalaya Publishing House, New Delhi.
7. Prasanna Chandra: Project Management, Tata Mc Graw Hill, New Delhi.
8. Chaudhary : Project Management, Tata Mc Graw Hill



MBA-PM-5 – Total Quality Management

Objectives

To create understanding of the techniques, methods, and process involved in the management of quality.

Unit 1: Principles of Quality Management

Definitions of Quality, Quality Philosophies of Deming, Crosby and Miller, Service vs Product Quality, Customer focus, Quality and Business performance leadership for quality management, Quality planning, Designing for Quality and Manufacturing for Quality, Vision, Mission Statements and Quality Policy.

Unit 2: Total Quality Management

Evolution of TQM, TQM models, Human and System Components, Continuous Improvement Strategies, Deming wheel, Internal External Customer concept, Customer satisfaction Index, Customer retention, Team work and team building, Empowerment, TQM culture, Quality Circle, 5S principle, Top Management commitment and involvement.

Unit 3: Quality Management Tools for Business Applications

Principles and applications of Quality Function Deployment, Failure Mode and Effect Analysis, Taguchi Techniques, Seven old QC tools, Seven New Management tools, Statistical Quality Control techniques, Mistake proofing, Benchmarking, 8D methodology, JIT, and Kanban

Unit 4: Quality Imperatives for Business Improvement

Dimensions of Quality, Reliability prediction analysis, Total productive maintenance, Costs of quality, Business process reengineering, Process Capability analysis, Quality assurance and ISO9000 and QS9000 certification

Unit 5: TQM Implementation Strategies

Organisational structure and mindset of individuals, Motivational aspects of TQM, Change Management Strategies, Training for TQM, TQM Road map, Quality improvement Index

Reference:

1. Juran, J.M. and Gryna, 'Quality Control Hand Book', 2nd Ed., 1993.
2. Evans R. J and Lindsay M. W, 'The Management and control of quality', 2nd Ed, 1994, Jaico
3. Rose J.E., Total Quality Management, Kogan Page India Pvt., Ltd., 1993.
4. William J.Kolarik, Creating Quality, McGraw-Hill, Inc., NY, 1995.
5. Jill A.Swift, Joel E.Ross and Vincent K.Omachonu, Principles of Total Quality, St.Lucie Press, US, 1998.
6. Samuel K.Ho, TQM, An Integrated approach, Kogan Page India Pvt Ltd, 2002.
7. Dale H.Besterfield et al, Total Quality Management, Pearson Education Asia, 2001.
8. P.L.Jain, Quality Control and Total Quality Management, Tata McGraw-Hill, 2001.
9. John Bank J.E., Total Quality Management, Prentice Hall, India, 1993.