

# **FACULTY OF MANAGEMENT**

## **JODHPUR UNIVERSITY**

### **MBA REGULAR TWO YEAR PROGRAM**

#### **INTRODUCTION:**

This is a two year full time program leading to award of master's degree in business administration. The course comprises of four semesters covering eight papers in each semester. The program is unique in the sense that it offers **DUAL SPECIALIZATION**. The specialization areas include Marketing, Finance, Human Resource Management and Information Technology.

#### **FOUNDATION COURSE:**

This course aims at strengthening the fundamentals of the students in Mathematics and Accounts. For the benefit of students from Hindi medium, special classes of English will be taken. This is a fifteen days program before the start of first semester. A student will have to clear the course (exam) before entering the main program.

#### **TEACHING METHODOLOGY:**

The teaching methodology of this program is different from other routine courses. Being a professional course the teaching pattern includes learning through -

- Classroom Teaching
- Industrial Visits
- Case Studies & Discussions
- Role Plays
- Management Games
- Class Presentations
- Mentoring Sessions
- Practical Training in Industry
- Seminars & Guest Lectures

#### **THE CONCEPT OF FINISHING SCHOOL:**

The program aims at enhancing not only the management skills but also developing the personality of an individual. The concept of finishing school has been introduced as a paper in fourth semester. This will include Training in Table Manners, Greeting Etiquettes, Formal Dressing etc.

#### **MARKING SCHEME:**

Each paper will be of 100 marks which will include 30 marks for internal assessment and 70 marks for the main examination, the details have been given with syllabus.

# **COURSE STRUCTURE** **MBA REGULAR (2 YEARS)**

## **SEMESTER I**

M-101	THE PRINCIPLE OF MANAGEMENT
M-102	MANAGEMENT ACCOUNTING
M-103	INFORMATION TECHNOLOGY CONCEPTS
M-104	MANAGERIAL ECONOMICS
M-105	FINANCIAL MANAGEMENT- I
M-106	QUANTITATIVE TECHNIQUES FOR MANAGEMENT-I
M-107	MANTRAS OF MARKETING
M-108	THE ART OF COMMUNICATION

## **SEMESTER II**

M-201	MANAGEMENT INFORMATION SYSTEM
M-202	BUSINESS ENVIRONMENT
M-203	INTERNATIONAL BUSINESS MANAGEMENT
M-204	FINANCIAL MANAGEMENT - II
M-205	HUMAN RESOURCE MANAGEMENT
M-206	OPERATIONS MANAGEMENT
M-207	RESEARCH METHODS IN MANAGEMENT
M-208	QUANTITATIVE TECHNIQUES FOR MANAGEMENT-II

## **SEMESTER III**

M-301	PROJECT MANAGEMENT
M-302	SUPPLY CHAIN MANAGEMENT
	SPECIALISATION – I ( TWO PAPERS )
	SPECIALISATION – II ( TWO PAPERS )
M-306	LEGAL FRAMEWORK OF BUSINESS
M-307	(a)SUMMER TRAINING – PROJECT REPORT (b)INDUSTRIAL TOUR

## **SEMESTER IV**

M-401	BUSINESS ETHOS AND CONTEMPORARY ISSUES IN MANAGEMENT
M-402	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
M-403	BUSINESS POLICY AND STRATEGIC MANAGEMENT
	SPECIALISATION – I ( TWO PAPERS )
	SPECIALISATION – II ( TWO PAPERS )
M-407	SEMINAR AND INDIVIDUAL DEVELOPMENT

## **SPECIALISATION PAPERS**

### **A. MARKETING**

M-303a	SALES AND DISTRIBUTION MANAGEMENT
M-304a	ADVERTISING MANAGEMENT
M-305a	PRODUCT AND BRAND MANAGEMENT
M-404a	CONSUMER BEHAVIOUR AND MARKETING RESEARCH
M-405a	SERVICES MARKETING
M-406a	RETAIL MARKETING

### **B. FINANCE**

M-303b	INVESTMENT MANAGEMENT AND SECURITY ANALYSIS
M-304b	MANAGEMENT OF FINANCIAL INSTITUTIONS
M-305b	FINANCIAL DERIVATIVES
M-404b	PORTFOLIO MANAGEMENT
M-405b	INTERNATIONAL FINANCIAL MANAGEMENT
M-406b	FINANCE FOR STRATEGIC DECISIONS

### **C. HUMAN RESOURCE MANAGEMENT**

M-303c	HUMAN RESOURCE PLANNING AND DEVELOPEMENT
M-304c	APPRAISAL AND TRAINING TOOLS IN HR
M-305c	INDUSTRIAL LABOUR AND MANAGERIAL RELATIONS
M-404c	ORGANIZATIONAL CHANGE AND DEVELOPMENT
M-405c	COMPENSATIONS SYSTEMS ADMINISTRATION
M-406c	INDUSTRIAL AND LABOUR LEGISLATION IN INDIA

### **D. INFORMATION TECHNOLOGY**

M-303d	SYSTEM ANALYSIS AND DESIGN
M-304d	DATABASE MANAGEMENT SYSTEM
M-305d	INTERNET AND SERVICES
M-404d	DATA COMMUNICATION AND NETWORKING
M-405d	E-COMMERCE
M-406d	OPERATING SYSTEM

## **E. INTERNATIONAL BUSINESS MANAGEMENT**

M-303e	STRATEGIES OF MULTINATIONAL COMPANIES
M-304e	INTERNATIONAL BUSINESS ENVIRONMENT
M-305e	STRATEGIC INTERNATIONAL MANAGEMENT
M-404e	EXPORT IMPORT MANAGEMENT
M-405e	INTELLECTUAL PROPERTY RIGHTS
M-406e	INTERNATIONAL MARKETING

## **F. PRODUCTION MANAGEMENT**

M-303f	WORK STUDY
M-304f	OPERATIONS RESEARCH
M-305f	VALUE ANALYSIS AND ENGINEERING
M-404f	PRODUCTION PLANNING AND CONTROL
M-405f	TOTAL QUALITY MANAGMENT
M-406f	MATERIALS MANAGEMENT

# **MBA SYLLABUS**

## **SEMESTER I**

### **M-101 THE PRINCIPLES OF MANAGEMENT**

**Objectives-** The objective of this paper is to create learning about the concepts of the management and the behavioral processes in the organization. It helps the student to comprehend, perceive and understand the dynamic nature of the management and the organizational behavior which ultimately helps to develop and adopt strategies which will take the organization into positive direction.

#### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

#### **Division of Marks in Main Examination -**

*Max. Marks - 70*

### **COURSE CONTENT**

#### **Segment I**

Nature and meaning of Management, Significance of Management, skills, roles, Functions of Management, Henry Fayol's Functions of Management : Planning, Organising, Staffing, Directing, Control, Co-ordination, Communication & Review, Decision Making fourteen principles of management, Span of management, Departmentation, Centralisation, Decentralisation. MBO(Management by objectives)

#### **Segment II**

Introduction to Organization behaviour, Types of organizational structures/ designs, Leadership: Theories and Leadership Styles. Motivation: Introduction and theories, Personality: Nature, meaning.

#### **Segment III**

Management of Change: Concept, Lewin's Stages, Forces of change, Resistance, Managing planned change. Stress Management.

#### **Suggested Readings:**

- 1. Stoner, Freeman and Gilbert Jr. (2002). Management.** Prentice Hall of India, New Delhi.
- 2. Certo, Samuel (2003). Modern Management.** Pearson Education, New Delhi.
- 3. Luthans, F (2002). Organisation Behaviour.** Prentice Hall of India, New Delhi.
- 4. Robbins, S. (2003). Organisational Behaviour.** Pearson Education, New Delhi.
5. Prasad, L.M ., "Organizational Behaviour", Sulton Chand & Sons.
6. Agarwal, R.D. "Organization and Management", Tata Mc Graw Hill.
7. Bhat Shridhara, K. "Management and Behavioural Process, Himalaya publishing House"

## **M-102 MANAGEMENT ACCOUNTING**

**Objectives:** The objective of the course is to provide the fundamentals and analytical knowledge of Management Accounting. The student will be able to understand the concept of costing, budgeting and financial analysis.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

## **COURSE CONTENT**

### **Segment I**

Introduction to management accounting. Basic cost concepts and concerns. Unit Costing, Standard Costing and Variance Analysis. Cost - Volume - Profit Analysis.

### **Segment II**

Budgeting and Budgetary Control: Types of Budget: Flexible, Cash, Sales, Production, Master Budget. Zero base budgeting. Performance budgeting.

### **Segment III**

Financial Statement Analysis: Ratio Analysis, Fund Flow and Cash Flow Analysis as per AS-3

### **Suggested Readings:**

- 1. Khan & Jain: Management Accounting, Tata McGraw Hill.**
- 2. Khan & Jain: Cost Accounting, Tata McGraw Hill.**
- 3. Maheshwari Dr. S. N. : Management Accounting and Financial Control, Sultan Chand and Sons.**
- 4. Mittal Dr. S. N.: Management Accounting and Financial management, Shree Mahaveer Book Depot.**
- 5. Van Horne Charles C. , Financial Management And Policy, Prentice Hall of India.**

## **M-103 INFORMATION TECHNOLOGY CONCEPTS**

**Objectives:** This is an introduction to the world of computers. Topics include theoretical development, ethical issues, social implications, component of a computing system, and commonly used software, i.e, word processing, spreadsheets, Windows, internet, e-mail. It covers also the use of the internet, its applications in today's business world, its legal and ethical aspects, as well as its potential development. Technical topics include e-mail, FTP, telnet and the World Wide Web.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

**Theory – 50**

**Practical – 20**

## **COURSE CONTENT**

### **Segment I**

Introduction to computers- definition, characteristics, evolution, generation, classification.

Number system (binary, octal, decimal, hexadecimal). Input and output devices ,computer memory ,CPU ,types of software – Application and system software , Operating system and types.

### **Segment II**

Telecommunication concepts- data transmission and OSI layers, communication channels, types of communications network, local area network (Ethernet, token bus, token ring), wide area network, TCP/IP fundamentals, internet, intranet, extranet, The world wide web, artificial intelligence, expert systems.

### **Segment III**

MS-Office, word, excel, power point, access.

Database Management System- objectives of DBMS, advantages and disadvantages of DBMS, hierarchical model, network model, relational model, ER model, Normalization process, object oriented database, distributed database, client server systems.

### **Suggested Readings:**

- 1) Lucas Henry.C. : Information Technology for Management, TMH, New Delhi.**
- 2) Raja ram V: Fundamentals of Computers, PHI, New Delhi.**
- 3) Basandara Suresh.K : Computers Today, Galgotia Publications.**
- 4) Barihoke Deepak: Fundamentals of IT, Excel books.**

## **M-104 MANAGERIAL ECONOMICS**

**Objectives:** Managerial Economics provides an understanding of basic economic principles of consumption, production and exchange. It enriches students with essential tools in making business decisions in today's dynamic market oriented economy. The subject makes the student understand the working of an economy inclusive of micro-economic approach of business.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

## **COURSE CONTENT**

### **Segment I**

**Basics of Economics:** Definitional part of economics, Nature and scope of economics, Significance of economics from management perspective. Fundamental concepts of managerial economics, Profit maximization theory of the firm, Concept of Utility, Law of DMU( diminishing marginal utility). Demand and its determinants, LOD ( law of demand), Indifference Curve analysis, Supply function, law of supply. Elasticity, price elasticity of Demand. Consumer's surplus-Concept and significance.

### **Segment II**

**Demand and Costs:** Demand forecasting, cost and revenue concepts, Production function- Short run and Long run production function.

### **Segment III**

**Price and Output Consideration:** Market Morphology, Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Competition. Oligopoly Models – Kinked Model, Price leadership model, Cartel.

### **Suggested Readings:**

1. **Dwivedi, D. N :** **Managerial Economics**, Vikas Publishing House, , New Delhi
2. **Mehta, P. L. :** **Managerial Economics**, S. Chand & Sons, New Delhi
3. **Dewett, K. K.:** **Modern Economic Theory**, S. Chand & Sons, , New Delhi
4. **Salvatore D :** **Economic Theory and Applications**, Oxford University Press, , New Delhi

## **M-105 FINANCIAL MANAGEMENT – I**

**Objectives:** The objective of the course is to enable the student to familiarize with a learning framework of financial management. The contents are related to cost of capital, long term investment decisions and capital structure of the corporate sector.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Financial management – An Overview. Financial Planning and forecasting. Cost of Capital. Risk and Return, Beta Estimation.

### **Segment II**

Long term investment decisions - Capital Budgeting, Principles and evaluation techniques: Pay Back Period, Average rate of return, NPV, Profitability Index and IRR. Replacement Decisions, Capital Rationing. Analysis of Risk and uncertainty.

### **Segment III**

Designing Capital Structure and Theories of capital structure. Corporate Restructuring - Mergers and Acquisitions.

### **Suggested Readings:**

1. **Khan & Jain: Financial Management**, Tata McGraw Hill.
2. **Pandey I. M. : Financial Management**, Vikas Publications Pvt. Ltd.
3. **Chandra Prasanna: Financial Management**, Tata McGraw Hill.
4. **Van Horne Charles C.: Financial Management and Policy**, Prentice Hall of India.

## **M-106 QUANTITATIVE TECHNIQUES FOR MANAGEMENT-I**

**Objectives:** This course will expose the students to various quantitative models for decision making that aims at finding out optimum or close to optimum results and prepare them for real world applications.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

## **COURSE CONTENT**

### **Segment I**

Quantitative Techniques – An Overview.

Matrix Algebra – Elementary concept of determinants, solving linear equations by using matrices(matrix inversion method, Cramer's Rule) Business application of matrices. Calculus – Basis Concept, Theory of extremes and its application in management. Probability – Basic concepts, Probability Distributions – Normal, Binomial and Poisson.

### **Segment II**

Correlation Analysis, Regression Analysis, Transportation Problems. Assignment Problems.

### **Segment III**

Linear Programming Problems – Problem formulation and geometric method of solution (graphical method)

### **Suggested Readings**

- 1. Vohra N.D.**, Quantitative Techniques for Management, TATA McGraw Hill, New Delhi
- 2. Khandewal, Gupta, Agarwal, Ahmad**, Quantitative Analysis for Management, Ajmera Book Co., Jaipur
- 3. Kapoor V.K.**, Operations Research, Sultan chand and sons.
- 4. Taha S.**, Operations Research, Pearson Education.
- 5. Gupta S.P.**, Statistics, Sultan chand and sons
- 6. Louise Swift**, Quantitative Methods for Business Management & Finance, Palgrave
- 7. Kapoor V.K. & Sancheti D.C.**, Business Mathematics, Sultan chand and sons
- 8. Levin R.I. & Rubin D.S.**, Statistics for Management, Pearson Education
- 9. Bhardwaj R.S.**, Mathematics for Economics & Business, Excel Books

## **M-107 MANTRAS OF MARKETING**

**Objectives:** The overall objective of the course is to introduce the students to the marketing decisions in an organization and teach them to think like a marketer. To achieve this we will:  
Understand the strategic role of marketing and develop the ability to define and analyze the marketing problems dealt with by managers and  
Understand analytical concepts and techniques currently being used in marketing.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

## **COURSE CONTENT**

### **Segment I**

Importance and scope of marketing, meaning, definition and core concepts of marketing. Marketing mix and marketing environment. Market segmentation, targeting and positioning.

### **Segment II**

Marketing planning and market organization. Consumer buying behaviour, factors affecting consumer behaviour, types of buying decision behaviour, the buying decision process, Market Research.

### **Segment III**

Product, Price, Place and Promotion (4P's) in marketing, market evaluation and marketing control. Current trends in marketing.

**NOTE:** Case studies will be taken on all relevant issues

### **Suggested Readings:**

- 1. Kotler, P. (2002). *Marketing Management*. Prentice Hall of India, New Delhi.**
- 2. Ramaswamy, V.S. and Namakumari, S. (2002). *Marketing Management- Planning and Control*. Macmillan India Ltd., New Delhi.**
- 3. Stanton William J., “*Fundamentals of Marketing*”, McGraw Hill, New Delhi**

## M-108 THE ART OF COMMUNICATION

**Objectives:** This course aims at developing a clear understanding of what we do the most in life- Communicate. The learner would learn to appreciate the psyche that leads to words. This study will answer the questions- Why do we communicate, what do we communicate and how should and shouldn't it be done. It makes learner aware of kinesics (non-verbal communication) written as well as oral communication. Half of the weightage will go towards developing oratory skills.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

**Theory – 50**

**Practical – 20**

## **COURSE CONTENT**

### **Segment I**

Transactional Analysis: What makes us say what we say. Perception and reality. **Perception** –Meaning and definition, Perceptual process, Managerial implications of perception in business situations, schemas, perceptual errors. The art of Listening. Communication: Definition, Process, Functions, Scope, Types, Barriers.

### **Segment II**

Written Communication: Principles of clear business writing, reports, letters, e-mails, presentations. Non-verbal Communication: Kinesics, Proxemics, Time language, Paralanguage, Physical Context. Etiquettes during telephonic conversations, meetings, interviews, conferences.

### **Segment III**

**Group Behaviour:** Group formation: formal and informal group, stages of group development, group decision making, group effectiveness and self managed teams. Art of public speaking, creating a speech, voice modulation.

Practice sessions.

### **Suggested Readings:**

- 1. Lesikar, Pettit, Business Communication, A.I.T.B.S. Publications**
- 2. Chaturvedi P.D., Mukesh, Business Communication, Pearson Education**
- 3. Roy W. Poe, Rosemarty, Business Communication, A.I.T.B.S. Publications**
- 4. Robbins, S. (2003), Organisational Behaviour, Pearson Education, New Delhi**

## **SEMESTER II**

### **M-201 MANAGEMENT INFORMATION SYSTEM**

**Objectives:** This course is designed to understand the multiple roles of information technology in the business and management processes of organizations, recognize the potential of information systems as informational, processing, infrastructural and strategic tools, be able to explain the major types of information systems and emerging technologies, and how these can be used to create value, be capable of identifying and exploiting opportunities to use information technology of strategic importance, at the individual, group, organizational and extended enterprise levels, be able to participate as an informed and effective business representative on a systems development team, be capable of making fundamental decisions involving the design, implementation and use of information systems in their organizations.

#### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

#### **Division of Marks in Main Examination -**

***Max. Marks – 70***

**Theory – 50**

**Practical – 20**

### **COURSE CONTENT**

#### **Segment I**

MIS-definition, nature and scope, MIS characteristics, functions, structure of MIS, role of MIS, MIS as a control system, process of management, applications of MIS, Implementation and evaluation of MIS, Enterprise resource planning (ERP) and its benefits, ERP market.

#### **Segment II**

Information and System concepts-Introduction, classification of information, methods of data and information collection, value of information.

System-definition, types of system, system decomposition, integration of subsystems, elements of a system, Human as an information processing system, Information system as an enabler.

#### **Segment III**

Intelligent Information Systems: Introduction, Business intelligence, architecture, tools, user groups. Data mining, methods of data mining, Data mining framework, Decision trees, neural networks. Business Intelligence in the field of Marketing, Finance, Human Resource, Supply Chain Management and procurement.

#### **Suggested Readings:**

- 1) **Lauden Kenneth.C. and Laudon Jane P. : Management Information System: organization and technology**, PHI Pvt Ltd, New Delhi.
- 2) **Jaiswal and Mittal: Management Information Systems**, Oxford University press.
- 3) **Goyal D.P.: Management Information Systems**, Macmillan business books.
- 4) **Sadagopan S. : Management Information Systems**, PHI Pvt Ltd, New Delhi.
- 5) **Lauden Kenneth.C. and Laudon Jane P. : Management Information Systems- A Contemporary Perspective**, Maxwell Macmillan (1995) New York.

## **M-202 BUSINESS ENVIRONMENT**

**Objectives:** Business Environment course will make the students aware of all the relevant forces which are beyond the control of individual business. This will enhance their ability to analyze and study the environmental pressure on business and to understand practical implication of governmental policies and contemporary issues in India.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

**Introductory Segment:** Venture of Business, PESTEL (Political, Economic, Social, Technological, Environmental, Legal) approach, Micro- Macro Perspective of business environment, Role of the government.

### **Segment II**

**Indian Economic Framework:** Uniqueness of Indian Economy, New economic policy (LPG), Monetary and Fiscal Policy, Industrial health and industrial policy, Foreign Direct Investment Policy, Technological environment and technology policy, EXIM policy.

### **Segment III**

**Major Macro Issues:** Inflation, Balance of Payment, Business Cycle, Budgetary Issues, National Income.

### **Suggested Readings:**

1. **Datta Ruddra: Indian Economy, S Chand. , New Delhi**
2. **Mishra,S K and Puri V K: Economic Environment of Business,Himalaya Publishing House**
3. **Aswathappa, K : Economic Environment of Business, Himalaya Publishing House.**
4. **Economic Times, Business standard, magazines and Journals.**

## **M-203 INTERNATIONAL BUSINESS MANAGEMENT**

**Objectives:** Develop an understanding of the issues governing the operation and organization of the international business. Discussing and analyzing the issues of entering the foreign markets, the costs and risk associated and problems of managing cultural diversity.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

International Business: An overview, Environment of International business-economic, political, legal and cultural. Role of MNC's in developing countries. Theories of International Trade.

### **Segment II**

WTO, Tariff and Non- Tariff barriers, Foreign Direct Investment-theories and factors affecting FDI, Balance of Trade and Balance of Payments. Dumping, Regional Blocks.

### **Segment III**

Foreign exchange, theories of foreign exchange rate determination, managing cross-cultural differences in multinational firms and HR issues in international business.

### **Suggested Readings:**

- 1. Paul Justin. International Business.** Prentice Hall India, New Delhi
- 2. Cherunilam Francis . International Business: Text & Cases 3<sup>rd</sup> ed.** Prentice Hall India, New Delhi
- 3. Aswathappa. “International Business”,** Tata McGraw Hill
- 4. Daniels. “International Business”** Pearson Education

## **M-204 FINANCIAL MANAGEMENT - II**

**Objectives:** The focus in this paper would be on issues related to working capital, dividend decisions and long term financing decisions.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

Sessional – 20

Class Participation – 10

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Working Capital Management- Computation of working capital. Various committee reports on working capital.

### **Segment II**

Inventory Management, Management of Cash and Receivables management. Working Capital Financing.

### **Segment III**

Dividend Decisions - Dividend and Valuation. Leverage - Operating, Financing and Combined Leverage. Long Term Financing Decisions- Lease Financing.

### **Suggested Readings:**

1. **Khan & Jain: Financial Management**, Tata McGraw Hill
2. **Pandey I.M. : Financial Management**, Vikas Publishing House
3. **Chandra Prasanna : Financial Management**, Tata McGraw Hill
4. **Kishore Ravi M.: Financial Management**, Taxmann

## **M-205 HUMAN RESOURCE MANAGEMENT**

**Objectives:** The objective of this paper is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment-I**

Human Resource Management: Introduction, Scope, Importance. HRD-Concept, Need . Human Resource Planning-Concept, Process. Linking HRP with Strategic Planning. Job Evaluation- Process, Methods, Job Analysis- Job description and Job specification, Methods of data collection. Job Design-Concept, Approaches. Human Resource Procurement- Recruitment, Process, Methods of recruitment: Internal and external, Selection- Process, Selection tests: Types, Interview: Types, Induction or Orientation.

### **Segment-II**

Training- Phases, Need assessment, Objectives, Methods: On the job methods and Off the job methods, Evaluation of training programme. Performance Appraisal- Introduction, Uses, Process, Methods: Traditional and modern methods. Internal Mobility- Transfer, Promotion, Demotion. Discipline: Negative and positive discipline, Grievance: Meaning , types, handling, prerequisites Model Grievance handling procedure .

### **Segment-III**

Employee Compensation- Purpose, Importance, Components: Primary and secondary, Rewards: Monetary and non monetary. Workers Participation in Management: Empowerment, Meaning, Types of WPM, WPM in India. Employee Exit: VRS. Human Resource Audit.

## **References**

1. **Rao V.S.P.:** Human Resource management, Excel Publication, New Delhi.
2. **Mamoria C.B.:** Personnel Management, Himalaya Publication House.
3. **K.Aswathappa :** Human Resource Management, Tata McGraw Hill.
4. **Monappa Arun & Saiyadain:** Personnel Management, Tata McGraw Hill
5. **Bhattacharya D.K.:** Human resource Management, Excel Books

## **M-206 OPERATIONS MANAGEMENT**

**Objectives:** The term Operations include the concept of both Product and Service, in a system, where resources are converted into finished goods. The objective of the course is to empower the students for decision making in planning, scheduling and controlling in manufacturing and service activities.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Introduction, Concept of Product and Service. Plant Location. Types of Manufacturing Systems, Plant Layout, Assembly Line Balancing. Material Handling. Production Planning & Control, Sequencing Model. Productivity, Work Study – Method Study and Work Measurement, Work Sampling, Time Study, Principles of Motion Economy, Micro motion Study.

### **Segment II**

Replacement Model – Individual and Group Replacement, Simulation and its application in Queuing and Inventory Problems, Network Techniques – PERT and CPM.

### **Segment III**

Statistical Quality Control – Control Charts for Attributes and Variables, Theory of Acceptance Sampling, OC Curve, Sampling Plans. Total Quality Management, Standards on Quality Systems- ISO-9000:2000, JIT, Quality Circles, Benchmarking, Business Process Reengineering.

### **Suggested Readings**

- 1. Chase, Jacobs, Aqualino, Agarwal, Operations Management, TATA McGraw Hill, New Delhi**
- 2. Adams Everett E. , Ebert Jr. Ronald J., Productions and Operations Management, Prentice Hall of India, New Delhi**
- 3. ILO, Introduction to Work Study, Oxford & IBH**
- 4. Bedi Kanishka , Production and Operations Management, Oxford**
- 5. Khandewal, Gupta, Agarwal, Ahmad, Quantitative Analysis for Management, Ajmera Book Co., Jaipur**
- 6. Kapoor V.K., Operations Research, Sultan chand and sons.**

## **M-207 RESEARCH METHODS IN MANAGEMENT**

**Objectives:** This course aims at equipping the students with the basic understanding of the research methodology and to provide an insight into the applications of the modern tools and techniques for the purpose of management decision making.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

**Theory – 50**

**Practical – 20**

## **COURSE CONTENT**

### **Segment I**

Business Research – An Overview, Concept of Scientific research in management, Research Process, Research Design . Sources and Collection of Data – Interview, Observation, Survey and Questionnaire designing.

### **Segment II**

Univariate, Bivariate and Multivariate analysis – Basic Concepts. Sampling Theory - Sample Design and Sampling Procedures. Hypothesis testing of means and proportions for large and small samples. Chi-square test, ANOVA. Non parametric tests – The signed test for paired data, The Rank sum test, The Mann-Whitney U-test, The One Sample Run test.

### **Segment III**

Attitude Measurement – Measurement and scaling concepts, types of scales, ranking and rating scaling techniques for measuring attitude. Report Writing – Structure, Style and contents.

### **Suggested Readings**

- 1. Cooper Donald R., Schindler Pamela S., Business Research Methods, TATA McGraw Hill, New Delhi**
- 2. Bhattacharya D.K., Research Methodology, Excel books**
- 3. Ahuja Ram, Research Methods, Rawat Publications**
- 4. Paneerselvam, Research Methodology, Prentice Hall of India**
- 5. Zikmund William G., Business Research Methods, South Western Cengage Learning**
- 6. Beri C.C., Business Statistics, TATA McGraw Hill, New Delhi**
- 7. Levin R.I. & Rubin D.S., Statistics for Management, Pearson Education**
- 8. Kothari C.R., Research Methodology, New Age International**

## **M-208 QUANTITATIVE TECHNIQUES FOR MANAGEMENT -II**

**Objectives:** This course will expose the students to various quantitative models for decision making that aims at finding out optimum or close to optimum results and prepare them for real world applications.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

**Segment I** Linear Programming Problems-Problem formulation, Simplex Method of Solution, Big-M Method, Two Phase method, concept of Duality in LPP.

**Segment II** Decision Theory-Decision making under uncertainty and Risk, Bayesian Approach, Decision Tree.  
Game Theory- Types of Games, Two person zero sum Games, Different techniques of Solving a Game.

**Segment III** Queuing Theory, Markov Analysis-Concept of transition probability, Markov chains, Learning Curve.

### **Suggested Readings:**

1. **Vohra N.D.**, Quantitative Techniques for Management, TATA McGraw Hill, New Delhi
2. **Khandewal, Gupta, Agarwal, Ahmad**, Quantitative Analysis for Management, Ajmera Book Co., Jaipur
3. **Kapoor V.K.**, Operations Research, Sultan chand and sons.
4. **Taha S.**, Operations Research, Pearson Education.
5. **Gupta S.P.**, Statistics, Sultan chand and sons
6. **Louise Swift**, Quantitative Methods for Business Management & Finance, Palgrave
7. **Kapoor V.K. & Sancheti D.C.**, Business Mathematics, Sultan chand and sons
8. **Levin R.I. & Rubin D.S.**, Statistics for Management, Pearson Education
9. **Bhardwaj R.S.**, Mathematics for Economics & Business, Excel Books

## **SEMESTER III**

### **M-301 PROJECT MANAGEMENT**

**Objectives:** The Subject relates to Identification, formulation, appraisal, implementation and controlling of Projects. The course also includes the concept of Social Projects which is different from Commercial Projects.

#### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

#### **Division of Marks in Main Examination -**

*Max. Marks - 70*

### **COURSE CONTENT**

#### **Segment I**

Basic Concept, Project Life Cycle, Characteristics and Taxonomy, Organizing for Projects. Role and Responsibilities of a Project Manager, Concept of Social Projects, SCBA.

#### **Segment II**

Market Potentiality Analysis – Identification of opportunities, Evaluation of market and potential demand. Technical Analysis. Financial Analysis – NPV, IRR, Payback period.

#### **Segment III**

Project Implementation and control - Network techniques- Project Crashing, Project Updating, Resource Allocation and leveling. Contractor Schedule and Rescheduling , PMIS, Project Audit , ex-post Evaluation.

#### **Suggested Readings**

- 1. Chandra Prasanna** , Projects, Tata Mcgraw Hill
- 2. Chaudhary S.**, Project Management, Tata Mcgraw Hill
- 3. Nagrajan K.**, Project Management, New Age International
- 4. Kerzner Harold**, Ptoject Management, CBS Publishers

## M-302 SUPPLY CHAIN MANAGEMENT

**Objectives:** The Subject gives an over view of the popular buzzword Supply Chain Management. It relates to various aspects of planning, procurement and storage of raw material and other resources which becomes input to a manufacturing system. It also deals with inventory management which is a necessary evil for any organization.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Introduction to supply chain management (SCM), Forces shaping SCM, Principles and Frame work of SCM, Electronic Supply Chain Management, Overview of Logistics Management.

### **Segment II**

Purchasing Function – Objectives, Scope, Centralized and Decentralized Purchasing, Purchase Procedure, Make or Buy Decisions, Storekeeping – Relevance, Objectives, Store procedures and organization. Vendor Relations.

### **Segment III**

Aggregate Planning, Material Requirement Planning, Inventory Management – Basic Concepts, EOQ Models, Selective inventory control Techniques, Concept of ERP, Value Analysis & Engineering.

### **Suggested Readings**

- 1. Ammer D.S., : Materials Management and Purchasing,** Richard Irwin Inc.
- 2. Dobler D. W., Lee L. Jr. and Burt D.N.: Purchasing and Materials Management** McGraw Hill Publishing Company, New York
- 3. Westing J. H., Fine I. F. and Zens G. J.: Purchasing Management,** Wiley Easter Ltd., New Delhi

## **M-306 LEGAL FRAMEWORK FOR BUSINESS**

**Objectives:** The law is almost universal human need. Rule of the law is the essence of civilized society. Law and business are closely related disciplines. Therefore students will learn in this paper about the legal framework for business.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

Sessional – 20

Class Participation – 10

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

**Important Acts:** Consumer Protection Act, Unfair Trade Practices, Environment Protection Act, Competition Act and FEMA, Sales of Goods Act, Contract Act.

### **Segment II**

**Company Law:** Nature and kinds of companies, Formation of a Company, Memorandum of Association, Prospectus of a Company, Shares and Debentures of a company, Directors of a company, Winding up of a company.

### **Segment III**

Business and fundamental rights of business, Intellectual property right, Patent Act.

### **Suggested Readings:**

1. Gogna P.P.S.: Company Law, S Chand.
2. Gulshan S. S.: Mercantile Law, Excel Books
3. Bulchandani K. R. : Business Law for Management, Himalaya Publishing House
4. Raju, Ram Krishna.V: Business Laws and Economic Legislations, Himalaya Publishing House
5. News Papers and magazines

## **SEMESTER IV**

### **M-401 BUSINESS ETHOS AND CONTEMPORARY ISSUES IN MANAGEMENT**

**Objectives:** The course aims at encouraging students to think about ethical implications of day to day happenings and practices of Indian industry. The course aims at sensitizing learners towards fundamental human values and their use in appraising global issues and complex business situations.

#### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

#### **Division of Marks in Main Examination -**

*Max. Marks - 70*

### **COURSE CONTENT**

#### **Segment I**

Introduction to Values: Meaning and Significance, Holistic approach in decision making, Chakraborty model, Foundations of work ethics and culture from Indian perspective, Work ethics, Ethical issues in advertising, Corporate Social responsibility, Corporate Governance, Ethical consumerism

#### **Segment II**

Contemporary Issues in:

- Human Resource Management: Moonlighting, Human Resource outsourcing. Talent Management
- Finance and Managerial Economics: Analysis of the Current position of the Indian economy, Recession: Background and Implications
- Marketing: Growing use of Animation in Advertising, Permission marketing v/s Spamming, Interactive marketing.

#### **Segment III**

- Introduction to the writings of bestselling business authors.
- This segment would also include reading and analysis of a book prescribed by the University. The students shall read the entire book and gain an understanding of the author's viewpoint and would be required to submit a report/ summary/ presentation of the same.

#### **Suggested Readings:**

1. Chakraborty, S. K., "Values and Ethos for Organisation", Oxford India Paperbacks.
2. Chakraborty, S. K., "Management by Values", Oxford India Paperbacks.
3. Chakraborty, S. K., "Foundations of Managerial Work, Contributions from Indian Thought", Himalaya Publishing House.
4. Chakraborty, S. K., "Ethics in Management: Vedantic Perspectives", Oxford University Press.
5. Banerjee, Bani, P., "Foundations of Ethics in Management", Excel Books.
6. Newspapers, Internet, Journals and magazines.

## **M-402 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

- Objectives:**
- \* The major emphasis will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a start up.
  - \* The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own small businesses.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

## **COURSE CONTENT**

### **Segment I**

Defining entrepreneur, the entrepreneurial role, task and personality. A typology of entrepreneurs, Entrepreneurial motivation and barriers – Internal and External factors, Theories of entrepreneurship.

### **Segment II**

Creativity and entrepreneurial plan, Idea generation, screening and feasibility analysis, segmentation, targeting and positioning of product, Institutional support for new ventures.

### **Segment III**

Role and importance of small business. Defining small business, forms of organization for small business. Setting up a SSI, Product Selection, problems and challenges for SSI. Government policy for SSIs

### **Suggested Readings:**

- 1. Arora, R. and Sood, S.K.. Fundamentals of Entrepreneurship and Small Business Management. Kalyani Publishers, Ludhiana.**
- 2. Desai, Vasant. Small-Scale Industries and Entrepreneurship., Himalayan Publishing House, Mumbai.**
- 3. Ramachandran K., “Managing a New Business Management”, Kitab Mahal, New Delhi**
- 4. Shukla M. B., “Entrepreneurship and Small Business Management”, Kitab Mahal, New Delhi**
- 5. Holt, “Entrepreneurship: New Venture Creation”, Prentice Hall**

## **M-403 BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Objectives:** To create an understanding of the basic issues involved in business policy and strategic management. The student will learn about the scanning of the environment and developing strategic decision making skills accordingly.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Business Policy- Nature importance and purpose and objectives.

Strategic management-Nature, importance and concept of strategy; process of strategic

Management; vision, mission, objectives and goals; components of environmental scanning- SWOT analysis, capability factors, and organizational appraisals.

### **Segment II**

Grand strategies, Different types of strategies, Corporate portfolio analysis;

Industry and competitor analysis, Subjective factors in strategic choices,

Strategic plan

### **Segment III**

Project and procedural implementation; Resource allocation, Structural

Implementation and Functional Implementation.

### **Suggested Readings**

**1. Kazmi, A. (2002). Business Policy and Strategic Management. Tata Mcgraw Hill, New Delhi.**

**2. Wheelen, T.L. and Hunger, J.D. (2003). Strategic Management and Business Policy. Pearson Education, New Delhi.**

# **Specialization Papers**

## **A. Marketing**

### **M-303a SALES AND DISTRIBUTION MANAGEMENT**

- Objectives:** \* To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of sales and distribution.  
\* To pay special emphasis on the practicing manager's problems and dilemmas.  
\* To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

**Division of Marks in Main Examination -**

*Max. Marks - 70*

### **COURSE CONTENT**

#### **Segment I**

Nature and scope of sales management, setting and formulating personal selling. objectives, Recruiting and Selecting sales personnel, Conducting sales training programmes, Designing and administering compensation plans.

#### **Segment II**

Supervision of salesmen, Motivating Sales personnel, Sales meetings and sales contests, Designing territories and allocating sales efforts, Objectives and Quotas for sales personnel, developing and managing sales evaluation programme, Sales and Cost Analysis.

#### **Segment III**

Distribution objectives- An overview of Marketing Channels, Channel Intermediaries- Wholesaling and Retailing, Channel Planning and Design, Managing Marketing Channels.

#### **Suggested Readings**

1. **Cundiff, Still and Govoni**, Sales Management, Prentice Hall of India, New Delhi
2. **Anderson, R., Professional Sales Management.**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. **Sahu P. K. and Raut K. C.**, “**Salesmanship and Sales Management**”, Vikas Publishers, Delhi

## M-304a ADVERTISING MANAGEMENT

**Objectives-** This course is designed to develop an understanding for the marketing communication tools and implement them in designing Advertisement strategies.

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

**Division of Marks in Main Examination -**

***Max. Marks - 70***

### COURSE CONTENT

#### **Segment I**

Overview of marketing communication, Factors affecting the marketing communication-mix, Ethical issues in marketing communication.

Models of marketing communication, , Marketing communication planning and control

#### **Segment II**

Advertise objectives and planning- Meaning, Definition, and Objectives of Advertising, Types of advertising.

The Advertising agency- Functions and types, Advertising Agency compensation.

Creative strategy- Target market and creative objective, Advertising appeals, Creative format and Creation stage, Copy testing and advertising layout.

#### **Segment III**

Media planning and promotion, media objectives, media strategy and media planning modes, Indoor media, Out door media, Measuring Advertisement performances. Current developments in Advertising.

### **Suggested Readings**

1. **Zeigler et. AL. : Advertising;** Mc Graw Hill Publications.
2. **Dirksen Kroeger and Nicossia : Advertising Principles Problems and Cases;** D.B. Taraporewala & Sons, Bombay.
3. **Borden A. and Marashall : Advertising Management-Text and Cases;** D.B. Taraporewala & Sons, Bombay.
4. **Welbacher, William .: Advertising,** Mac Millan Publishing Company, New York.
5. **Jefking : Advertising;** Mac Millan, New Delhi.
6. **Aaker, David A. and Myers John G. ; Advertising Management;** Prentice Hall of India Pvt. Ltd., New Delhi

## **M-305a PRODUCT AND BRAND MANAGEMENT**

**Objectives-** This course is designed to develop an understanding for the various product management and brand management concepts and to understand the product and brand managers role.

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

**Division of Marks in Main Examination -**

*Max. Marks - 70*

### **COURSE CONTENT**

#### **Segment I**

Introduction to Product Management,Product-Service continuum,Individual product decisions,Product attributes,Product lines,Issues in product management-Product life cycle,Product differentiation,New Product Development,Product manager's role in organization.

#### **Segment II**

Value and significance of brand, Brand name, symbol and slogan, Brand strategic decisions, Line expensing and Brand extension,Brand equity,Brand Loyalty.

#### **Segment III**

Consumer brand knowledge,Brand identity,Personality and Brand associations,Managing brand architecture,Brand Portfolios,Corporate branding..

### **Suggested Readings**

- 1. Lehman and Winer;Product Management ;Tata McGraw Hill**
- 2. Srivastava,R.K.;Product Management ; Excel publications**
- 3.Verma V Harsh;Brand Management; Excel publications**
- 4.Ajay Kumar;Brand Management; Wisdom publications**

## **M-404a CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

**Objectives-** The paper will help the student to learn about the consumer's basic behavior towards the different products and services together with consumer research will help the student to capture buying behavior to make decisions. It will help him to develop frameworks to analyze consumer behavior and use them in designing marketing strategies and enhancing the effectiveness of marketing programmes.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Consumer Behavior - An Introduction, Key Foundations. Key Determinants of Buyer Behavior and Framework of Buyer Behavior. Family Influences, Reference Groups, Opinion Leaders and Social Influences. Social Classes, Social Stratification and Buying Behavior. Cultural Influences on Consumer Behavior.

### **Segment II**

Individual Determinants of Buyer Behavior and Internal Processes. Understanding Consumer Motivation- Consumer Personality and Self Concept, Learning, Memory and Behavior Modification. Formation and Modification of Consumer Attitudes. Consumer Decision Process – Pre purchase Issues.

### **Segment III**

Introduction to Marketing - Nature & scope of Marketing Research, Functions of marketing research, Sources and methods of collecting data, Commercial survey, Audits, Survey Research, Instruments for respondent communication, Experimentation & data collection errors.

Measurement in marketing research - Concept & scales of measurement, Attitude & motivational Research techniques. Sampling and data Analysis. Marketing Research Application - Market Segmentation & Positioning, New product development, Market and Sales Forecasting, Advertising Research.

### **Suggested Readings**

1. **Schiffman and Kanuk : Consumer Behavior**, Prentice Hall 4th ed.
2. **Sumathi : Marketing Research and consumer Behavior**, Vikas Puth House.
3. **Shaughessy John O : Why People Buy ?** Oxford University Press.
4. **Hill Rey W and Millar : Organizational Buying Behavior.**
5. **Luck, wales, taylor, Rubin : Marketing Research.**
6. **Green and Tull : Research for Marketing Decision.**
7. **Alexander R.S. , James S : Industrial Marketing.**

## **M-405a SERVICES MARKETING**

**Objectives:** \* The objective of this course is to acquaint the students to the uniqueness of the service characteristics and its marketing implications.  
The intent of the course is to discuss, measure and analyze several facets in the area of services marketing, essential for the success of a service sector firm.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Nature of Service economy, Characteristics of services, Classification of services, Consumer Behaviour, Segmentation, targeting and positioning.

### **Segment II**

Services marketing triangle, Marketing mix for services-Product, Price, Place, Promotion, People, Process and Physical evidence, Service Marketing Strategies, CRM, Service Quality.

### **Segment III**

Issues concerned with Bank Marketing, Insurance Marketing, Hotel marketing, Tourism Marketing, health care Marketing and Educational Marketing.

**Note:** Case studies will be taken on relevant issues.

### **Suggested Readings:**

1. Jha S. M., “Services Marketing”.
2. Zeithaml, Valarie A. and Bitner Mary Jo: **Services Marketing**. Irwin/McGraw-Hill, NY
3. Lovelock, Christopher: **Services Marketing**, 4/e. Prentice Hall Inc., NJ
4. Payne, Adrian: **Essential of Service Marketing**, Prentice Hall, NJ

## **M-406a RETAIL MARKETING**

**Objectives:** The objective of this course is to further students' understanding of, and interest in retailing. Enable the students to become good retail planners and decision makers who adopt to change. To foster critical thinking skills and to develop a sense of professionalism. To provide students with a modest awareness of what lies ahead for retailing.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Retail Management: Definition, role, characteristics, functions of retailing. Structure and nature of retailing.

Retail Organization: the changing structure of retailing, theories of structural change in retailing.

Classification of retail units, retail in India

### **Segment II**

Retail customer: Factors, stages, types of decision making, influence of situational variables on shopping behavior.

Retail market segmentation, Retail location strategy, Retail space management.

### **Segment III**

Retail pricing, Brand management and retailing, Atmospheric and retail space management. Retail promotion strategy, Relationship marketing.

### **Suggested Readings:**

- 1. Cetan Bajaj, Nidhi V Shrivastava, Rajnish Tuli; Retail Management(2007); Oxford University Press.**
- 2. Gunjeet Kaur; Relationship Marketing, Focusing on consumer complaints (2003); New Century Publications.**
- 3. Dr.S.L.Gupta; Retail Management, An Indian Perspective (2007); Wisdom Publications, Delhi.**

## **B. Finance**

### **M-303b INVESTMENT MANAGEMENT AND SECURITY ANALYSIS**

**Objectives:** The objective of the course is to acquaint the students with the working of investment market as well as Security market. The focus of analysis is to develop the skills required for stock market so as to be able to judge the competitive position of firms in capital market.

#### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

#### **Division of Marks in Main Examination -**

*Max. Marks - 70*

### **COURSE CONTENT**

#### **Segment I**

Concept and objectives of savings and Investments. Investment avenues. The Organization and Mechanics of Indian Security Markets. Functions of an Organized Security Markets, Types of Security Markets and their functions-Stock exchanges, OTCEI and Depository. Capital Market – Primary & Secondary Market.

#### **Segment II**

Role of SEBI. Listing requirements. IPO and Secondary Markets. Trading Mechanism: Online Trading, Settlement period, Risk Management system, Mark to market margin and intraday limit, Circuit breaker. OTCEI.

#### **Segment III**

Security Analysis - Fundamental and Technical Analysis. Yield on securities. Security Return and Valuation. Factors affecting Security Prices. Introduction to Portfolio Management. Introduction to derivatives. Forward, Futures and Option.

#### **Suggested Readings**

- 1. Kevin S.: Security Analysis and Portfolio Management, Prentice Hall of India.**
- 2. Chandra Prasanna : Investment Analysis & Portfolio Management, Tata McGraw Hill.**
- 3. Avadhani V. A.: Investment Management, Himalaya Publishing House.**
- 4. Fischer and Jordan: Security Analysis and Portfolio Management, Pearson Education.**

## **M-304b MANAGEMENT OF FINANCIAL INSTITUTIONS**

**Objectives:** In the fast changing scenario of the Indian Economy with Globalization, Privatization, with Deregulation competition and Economic reforms program, the inflows and outflows of funds increased and started operations in the Indian Financial markets.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

Sessional – 20

Class Participation – 10

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Financial System in India. Financial Services and Micro-Credit. Recent changes in financial services. Regulatory frame work for insurance and banking sector services in India.

### **Segment II**

Financial Markets and Instruments – Money market and Capital Markets. Raising Capital – Domestic and International (ADR and GDR).

### **Segment III**

Central Banking, Monetary Policy Reforms , the Current Regulatory Structure. Merchant banking, Mutual funds, Securitization of debt, Credit ratings. Depositories.

### **Suggested Readings:**

- 1. Machiraju H. R. : Indian Financial System, Vikas Publications Pvt. Ltd.**
- 2. Varshney. Mittal : Indian Financial System, Sultan Chand and Sons.**
- 3.. Khan M. Y : Financial Services, Tata McGraw Hill.**
- 4. Bhalla V. K.: Management of Financial Services, Anmol Publications Pvt. Ltd.**
- 5. Chandra Prasanna : Financial Management, Tata McGraw Hill.**
- 6. McMenamin JIM : Financial Management, Oxford University Press.**

## **M-305b FINANCIAL DERIVATIVES**

**Objective:** The course aims to develop an understanding of financial derivatives and institutional structure of markets on which they are traded. There will be discussion on the pricing of the derivative instruments and the risk characteristics.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

Sessional – 20

Class Participation – 10

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Financial Derivatives- An introduction , Forwards. Hedging of Foreign exchange Risk through currency forwards. Advantages & disadvantages of Forward contracts.

### **Segment II**

Futures & options (F&O) : Future contracts, features of future contracts. Index futures, Hedging, speculation, stock options, call options, put options, closing out of options & uses of options.

### **Segment III**

Derivative pricing Theory: Black Scholes model structure of Indian stock market and operational efficiency of options and futures. Determination of fair value of futures and option prices. Interaction between spot equity trading and trading in derivatives

### **Suggested Readings:**

- 1. Kevin S.: Security Analysis & Portfolio Management**, Prentice Hall of India
- 2. McMenamin JIM : Financial Management**, Oxford University Press
- 3. Chandra Prasanna: Investment Analysis & Portfolio Management**, Tata McGraw Hill.
- 4. Wilmott Paul : The mathematics of financial derivatives**, Cambridge University Press

## **M-404b PORTFOLIO MANAGEMENT**

**Objectives:** The objective of the course is to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

Sessional – 20

Class Participation – 10

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Introduction to Portfolio Management: An optimum portfolio selection.

### **Segment II**

Markowitz Model, Markowitz efficient frontier. The Mean Variance Criterion (MVC). MVC & Portfolio selection. Sharp Index Model. Construction of the optimum portfolio & optimum portfolio with short sales.

### **Segment III**

Capital Asset Pricing Theory & Arbitrage Pricing Theory. Portfolio Performance Evaluation & Portfolio Revision.

### **Suggested Readings:**

- 1. Kevin S.: Security Analysis & Portfolio Management**, Prentice Hall of India
- 2. McMenamin JIM : Financial Management**, Oxford University Press
- 3. Chandra Prasanna: Investment Analysis & Portfolio Management**, Tata McGraw Hill.
- 4. Avdhani V.A.: Security Analysis & Portfolio Management**, Himalaya Publishing House.

## **M-405b INTERNATIONAL FINANCIAL MANAGEMENT**

**Objectives:** The objective of the course is to introduce the environment of international finance and its implications on international business. To define and analyze the foreign exchange mechanism and also to integrate the global developments with the changing business environment in India.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

International Financial Management. Genesis of International flow of funds. Developments in International Monetary System. Exchange Rate Mechanism, Spot and forward Exchange Rates.

### **Segment II**

Emergence of multinational financial management. Balance of Payment Risk. Political & Country Risk. Euro Currency & Domestic Interest rates. Quotations & market rules.

### **Segment III**

Analysis of International Capital Budgeting. Cost of Capital of a foreign Investment. Forex Risk Management. Forex Market. Measuring & managing Foreign Exchange Risk.

### **Suggested Readings:**

- 1. Avdhani V.A. : International Financial Management, Himalaya Publishing House.**
- 2. Sharan Vyuptakesh : International Financial Management, Prentice Hall of India**
- 3. Khan & Jain: Financial Management, Tata McGraw Hill.**
- 4. Shapiro A.C. : Financial Management VII, Prentice Hall of India**
- 5. Buckley Adrian: Multinational Finance, Prentice Hall of India**

## **M-406B FINANCE FOR STRATEGIC DECISIONS**

**Objective:** The objective of the course is to make student aware of the strategic decision s to be undertake to familiarize with finance function, multinational financial management and corporate financial models

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Financial system, Multinational financial management. Valuation of strategic options – Acquisition pricing and planning strategy, Diversification & merger.

### **Segment II**

Strategic Decisions regarding Factoring, Leasing & Venture Capital. Balance sheet, Income statement & Cash Flow Statement. & Funds Flow Statement.

### **Segment III**

Corporate financial models, Analysis of Enterprise- concept of valuation , EVA & MVA. Value planning & valuation concept. Value of Firm

### **Suggested Readings:**

- 1. Machiraju H. R. : Indian Financial System, Vikas Publications Pvt. Ltd.**
- 2. Varshney. Mittal : Indian Financial System, Sultan Chand and Sons.**
- 3. Bhalla V. K.: Management of Financial Services, Anmol Publications Pvt. Ltd.**
- 4. Chandra Prasanna : Financial Management, Tata McGraw Hill.**
- 5. McMenamin JIM : Financial Management, Oxford University Press.**

## **C. HUMAN RESOURCE MANAGEMENT**

### **M-303c HUMAN RESOURCE PLANNING AND DEVELOPMENT**

**Objectives** : The objective of this paper is to develop understanding and importance of manpower planning in corporate sector and to develop the perspective of strategic human resource management.

#### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

#### **Division of Marks in Main Examination -**

***Max. Marks - 70***

#### **SEGMENT-I**

HR Planning-Introduction and phases, HR at different levels- National, corporate and unit level. Linkage between Manpower planning and strategic planning. Forecasting manpower needs, the forecasting process. Work Analysis.

#### **SEGMENT-II**

Career management – concept, career planning, succession and replacement planning career development, counseling and mentoring.

#### **SEGMENT-III**

HRD-concept, goals, challenges, mechanism. Human resource development system and system design principles. Role of line managers in HRD, Analyzing the role for development, potential appraisal, motivational aspects of HRD, emerging trends in HRD.

#### **REFERENCES-**

- 1) **Bhattacharya D.K: Human Resource Management**, Excel publications.
- 2) **William Stainer.G: Manpower planning**, Heinman ltd, London.
- 3) **Pareek Udai & Rao T.V: Designing and managing human resource system**, Oxford publication.
- 4) **Rao T.V: Alternative approaches & strategies of human resource development.**
- 5) **Rao VSP: Human Resource Management**, Excel publications.
- 6) **Rao T.V: Human resource development**, Sage publication.

## **M-304c APPRAISAL AND TRAINING TOOLS IN HR**

**Objectives** : The objective of this paper is to provide in-depth understanding of role of training in HRD and to introduce the basic concept of performance management and widen the knowledge of the students in selecting and implementing the various performance measurement methods.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

### **SEGMENT-I**

Introduction to training and development: training needs assessment, training design and administration, training methods, training process, adult learning, organization and management of training process. Trainer's profile, training evaluation and ROI, feedback mechanisms, training and development in India.

### **SEGMENT-II**

Performance appraisal: conceptual framework, objectives and process, performance appraisal vs. performance management, learning theories, principles of learning, potential appraisal.

### **SEGMENT-III**

Performance planning and measuring performance, methods of performance appraisal- traditional and modern. Competency analysis and competency mapping, competency and performance, competency mapping tools.

### **REFERENCES-**

- 1) **Rao P.L: Enriching human capital through training & development**, excel books.
- 2) **Sahu R.K: Training for development**, excel books.
- 3) **Ramchander Dr. Anitha & Mukherjee Jayendra: HR in enhancement of people capacity**, excel books.
- 4) **Kumar.Brijendra: training & development**, excel books.
- 5) **Reid Margret Anne & Barrington Harry: Training interventions**,Jayco pub.
- 6) **Rao T.V & Rao Raju: Feedback,designing & Managing human resource systems**, excel books.
- 7) **Dhar Upainder , Dhar Santosh & Pathak Yogeshwari: Enhancing performance(agenda for growth)**, excel books.
- 8) **Rao T.V: Performance management & appraisal systems**, Sage publications.

## M305c INDUSTRIAL LABOUR AND MANAGERIAL RELATIONS

**Objective:** The course is design to develop understanding of issues relating to industrial relations.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

### **Segment-I**

Industrial relations- concept. system, Interaction among principle parties within social, economic and political context. Public policy on industrial relations. Tripartism. Legal framework. Trade union growth, structure and strategies. Employee organizations and their working.

### **Segment-II**

Working of different dispute prevention an settlement machinery.Industrial dispute patterns. Labour management relation.

### **Segment-III**

Structure and working of labour market at different levels. Aspects of employment. Wages and dearness allowances. Fringe benefits and bonus issues.

### **References:**

- 1) Daver, Personnel Management & Industrial Relations, Vikas Publication
- 2) Mamoria, Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publication House.
- 3) Dayal S., Indian Industrial Relation System, Sterling Publishers.
- 4) Rao P. Subba, Essentials of Human Resource Management & Industrial Relations, Himalaya Publication House.

## M-404c ORGANIZATIONAL CHANGE & DEVELOPMENT

**Objectives:** The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students develop as potential change agents and OD professionals. After completing this course students should be able to understand the theory and practice relating to the process of organization development and change, develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations, gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

### **SEGMENT-I**

Organizational development: definition, characteristics and underlying assumptions and values of OD, assumptions about people, Organizational diagnosis- tools and techniques: questionnaire, interview, workshops and task forces. nature of OD interventions: comprehensive intervention, confrontation meeting, survey feedback, grid OD.

### **SEGMENT-II**

Structural intervention- Job design, quality circles, socio technical systems, MBO & appraisal parallel learning organizations, Team interventions-Role negotiation techniques. Characteristics of high performance teams, self managed teams, work culture & ethics, quality of work life, developing and managing self-personal effectiveness.

### **SEGMENT-III**

Change in organization- understanding change, factors influencing change, force field analysis, managing resistance to change, developing change agents, analyzing and organizing work- need, approaches, problems associated with work organizations.

### **REFERENCES-**

- 1) **Singh Kavita: Organization change & development**, excel book.
- 2) **French .L. Wondell & Bill Jr.H.Cencil: Organizational development**, Prentice hall.
- 3) **Rao VSP: Human resource management**, excel.
- 4) **Pareek Udai: Understanding organizational behaviour**, oxford.
- 5) **Aswathappa.K: Human resource management**, Tata mcgraw hill.
- 6) **Robins.P.Stephen: Organizational behaviour**, prentice hall.
- 7) **Bhatiya.S.K: Management of change & organization development**, Deep & Deep pub.

## **M-405c COMPENSATION SYSTEMS ADMINISTRATION**

**Objectives** : The course is designed to develop a better understanding of compensation management issues in corporate sector and also to impart skills in formulation of compensation packages.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

### **SEGMENT-I**

Compensation- Role, economic and behavioral issues, wage concepts, wage theories, national wage policy, wage boards and pay commissions, corporate considerations in compensations.

### **SEGMENT-II**

Compensation management, compensation decisions, external, internal & employee equities, job evaluation- purpose methods, components- basic salary, DA, fringe benefits, bonus, incentives, performance linked reward system, profit sharing and stock options, VRS.

### **SEGMENT-III**

Legislation concerning wages(main features)- payment of wages act,1936, minimum wages act,1948, payment of bonus act,1965, recent trends in compensation, workmen's compensation act, 1923.

### **REFERENCES-**

- 1) **Subrahmaniam K.N: Wages in India**, TMH
- 2) **Rao VSP: Human resource management** . excel books.
- 3) **Sharma A.M: Understanding wage systems**, Himalya pub.
- 4) **Gupta N.K, Vendat S.S, Suri G.K: Rethinking incentives**, excel books.

## **M-406c INDUSTRIAL AND LABOUR LEGISLATION IN INDIA**

**Objective:** The course is design to understand basic concepts behind legislation relating to labour issues.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

#### **Segment-I**

Wages and Bonus:

- 1) Payment of Wages Act, 1936
- 2) Minimum Wages Act, 1948
- 3) Payment of Bonus Act, 1965

#### **Segment-II**

Social Security:

- 1) Workmen's Compensation Act, 1923
- 2) Employees Provident Fund Act, 1952
- 3) Maternity Benefit Act, 1961
- 4) Payment of Gratuity Act, 1972

#### **Segment-III**

Industrial Relations:

- 1) Trade Union Act, 1926
- 2) Industrial Diputes Act, 1947
- 3) Industrial Employment Act, 1946
- 4) Factories Act, 1948

#### **References:**

- 1) Shrivastava, Industrial Relations and Labour Laws, Vikas Publication House
- 2) Agarwal S.L., Labour Relation Laws in India.
- 3) Agarwal, Nair, Banerjee, Labour & Industrial Law, Pragati Prakashan.

## **D. INFORMATION TECHNOLOGY**

### **M-303d SYSTEM ANALYSIS AND DESIGN**

**Objectives:** This course is designed to give the students a basic understanding of the “Life Cycle” approach to systems analysis. One of the main aspects of the course will be the integration of systems analysis activities, management reviews and documentation.

#### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

#### **Division of Marks in Main Examination -**

***Max. Marks – 70***

**Theory – 50**

**Practical – 20**

### **COURSE CONTENT**

#### **Segment I**

System concepts-definition, characteristics, elements of a system, types of system.

System Development Life Cycle (SDLC) - Waterfall model, limitations of this model, Prototyping, prototype model, iterative enhancement model, spiral model. Role of System Analyst.

#### **Segment II**

System Analysis- System planning and the initial investigation, information gathering, tools of structured analysis, feasibility study, cost/benefit analysis.

System Design- the process and stages of system design, input/output and forms design, file organization and database design.

#### **Segment III**

System Implementation- System testing and quality assurance, implementation and software maintenance, hardware/software selection, project scheduling and software, security, verification and validation, disaster/recovery and ethics in system development.

#### **Suggested Readings:**

- 1) **Senn, J.A: Analysis and Design of Information Systems**, McGraw Hill.
- 2) **Akts Ziya: Structured Analysis and Design of Information Systems**, PHI Pvt ltd, New Delhi.
- 3) **Rajaraman V.: Analysis and Design of Information Systems**, PHI Pvt ltd, New Delhi.
- 4) **Elias M.Awad: System Analysis and Design**, Galgotia Publications Pvt Ltd.

## **M-304d DATABASE MANAGEMENT SYSTEM**

**Objectives:** This is an introductory course in database and file management systems. It will help students to develop an understanding of the role of data modelling, file management and database systems in information systems. At the completion of this course, students should develop an appreciation of the role of data, files and databases in information systems understand the database development activities be familiar with data modelling concepts (E-R and Class diagrams) used in database development be familiar with a broad range of data management issues including data integrity and security.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

**Theory – 50**

**Practical – 20**

## **COURSE CONTENT**

### **Segment I**

Introduction, DBMS applications, DBMS versus file systems. Data models- ER model, basic concepts, ER diagram, design issues, Relational model, Network model, Hierarchical model.

### **Segment II**

Normalization-Normal Forms, 1NF, 2NF, 3NF, BCNF, 4NF, 5NF.

Database System Architectures- Centralized and Client-Server architecture, parallel systems, Distributed systems, Network types, Server systems architecture.

### **Segment III**

Transaction Management- Transaction concept, transaction state, atomicity and durability, concurrency control, deadlock handling, recovery system, buffer management.

### **Suggested Readings:**

- 1) **Ricardo.C: Database Systems-Principles, Design and Implementation**, Macmillan, New York (1990).
- 2) **Silberschatz, Korth, Sudarshan: Database System Concepts**, PHI Pvt Ltd, New Delhi.
- 3) **Agarwal R., Swami A.N.: Database Mining- A Perfect Perspective**, McGraw Hill.

## M-305d INTERNET AND SERVICES

**Objective:** The objective of this course is to help the students understand the basic concepts of internet, the basic hardware requirements of internet, introduction of the devices, and the various networks which are available for the internet.

### Division of Marks in Internal Assessment –

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### Division of Marks in Main Examination -

*Max. Marks - 70*

**Theory – 50**

**Practical – 20**

## COURSE CONTENT

### Segment I

History and evolution of internet, capabilities, benefits, problems of internet, its applications and future of internet, FTP, TELNET, TCP/IP protocol, characteristics of protocols, LAN, MAN, WAN. X.25 Layers, other protocols related to X.25.

### Segment II

Introduction to Hub's, Switches, Routers, Bridges, Gateways, Earth station, VSAT, Modem etc and their applications. Introduction to Satellites.

Introduction to current trends of Information Technology: E-commerce, Electronic Data Interchange(EDI) etc.

### Segment III

Introduction to Integrated Service Digital Network (ISDN): History, Services.

Subscriber access to the ISDN: B-Channel, D-channel, H-channel, User interfaces, functional grouping, refers ports. ISDN Layers: Physical, Data Link, Network. Broadband ISDN, Future of ISDN.

### Suggested Readings:

- 1) **Bhaskar Bharat: E-Commerce- Framework, Technologies and Applications**, McGraw Hill
- 2) **Stallings William, "Data and computer communications"**, Prentice hall, India (4<sup>th</sup> edition).
- 3) **Tenenbaum A.S. , "Computer networks"**, Prentice hall, India (2<sup>nd</sup> edition).

## **M-404d DATA COMMUNICATION AND NETWORKING**

**Objectives:** This course is intended to provide students a firm grounding in the concepts of data communications used by computer systems. This course concentrates on the theory of communications and provides students an opportunity to examine current data communication technologies. This course is designed to have students experience data communications within an applied context. Data communications has changed so dramatically, in the last few years, that students must use the breadth and depth approach when engaging in learning activities. At the end of this course, students will have participated in various discussions concerning key components, elements and aspect of data communications, as it relates to the computer industry at present time successfully completed a series of exercises, quizzes whereby they have applied knowledge of data communications to business-oriented case studies.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

**Theory – 50**

**Practical – 20**

## **COURSE CONTENT**

### **Segment I**

Data Communications- Introduction, protocols and standards, networks, standard organizations. Basic concepts- line configuration, topology, transmission modes, categories of networks (LAN, MAN, WAN) and internetworks.

### **Segment II**

Signals- analog and digital, periodic and aperiodic. Encoding and modulation, digital to digital, digital to analog, analog to digital , analog to analog conversions.

Transmission media- twisted pair, coaxial cable, optical fibre cable etc.

LAN- project 802, Ethernet, token bus, token ring, switching techniques, circuit, packet and message switching.

### **Segment III**

Networking devices- hubs, switches, repeaters, routers, bridges, gateways. OSI model, functions of each layer, TCP/IP protocol suite.

Error detection and correction- types of errors, VRC, LRC, CRC, checksum. Error correction: single bit error correction, hamming code, LZW compression method, aspects of network security and privacy.

### **Suggested Readings:**

- 1) Stallings William, "Data and computer communications", Prentice hall, India (4<sup>th</sup> edition).
- 2) Tenenbaum A.S. , "Computer networks", Prentice hall, India (2<sup>nd</sup> edition).
- 3) Viswanathan T., "Telecommunication, switching systems and networks", Prentice hall, India.
- 4) William Brain K: "Using information technology: a practical introduction to computers and communication." Prentice hall, India.

## **M-405d E-COMMERCE**

**Objectives:** This course focuses on understanding the strategic opportunities and threats of Electronic commerce, have insight into the viable electronic commerce business Models, to be familiar with the organizational capabilities necessary to implement electronic commerce, to have experience in analyzing the potential impacts and opportunities of electronic commerce in a firm or industry, to gain insight into the way electronic commerce influences business strategy and to change the basis for Competition, to studying different types of electronic commerce through case studies.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

**Theory – 50**

**Practical – 20**

## **COURSE CONTENT**

### **Segment I**

Electronic commerce- Introduction, benefits of E-commerce, impact of E-commerce, classification of E-commerce, applications, architectural framework.

Electronic Data Interchange (EDI) - benefits of EDI, applications of EDI.

### **Segment II**

E-commerce network infrastructure, LAN, Ethernet, WAN, domain name system.

E-commerce- Information distribution and messaging, FTP, E mail, WWW server, HTTP, web servers.

### **Segment III**

Electronic payment system, online, prepaid, postpaid, securing the business on internet, protecting the network, firewalls. Internet advertising, Mobile commerce- introduction, framework and models, agents in e-commerce.

### **Suggested Readings:**

- 1) **Kalabota Ravi : E-Commerce- A Managerial Guide**, Pearson Education.
- 2) **Bhaskar Bharat: E-Commerce- Framework, Technologies and Applications**, McGraw Hill.
- 3) **Elias.A.Awad: E-Commerce**, Prentice hall, India.
- 4) **Dewan Bhushan: E-Commerce**, S.Chand Publications Pvt Ltd.

## **M-406d OPERATING SYSTEM**

**Objective:** The objective of this course is to make the students familiar with the terms and techniques of operating system. This course will help students to understand the various management techniques of the system, time allocation, memory management, disk management and process management with file system etc.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

**Theory – 50**

**Practical – 20**

## **COURSE CONTENT**

### **Segment I**

Operating system, mainframe system, multiprocessor system, real-time system etc. Process management- processes, scheduling, threads- overview, CPU scheduling, process synchronization, deadlock.

### **Segment II**

Storage management- memory management, segmentation, virtual mamory, demand paging, swapping, paging. File system interface, allocation methods.

### **Segment III**

Disk structure, disk scheduling, mutual exclusion, concurrency control, deadlock handling, and security. etc.

### **Suggested Readings:**

- 1) Silberschatz,gagne galvin: “Operating system concepts”, Wily student edition.

# E INTERNATIONAL BUSINESS MANAGEMENT

## M-303e STRATEGIES OF MULTINATIONAL COMPANIES

**Objective:** This course design is intended to provide significant exposure to issues related to international business strategy within the context of global markets and competition.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

#### **Segment -I**

Concept of MNCs, Drivers of globalization, foreign direct investment theories and factors influencing FDI.

#### **Segment-II**

Culture Differentiation and Multinational Management- culture, cultural norms, cultural values, cultural beliefs, cultural symbols, and cultural rituals.

Strategic Management in Multinational Company: Content and Formulation- Competitive advantage, differentiation strategy, low-cost strategy, competitive scope and value chain.

#### **Segment-III**

Multinational Strategies: Content and Formulation- local-responsiveness solution, global integration solution, and the global-local dilemma. Four broad multinational strategies.

Entry strategy and strategic alliances- Basic entry decisions, Entry modes, selecting an entry mode.

Comparative advantage- technology , production possibility frontier and terms of trade and gains from trade.

### **Suggested Readings:**

1. Hill Charles, W.L:International Business.Tata Mcgraw –Hill
2. Charles, V.N: International Economics Oxford University Press.
3. Hill Charles,W.L,Jain, Arun kumar:International Business.Tata Mcgraw –Hill
4. Sundaram Anant K & Stewart Black: The International Business Environment- text & cases, Prentice Hall of India.
5. News papers , Magazines and journals.

## M-304e INTERNATIONAL BUSINESS ENVIRONMENT

**Objective:** Modern business is not confined to domestic boundaries and it is across the sea. The scope and content of International business has been fast evolving in India and the impact of liberalization and technological advancement has crept in every sphere of business. The objective of the course is to enable the students to orient him with the changing environment of global business and realities of the Indian business environment.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

#### **Segment -I**

Recent phase of globalization & India in global economy

Entry modes of international business, the globalization debate: arguments for and against, trends in international trade.

#### **Segment -II**

The international business environment – political, economic, legal, social, cultural dimensions and international business.

Ethical issues in international business.

The global trading environment – introduction- Instruments of trade policy – trade barriers

#### **Segment -III**

WTO-future of WTO. Regional Economic integration –trading blocks -European Union –ASEAN, NAFTA, SAARC,.

International Monetary system & IMF, World Bank, foreign exchange market – trading mechanism-exchange rate determination.

### **Suggested Readings:**

1. Morrison, J: The International business Environment , Palgrave Macmillan.
2. Jain Subhash, C: International Marketing management, CBS publishers.
3. Subbarao, P: International business, Himalaya Publishing House
4. News papers , Magazines and Journals.

## **M-305e STRATEGIC INTERNATIONAL MANAGEMENT**

**Objective:** This paper is designed to develop an understanding of strategic issues of a global firm and developing & governing organizational and operational issues of international business. It enables the scholars to know about 'late industrialization' in developing countries.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

#### **Segment -I**

Globalization & 20th century.

The process of 'late industrialization' in developing economies.

Big Business and Multinationals: Patterns in historical evolution. Anti-dumping, WTO and the political economy of multilateral trading system.

#### **Segment -II**

Global Sourcing: Strategic Review of the BPO industry. Global manufacturing Management and global logistic management

HR Issues in international business.

Accounting differences in international business

#### **Segment -III**

Strategic trade and industrial policy. Late industrialization and globalization of firms from developing economies. Growth of high-tech industries in developing economies Globalization of Chinese firms. Competition from foreign firms and reaction of domestic enterprises in India in 1990s.

#### **Suggested Readings:**

1. Hill Charles, W.L:International Business.Tata Mcgraw –Hill
2. Hill Charles,W.L,Jain, Arun kumar:International Business.Tata Mcgraw –Hill
3. Sundaram Anant K & Stewart Black: The International Business Environment- text & cases, Prentice Hall of India.
4. Batra, G.S< Dangwal: International Business – New trends, Deep & deep publication.
5. News papers, Magazines and journals.

## **M-404e EXPORT IMPORT MANAGEMENT**

**Objective:** The economic policies of a country, have under gone sea change and balance of payment and foreign exchange market are thoroughly changed. The course lay emphasis on these aspects along with export-Import related trade aspects.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

#### **Segment -I**

Introduction to International Marketing- International Marketing Environment, Preparing for international Marketing Strategies. WTO provisions on subsidies and countervailing duties, administration of countervailing duties, procedure for countervailing duties and emerging trends.

#### **Segment -II**

International Investment – types of foreign investments and its significance. Factors affecting international investments.

Export-Import Policy and Procedures-

export promotion schemes & Exim policy in depth

export –import procedures and documentation

#### **Segment -III**

Settlement of Disputes under WTO- Dispute settlement under WTO -rules, regulations and procedures relating to settlement of disputes under WTO.

International negotiations.

Regulations for international trade: Major laws governing India's Export –Import trade- Foreign trade development and regulation act, FERA, Pre shipment inspection quality control act, customs ac, international commercial practices.

### **Suggested Readings:**

1. Francis Cherunilam: International Trade &Export Management. Himalaya Publishing House
2. Jain Acharya: Export import - Procedures and documentation. HPH
3. Carbaugh, Robert J: International Economics, Thompson, South- western
4. News papers, Magazines and journals.

## **M-405e INTELLECTUAL PROPERTY RIGHTS**

**Objective:** The main objective is to enrich students with knowledge of intellectual property rights (IPR), the related protection systems, their significance and use of IPR as a tool for wealth and value creation in a knowledge-based economy.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

#### **Segment –I**

Introduction to Intellectual Property and the Indian Legal System. Indian Trademark Fundamentals, Management, Practice & Procedures. Copyright Fundamentals, Practice & Perspective.

#### **Segment –II**

Introduction to Patents, Key Concepts, Indian Patent Act & Practice. Geographical Indications. Designs Law & Practice. Trade Secrets & Confidential information. Plant Varieties Law, Biodiversity Law & Traditional Knowledge

#### **Segment –III**

Economic Effects of Intellectual Property,  
World Intellectual Property Organization, Criticism of intellectual property, Scams in intellectual property

#### **Suggested Readings:**

1. Pathak, Akhileshwar: legal aspects of Business, The Mcgraw Hill Companies.
2. Raju, Ram krishan, V Business Laws & Economic Legislations. HPH.
3. News papers, Magazines and journals.

## **M-406e INTERNATIONAL MARKETING**

**Objective:** The course design will make the students to know about the international marketing jargons. They would understand the differences between distinguish international marketing mechanics and domestic marketing models and approaches. It would facilitate the students in designing an international marketing strategy and address themselves to the challenges of international business.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

#### **Segment –I**

An overview to International Business and Trade Theories, Introduction to International Business. Free trade v/s Protection, International Business Environment-The Economic Environment, Social & cultural. Political Legal and Regulatory Environment, Competitive Advantage in Global Environment.

#### **Segment –II**

International Finance & Institutional Systems-Foreign Exchange. Balance of payments, Importing and Exporting. Trade Blocks, International Monetary Fund & World Bank, The Triad and the international business

#### **Segment –III**

International Marketing strategies- international market assessment, product strategies, promotion, pricing, place

Analyzing and targeting global market opportunities – Global customers, Global marketing Information systems and Research, segmentation targeting and positioning.

#### **Suggested Readings:**

1. Rugman, Alan M, Hodgets, Richard M: International Business, Pearson Education.
2. Keegan Warren, J: Global Marketing Management, Prentice hall Of India
3. Jain Subhash, C: International Marketing management, CBS publishers.
4. Cherunilam, Francis: International Marketing , HPH

## **F. PRODUCTION MANAGEMENT**

### **M-303f WORK STUDY**

**Objectives:** To expose students to the concept of productivity and various techniques of method study and work measurement, and help them develop abilities and skills required in a work study job.

#### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

#### **Division of Marks in Main Examination -**

*Max. Marks - 70*

### **COURSE CONTENT**

#### **Segment I**

Productivity and its measures, Concept of total time of a job, Total Work content and ineffective time. Introduction of Work study, Human factor in application of work study.

#### **Segment II**

Method Study – Definition, factors considered for selection of job, Process Chart Symbols, Recording Techniques, Critical examination, Principles of motion economy, micro motion study, Therbligs, Simochart.

#### **Segment III**

Work Measurement- Definition, Techniques, of Work Measurement, Work Sampling, Time Study – Procedure, Rating, allowances, concept to normal time and standard time. Predetermined motion time system.

#### **Suggested Readings**

- 1. ILO, Introduction to Work Study, Oxford & IBH**
- 2. Ralph M. Barnes, Motion and Time Study- Design and Measurement of Work, John Wiley & Sons.**

## **M-304f OPERATIONS RESEARCH**

**Objectives:** To provide a formal quantitative approach to problem solving through mathematical models. Although the application of tools and techniques are under ideal conditions but they form a basis for solving complex management problems..

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

An overview of Operations Research. Linear Programming Problems. Formulation. Graphical Method of solving LPP. Simplex Method, Concept of Artificial Variables, Sensitivity Analysis, Duality Problem.

### **. Segment II**

Queuing Theory - concepts and applications. Markov Chains – Transition Probabilities, Applications, Learning Curves. Dynamic Programming.

### **Segment III**

Extension of Linear Programming – Integer Programming and Goal Programming.

### **Suggested Readings**

- 1. Vohra N.D.**, Quantitative Techniques for Management, TATA McGraw Hill, New Delhi
- 2. Khandewal, Gupta, Agarwal, Ahmad**, Quantitative Analysis for Management, Ajmera Book Co., Jaipur
- 3. Kapoor V.K.**, Operations Research, Sultan chand and sons.
- 4. Taha S.**, Operations Research, Pearson Education.

## **M-305f VALUE ANALYSIS AND MANAGEMENT**

**Objectives:** To acquaint the students with the techniques of value analysis and their applications in product design and production process.

### **Division of Marks in Internal Assessment –**

***Max. Marks – 30***

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

***Max. Marks - 70***

**Numerical/Applied – 30**

## **COURSE CONTENT**

### **Segment I**

Value Analysis and Engineering – Managerial Approach, Introduction and History, Value Function and Costs, Problem Analysis and Solution.

### **Segment II**

Value engineering Techniques, Qualification of Value Specialist, Project Selection and setting of value engineering goals. Program action and implementation.

### **Segment III**

Measurement and Control of Value Engineering Programme. Recent Developments in value management.

### **Suggested Readings**

- 1. Miles, L.D., Techniques of Value Analysis and Engineering, McGraw Hill.**
- 2. H. Tuffy, Competition on Value Engineering, Indo American Society.**

## **M-404f PRODUCTION PLANNING AND CONTROL**

**Objectives:** To expose students to the basic aspects of Production Management. The course discuss the planning, organizing and controlling functions which are used on production shop floor of any manufacturing organization.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Introduction, Types of Production Systems, Functions of Production Planning and Production Control, Demand Forecasting – Purpose, Qualitative and Quantitative methods of Demand forecasting.

### **Segment II**

Production Planning – Objectives, Steps in Production Planning- Routing, Sequencing of Jobs, Johnson Model, Capacity Planning models, Scheduling – Gantt Chart, PERT and CPM, Concept of floats and slacks, Crashing of Network.

### **Segment III**

Production Control - Design of production control system, Dispatching, Expediting , Recording progress and follow up to improve future planning.

### **Suggested Readings**

- 1. Chase, Jacobs, Aqualino, Agarwal, Operations Management, TATA McGraw Hill, New Delhi**
- 2. Adams Everett E. , Ebert Jr. Ronald J., Productions and Operations Management, Prentice Hall of India, New Delhi**
- 3. Bedi Kanishka , Production and Operations Management, Oxford**

## **M-405f TOTAL QUALITY MANAGEMENT**

**Objectives:** To expose students to the basic aspects of Quality Management and the growing importance of quality in the competitive environment. TQM is a buzz word and all the companies whether manufacturing or Production Management.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Introduction, Quality – Definition, TQM framework, Gurus of TQM, Customer Satisfaction, Employee Involvement, Concept of KAIZEN and Continuous Improvement.

### **Segment II**

Tools & Techniques – Benchmarking, Quality Management Systems ISO 9000 Series of Standards, Environmental Management System – ISO 14000 Series, Total Productive Maintenance.

### **Segment III**

Statistical Quality Control - Control Charts for variables and attributes, O.C. Curve, Consumer Risk, Producer Risk, Sampling Plans.

### **Suggested Readings**

- 1. Chase, Jacobs, Aqualino, Agarwal, Operations Management, TATA McGraw Hill, New Delhi**
- 2. Besterfield Dale H., Besterfield-Michna, Besterfield Glen H., Besterfield-Sacre Mary, Total Quality Management , Pearson Education.**
- 3. Juran & Gryna, Quality Planning & Analysis.**

## **M-406f MATERIALS MANAGEMENT**

**Objectives:** To expose students to the basic management decision making situations in the organization of materials function and effective utilization of materials in an organization.

### **Division of Marks in Internal Assessment –**

*Max. Marks – 30*

**Sessional – 20**

**Class Participation – 10**

### **Division of Marks in Main Examination -**

*Max. Marks - 70*

## **COURSE CONTENT**

### **Segment I**

Nature and Scope of Materials Management, Make or Buy Decisions, Inventory Management, EOQ Models, Selective Inventory Control Techniques, Deterministic and Probabilistic inventory models.

### **Segment II**

Spare Part Planning & Control, Waste and Scrap Disposal, Store Keeping : Receiving, Storing , Inspection, Issuing Inventory, Valuation, Stock taking, Standardization and Codification.

### **Segment III**

Functions of Purchase Department, Purchase Procedure, Purchase Research, Vendor Analysis and Selection.

### **Suggested Readings**

1. Dobler D.W., Lee, L. and Burt D.N., **Purchasing and Materials Management**, McGraw Hill.
2. Westing J.H. , Fine I.F. and Zens G.J., **Purchasing Management** ,Wiley Eastern Ltd., New Delhi
3. Menon, **Store Management**, Macmillan , New Delhi.