



# **BANARAS HINDU UNIVERSITY**

**ORDINANCES GOVERNING**

**MASTER OF BUSINESS ADMINISTRATION (M.B.A.)  
&  
MASTER OF BUSINESS ADMINISTRATION  
(INTERNATIONAL BUSINESS) – MBA(I.B.)**

**Effective from Academic Session 2012-13**

*Offered by*

**FACULTY OF MANAGEMENT STUDIES**



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1. <b>Master of Business Administration</b>	
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# PART - 1

## Ordinances Governing

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### **Master of Business Administration & Master of Business Administration - (International Business) Degree Courses**

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**PART 1**

**ORDINANCES GOVERNING TWO YEAR  
MASTER OF BUSINESS ADMINISTRATION (MBA)  
and  
MASTER OF BUSINESS ADMINISTRATION  
INTERNATIONAL BUSINESS (MBA- IB)  
(FULL-TIME )  
(MBA & MBA-IB) COURSES  
(Effective from 2010-11)**

Under the powers conferred by Section 4 A of the Banaras Hindu University Act, 1915, as amended and under the provisions of Clause 3 of Section 18 of this Act, the Banaras Hindu University instituted the Two-year (Four Semester) Master of Business Administration (MBA) Degree Course with effect from July 1, 1968. The following are the Ordinances relating to the revised and updated MBA Course to come in force from the academic **session 2010-11**.

**I. General Provisions**

1. The Programme of study leading to Master of Business Administration Degree (MBA) & Master of Business Administration – International Business Degree (MBA-IB) of the Banaras Hindu University shall be conducted in the Department of Management Studies, on full-time basis, under the Faculty of Management Studies and shall be of two years (four semesters) duration.
2. The last date for receipt of applications for admission to these courses shall be fixed each year by the Dean, Faculty of Management Studies.
3. Admissions to MBA & MBA-IB Programme shall depend upon combined merit comprising of CAT score conducted by IIM for the corresponding year and marks obtained in GD and Interview to be held at FMS-BHU and availability of seats in the respective programmes on the date and time of counselling.
4. All admissions shall be finalized within the date notified by the University. Candidates not fulfilling the minimum eligibility conditions by 5<sup>th</sup> October of the year of admission, shall be removed from the rolls.
1. There shall be common application form for MBA and MBA-IB programmes. Candidates shall choose a programme at the time of admission counseling depending on the availability of seats. No Application Form shall be considered for admission unless it is complete in all respects including attested copies of the photographs of the candidates containing his/her signature thereon and all necessary documents are attached thereto, such as:
  - (a) Attested copies of mark-sheets of all the examinations passed;
  - (b) Certificate from the Head of the institution certifying that the candidate has appeared or will be appearing in the qualifying examination.
  - (c) Certificate from an appropriate authority certifying that the candidate belongs to Scheduled Caste/Scheduled Tribe/OBC or that the candidate is Physically Challenged.
2. The completed Application Forms for registration at FMS, BHU along with documents required under para 5 above shall be sent to the Dean, Faculty of Management Studies, BHU by a date fixed by the Admission Committee of the Department of Management Studies.

3. (a) Provisional admission to the Programme shall be made in order of combined merit comprising of CAT score of corresponding year of Indian Institute of Management, Group Discussion and Interview of shortlisted candidates at FMS, BHU. CAT score shall have 70% weightage and Group Discussion and Interview shall have 30% of weightage(15% each).
- (b) Candidates called for Group Discussion and Interview shall be required to remit a fee of Rs.1000/- or as decided by the Dean, FMS in the form of DD in favour of the Registrar, Banaras Hindu University payable at SBI, BHU.
4. Provisional admission cannot be claimed by any applicant as a matter of right. The provisional admission or readmission of an applicant shall be entirely at the discretion of the Admission Committee, which may refuse to admit any candidate without assigning any reason thereof.
5. Provisional admission shall be made strictly on availability of seats on the date of admission and the mere fact that call letter has been issued shall not entitle a candidate to claim admission.
6. The candidate granted provisional admission shall deposit fee within the period prescribed by the Dean, FMS failing which the admission shall stand cancelled.
7. Provisional admission of a candidate is liable to be cancelled by the Admission Committee at any time:
- (a) if it is detected that there is something against the candidate which would have prevented him/her from being admitted to the course
- (b) if the candidate is found at a later stage to have provided any false information, and /or
- (c) if he/she has been punished for an act of gross misconduct, indiscipline or an act involving moral turpitude.
8. The candidates admitted to the respective Programmes are required to submit the following certificates at the time of admission or latest by 05<sup>th</sup> November of the year of admission

A Migration Certificate from the University last attended in case the candidate has obtained qualifying degree from an Indian University other than Banaras Hindu University, certifying that he/she has passed the qualifying examination.

OR

A Transfer Certificate showing that the candidate has passed the qualifying examination from the institution last attended, if he/she has obtained qualifying degree from Banaras Hindu University.

9. Candidates should ensure that a pass port size photograph signed by them is pasted in the space provided for in the application form.
10. Candidates are advised to keep ten number of extra copies of the recent and identical photographs as are pasted on application form for future use, as and when needed.
11. The students of MBA & MBA-IB programme may be permitted to take part-time course of this University provided prior permission has been obtained from the two Heads of the Departments concerned.

12. There shall be an Admission Committee for MBA & MBA-IB admission, constituted under the provisions of Ordinances and consisting of the Dean or his nominee and two senior most members of the teaching staff of the Faculty. Admission shall be made in accordance with these ordinances and the rules made thereunder.

**A. Eligibility for MBA & MBA-IB Programme:**

Admission to the MBA & MBA-IB Programmes shall be made through CAT. Eligibility criteria defined under CAT shall be deemed as applicable provided candidates belong to categories other than SC / ST has secured a minimum 50% marks at the qualifying examination. For SC/ST candidates, at least 45% marks are required.

- (a) A graduate degree under 10+2+3 Pattern,  
**OR**
- (b) A degree in Agriculture, Technology, Medicine, Education or Law,  
**OR**
- (c) A Post-graduate degree in any discipline.

**Notes:**

1. The above qualifying degree must be obtained from any Indian University/Institution recognized by AIU/AICTE.
2. In order to be eligible for admission the candidate must have secured a minimum of 50% marks in aggregate at the qualifying examination as given above under a, b or c as the case may be. For SC/ST candidates, at least 45% marks are required.
3. A candidate appearing at the qualifying examination is required to furnish a certificate from the Head of the Institution where he/she is pursuing the course of study, to the effect that he/she has appeared or will be appearing in the qualifying examination to be concluded on or before June 30 of the year of admission.
4. If such a candidate is offered provisional admission, he/she must submit the proof of acquiring minimum eligibility criteria i.e., Marksheet of the qualifying examination by October 05 of the year of admission.

**B. Intake and Reservations in MBA & MBA-IB Programme**

The total intake in the MBA & MBA-IB Programmes shall be 46 each and there shall be reservation for the following categories as per Rules:

**Reservations:**

SC Candidates	15 % of the intake
ST Candidates	7.5% of the intake
PC Candidates	3% of the intake ( <i>on horizontal reservation basis</i> )
OBC Candidates	27% of the intake

- (a) The candidates seeking admission under the above categories must fulfill the minimum eligibility conditions and qualifying requirements.
- (b) The SC/ ST/OBC candidates must enclose attested copy of the caste certificate along with their Application Form stating that the candidate belongs to SC/ST/OBC Category.

The following are empowered to issue SC/ST/OBC Certificates:

- (I) District magistrate/ Additional District Magistrate/ Collector/ Deputy Commissioner/ Addl. Deputy Commissioner/Deputy Collector /Ist Class Stipendiary Magistrate/City Magistrate/Sub Divisional magistrate/ Taluka Magistrate/ Executive Magistrate /Extra Assistant Commissioner.
  - (ii) Chief Presidency Magistrate/ Addl. Chief Presidency Magistrate/ Presidency Magistrate.
  - (iii) Revenue Officer not below the rank of Tehsildar.
  - (iv) Sub-Divisional Officer of the area where the candidate and/or his family normally resides.
  - (v) Administrator/Secretary to the Administrator/ Development Officer (Lakshadweep Islands).
  - (vi) Candidate must note that certificate from any other person/authority shall not be accepted in any case.
- (c) 3% seats on horizontal reservation basis, shall be reserved for Physically Challenged Candidates (i) 1% for Visually Impaired (ii) 1% for Hearing Impaired (iii) 1% for Orthopaedically Handicapped.
- A candidate applying under PC category must attach a certificate by CMO, District Hospital. However, he/she shall be considered under PC category only after verification from the University Medical Board. Admit cards for admission shall be issued to such candidates only on production of the above-mentioned verification certificates from the Medical Board constituted by the University for the purpose.
- (d) Separate final merit list shall be prepared for the candidates under each of the above categories, taking into consideration combined merit of CAT, Group Discussion & Interview.
- (e) Vacant seats reserved for SC/ST/OBC candidates, if any, may be filled up as per Govt. of India rules.

### **C. Supernumerary Admissions in MBA & MBA-IB Programme**

#### **1. Admission Under Paid Seat Scheme :**

- (a) The Faculty may admit students under the supernumerary paid seat quota as per the norms fixed by the University from time to time and laid in the Information Bulletin for the concerned year of admission.
- (b) Candidates willing to take admission under paid seats are required to fill up their options when reporting for the Group Discussion.

#### **2. Admission of Foreign Nationals in MBA & MBA-IB Programme**

**Seats:** 15% of the regular seats.

All the application forms may be submitted in the office of the International Students Advisor, International Students Centre, BHU for processing for their admission. The International Students' Advisor, with the help of the Admission Committee constituted to look after the admission work of the foreign nationals shall examine the eligibility of each applicant to the course and also the equivalence of the qualifying examination passed by the candidate. The International Students Advisor shall issue the eligibility letter to the concerned foreign nationals if they are found eligible. If there is any problem regarding equivalence of the qualifying examination passed by the candidates, the same may be referred to the Equivalence Committee constituted for foreign nationals. The last date of admission in this category will be announced by the International Students Advisor. **Foreign Nationals are exempted from appearing in Written Test (CAT), Group discussion and Interview.**

**All the Foreign Nationals have to fulfill the following conditions:**

**a) At the time of submitting the application:**

- (i) All the Foreign Nationals should submit their application, along with the processing charges, on prescribed format, which can be freely downloaded from the website [www@bhu.ac.in](http://www@bhu.ac.in).
- (ii) The applications of scholarship-holding Foreign Nationals (under various schemes) required to be routed through the Indian Council for Cultural Relations /Ministry of Human Resource Development (Department of Education), Govt. of India, New Delhi.
- (iii) They hold a valid foreign passport.
- (iv) That they have adequate knowledge of English and/or Hindi as per the requirements of the Course.

**b) At the time admission:**

- (i) They have valid Residential permit in India granted for studies / student visa for the prescribed duration of the concerned Course.
- (ii) They fulfill the minimum eligibility requirements.

**c) General:**

- (i) The Degree/certificates of the candidates have been recognized and approved by the Association of Indian Universities (AIU)/Commonwealth Universities/ International Association of Universities (IAU) as equivalent to the corresponding Indian degrees/certificates.
- (ii) All the eligible Foreign Nationals are required to fill up the Registration Form prescribed by the University at the time of admission.
- (iii) The applicant should have completed 17 years of age and there is no maximum age limit for Foreign Nationals.
- (iv) The Inter-se merit among the applicants of various Foreign Nationals shall be decided by the “Core Committee for Admissions of Foreign Nationals”, which shall be deemed as final.

**d) Fee for the Foreign Nationals**

The quantum of processing charges and additional charges may be modified by BHU from time to time. Fee structure for all the candidates of Foreign Nationals is as under (Fee details available on website)

- (i) Processing charges (US \$ 50 /100): At the time of submitting the application
- (ii) Usual Course Fee (In INR) : At the time of Joining the Programme
- (iii) Additional Charges : At the time of joining the Programme

Further details regarding admission of Foreign Nationals are available on the website [www.bhu.ac.in](http://www.bhu.ac.in) which is updated periodically.



## II. ADMISSION PROCEDURES FOR MBA & MBA-IB Programmes

Admission to MBA & MBA-IB Programme at Faculty of Management Studies, BHU is based on the CAT- Score As such a candidate who is interested to take admission at FMS, BHU is also required to appear in **CAT** of corresponding admission year conducted by Indian Institute of Management. For this, a candidate must fill up CAT application form. Completed CAT application forms must be directly sent to the concerned IIMs on or before a date fixed for the purpose by IIMs. **The FMS, BHU uses CAT Score for short-listing candidates. IIMs shall have no role either in selection process or in the conduct of the course.**

Candidates are also required to register at **FMS, BHU** through separate application form.

### Notes:

1. Admission of the candidates to MBA & MBA-IB Courses shall be made on the basis of combined merit score of the CAT (conducted by IIMs) score, marks obtained in Group Discussion and Interview (conducted by FMS, BHU) and availability of seat on the date of admission provided he/she fulfils other eligibility conditions.
2. Non-appearance of the candidate in any of CAT, Group Discussion and Interview on the scheduled date and time shall disqualify him/her for admission.
3. In case in any one of the two categories of candidates viz., SC/ST, the required number of candidates for admission is not available, then candidates belonging to the other category (SC & ST as the case may be, if available), shall be called for admission in order of merit so as to make up the deficiency in the required number in any of the aforesaid two categories. This provision shall be applicable to candidates belonging to SC & ST categories only.
4. Mere appearance in the CAT, Group Discussion and Interview shall not entitle a candidate to be considered for admission to the course unless he/she fulfils the eligibility conditions. Applicants must fully satisfy themselves about their eligibility before filling the application forms of both, IIM - CAT and FMS, BHU.
5. Provisional admission shall be offered to the candidates in order of combined merit he/she secured in CAT, Group Discussion and Interview, including reserved category seats as per their position in the Merit List and the availability of seat in course on the date of admission.
6. In case there are more than one candidate securing equal ranks as obtained by the last candidate in order of merit in the list of candidates to be called for admission, the following *inter-se* ranking rules of the University shall be applicable.  
“In case the candidates have equal ranks then:
  - a. the candidate having secured higher marks in the qualifying examination is eligible;
  - b. In case the marks in the qualifying examination is also equal then the candidate senior in age shall be given preference”.
7. The mark-sheet of the qualifying examination of a candidate can be submitted on or before 5th October of the admission year and no extension shall be given in this regard on any ground. Confidential results/mark-sheets shall **not be accepted**. Only the Original Mark-sheet of the qualifying examination after official declaration of the results by the respective examining bodies shall be accepted. **Any other document (sealed or confidential mark-sheet) other than a proper mark-sheet issued by the authority like VC/Rector/PVC/Registrar/CE etc. in regard to marks obtained by a candidate shall not be entertained under any circumstances.**

8. A candidate provisionally selected for admission shall be required to fill the prescribed form, submit the required documents, collect his/her admit card for admission to the course from the office of the Department and pay fees by a date fixed for the purpose, otherwise the offer made to him/her will automatically stand cancelled.
9. In case any provisionally selected candidate fails to deposit the fee by the last date prescribed, his/her provisional admission shall be cancelled and the seat thus falling vacant shall be offered to the next candidate in order of merit under the specified category.
10. Waitlisted candidate shall be offered admissions strictly on the basis of ranking provided there is a vacancy in the Programme. Such waitlisted candidates shall have to deposit their fee latest by the date fixed by the Admission Committee.

### **III. CONDUCT OF THE PROGRAMMES OF MBA & MBA-IB**

A candidate admitted to the MBA & MBA-IB Programmes shall be permitted to appear at University Examinations only when he/she has been enrolled as a student of the Banaras Hindu University and has paid the Enrolment Fee prescribed hereinafter by the Ordinances.

1. To qualify for the MBA & MBA-IB Programmes, the candidate must earn the prescribed number of credit as contained in the Course structure / syllabus detailed herein after.
2. A student of the MBA & MBA-IB Programmes shall not be permitted to seek admission concurrently to any other equivalent or higher degree or diploma examination in the University.
3. All the Four Semester examinations of the MBA & MBA-IB Programmes shall be conducted by means of written papers OR partly, by means of written papers and partly by means of sessionals (internal assessment) and other examinations.
4. The MBA & MBA-IB I,II,III and IV Semester examinations shall be held once a year at the end of respective Semesters on such date and time as the University may prescribe.

However, a Second Examination shall be held for those who fail in the MBA & MBA-IB III and MBA & MBA-IB IV semester examinations after the main examinations.

5. All applications to appear at the MBA & MBA-IB Semester examinations shall be addressed to the Controller of Examinations and shall be presented within such time and all such applications shall be accompanied by a satisfactory character certificate from the Head of the Department of Management Studies. Every application form and fees shall be dispatched through proper channel so as to reach the Controller of Examinations on or before the date prescribed for the purpose.
6. Inter-University Ordinances for MBA & MBA-IB Programmes:
  - i) Notwithstanding anything contained in these Ordinances a student who is qualified under the foregoing Ordinances for admission to the University, and who is a member of some other Indian University, shall not be admitted to the University or any constituent College/Faculty thereof without the production of:
    - a) A leaving or transfer certificate signed by the Principal of the last college attended and certifying to the satisfactory conduct of the student mentioning the highest examination he/she has passed, and
    - b) A certified copy of all the entries against his/her name in the Enrolment Register of the University if such a copy is obtainable.

- ii) A student of some other Indian University shall in any case be admitted only at the beginning of the particular Programme which he/she proposes to take in the University.,

## **7. Scale of Tuition and Other Fees for MBA & MBA-IB Programmes:**

### **1. For Regular Students:**

All regular full-time candidates admitted and preparing for the MBA & MBA-IB I and II or III and IV semester examinations shall pay the fees according to the University decision as applicable from time to time.

### **2. For Students admitted under Paid Seat Scheme:**

- a) The candidates shall be required to pay annual fee of Rs. 75,000/- as the first installment at the time of provisional admission. This fee is to be paid through Demand Draft in favour of the Dean, Faculty of Management Studies, B.H.U. as course fee. Second installment of Rs. 75,000/- as course fee shall have to be paid before commencement of third semester class, failing which the student shall not be registered as a regular student in the third semester class.
- b) In addition to the above fee, such candidates are also required to pay regular fee in cash at the **Fee Counter** of the University.
- c) The Demand Draft of Rs. 75,000/- as course fee shall have to be deposited in the Faculty at the time of provisional admission. The Admit Card shall be issued only after the receipt of the Demand Draft of Rs. 75,000/- as course fee.

## **IV. ATTENDANCE RULES FOR MBA & MBA-IB**

- 1. A student is required to have full, i.e., 100%, attendance and condonation up to 30% can be considered for specific cogent reasons. Out of this 30%, only 10% condonation shall be permitted without taking any application from the student. Rest 20% condonation may be given by the Dean. Further, a student shall be deemed to have minimum percentage of attendance only if, apart from the above, he/she has attended at least 50% of the classes in each subject also. The cogent reasons for condonation are given below.
  - (i) Participation in NCC/NSC/NSS Camps duly supported by certificate.
  - (ii) Participation in University or College Team Games or Interstate or Inter-University tournaments, duly supported by certificate from the Secretary of the University Sports Board or President of the College Athletic Association concerned.
  - (iii) Participation in Educational Excursions, which form a part of teaching in any subject conducted on working days duly certified by the Dean/Principal, MMV.
  - (iv) University Deputation for Youth Festival duly certified by the Dean/Principal, MMV.
  - (v) Prolonged illness duly certified by the Medical Officer or the Superintendent, S.S. Hospital, Banaras Hindu University or any other Registered Medical Practitioner, provided such certificate is submitted to the Dean, Faculty of Science/Principal, MMV in time.
  - (vi) **No relaxation beyond 30% shall be considered in any case.**

2. The attendance of a newly admitted candidate shall be counted from the date of his/her admission, or date of beginning of classes which ever is later, while in the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However in case of promotion after declaration of results of supplementary examination (if any), the attendance will be counted from the date of admission in the respective case.
3. There shall be an Attendance Monitoring Committee in the Faculty the Chairmanship of the Dean.

## V. COURSE STRUCTURE AND SCHEME OF EXAMINATION

### 1. CREDIT: Definition

One instructional hour per week in a course during the semester shall be considered equivalent to one credit.

A credit can be earned from lectures/tutorials, practical/*viva-voce*, project/field work, report writing etc. Credits can also be awarded for industry visits and other course requirements such as dissertation, minor and major projects etc. The credits for an activity are given only when an activity is completed and cleared as prescribed in the syllabus.

### A. MBA PROGRAMME

Students of the two-year (four semester) MBA shall be examined in the following Courses in accordance with the syllabi or course prescribed in the following Ordinances. Only such elective Courses as are approved by the Head of the Department of Management Studies shall be selected by candidates.

#### **MBA I Semester:**

Course	Nature of the Course	Credit
MBA-111 Management Principles & Values	Core Course	4
MBA-112 Accounting & Financial Analysis	Core Course	4
MBA-113 Quantitative Techniques	Core Course	4
MBA-114 Managerial Economics	Core Course	4
MBA-115 Environment & Management	Core Course	4
MBA-116 Marketing	Core Course	4
<b>Total Credit</b>		<b>24</b>
BAC-001 Communication Skills	Open Choice (Audit Course)	2
BAC-002 SPSS and its Research Applications	Open Choice (Audit Course)	2
<b>Credit</b>		<b>4</b>

#### **MBA II Semester:**

Course	Nature of the Course	Credit
MBA-121 Organizational Behaviour & Ethos	Core Course	4
MBA-122 Management Accounting & Control	Core Course	4
MBA-123 Finance	Core Course	4
MBA-124 Research Methods in Management	Core Course	4
MBA-125 Operations Management	Core Course	4
MBA-126 Human Resource Management	Core Course	4
<b>Total Credit</b>		<b>24</b>
BAC-003 Personality Development	Open Choice (Audit Course)	2
BAC-004 GD/Interview Techniques	Open Choice (Audit Course)	2
<b>Credit</b>		<b>4</b>

**MBA III Semester:**

<b>Course</b>	<b>Nature of the Course</b>	<b>Credit</b>
MBA-211 Strategic Management	Core Course	4
MBA-212 Computer Application & MIS	Core Course	4
MBA-213 Entrepreneurship & Project Management	Core Course	4
MBA-214 Practical Training (8weeks) Presentation (4 Credit) Training Report (4 Credit)	Core Course	8
<b>Credit</b>		<b>20</b>
<b>Group A*: MARKETING</b>		
MBM-215 International Marketing	Elective (Limited Choice)	4
MBM-216 Consumer Behaviour	Elective (Limited Choice)	4
MBM-217 Advertising Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group B*: FINANCE</b>		
MBF-215 Financial Decision Making	Elective (Limited Choice)	4
MBF-216 Security Analysis & Portfolio Management	Elective (Limited Choice)	4
MBF-217 Management of Financial Institutions & Services	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group C*: HUMAN RESOURCE MANAGEMENT</b>		
MBH-215 Labour Legislation	Elective (Limited Choice)	4
MBH-216 Management of Industrial Relations	Elective (Limited Choice)	4
MBH-217 Management of Interpersonal & Group Processes	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group D*: OPERATIONS MANAGEMENT</b>		
MBO-215 Production Planning & Control	Elective (Limited Choice)	4
MBO-216 Materials Management	Elective (Limited Choice)	4
MBO-217 Operations Research	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group E*: INFORMATION TECHNOLOGY</b>		
MBI-215 Programming Using C & C++	Elective (Limited Choice)	4
MBI-216 System Analysis & Design	Elective (Limited Choice)	4
MBI-217 Data Base Management System & Electronic Spreadsheet	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Total Credit</b>		<b>32</b>
BAC-005 Soft Skill Development	Open Choice (Audit Course)	2
BAC-006 Computational Ability	Open Choice (Audit Course)	2
<b>Credit</b>		<b>4</b>

**MBA IV Semester:**

<b>Course</b>	<b>Nature of the Course</b>	<b>Credit</b>
MBA-221 Seminar in Business Policy	Core Course	4
MBA-222 Dissertation	Core Course	6
MBA -223 Viva Voce	Core Course	2
<b>Credit</b>		<b>12</b>
<b>Group A*: MARKETING</b>		
MBM-224 Sales & Distribution Management	Elective (Limited Choice)	4
MBM-225 Business & Services Marketing	Elective (Limited Choice)	4
MBM-226 Seminar in Marketing Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group B*: FINANCE</b>		
MBF-224 Management of Business Taxes	Elective (Limited Choice)	4
MBF-225 International Financial Management	Elective (Limited Choice)	4
MBF-226 Seminar in Financial Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group C*: HUMAN RESOURCE MANAGEMENT</b>		
MBH-224 Management of Change & Organization Development	Elective (Limited Choice)	4
MBH-225 Human Resource Development: Strategies & Systems	Elective (Limited Choice)	4
MBH-226 Seminar in Human Resource Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group D*: OPERATIONS MANAGEMENT</b>		
MBO-224 Logistics & Transportation Management	Elective (Limited Choice)	4
MBO-225 Quality Management	Elective (Limited Choice)	4
MBO-226 Seminar in Operations Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group E*: INFORMATION TECHNOLOGY</b>		
MBI-224 Internet Fundamentals & Web Designing	Elective (Limited Choice)	4
MBI-225 Electronic Commerce	Elective (Limited Choice)	4
MBI-226 Seminar in Information Technology	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Total Credit</b>		<b>24</b>
BAC-007 Cross Cultural Training	Open Choice (Audit Course)	2
BAC-008 Organizational Skills & Team Building	Open Choice (Audit Course)	2
<b>Credit</b>		<b>4</b>
<b>Grand Total</b>		<b>104 +16</b>

\*The students shall select one of the Groups for specialization.

**Minimum credit requirements for the MBA programme = 104 credits.**

**Elective Courses for MBA Programme:**

The students shall have to select any one of the following groups:

- Group A : Marketing
- Group B : Finance
- Group C : Human Resource Management
- Group D : Operations Management
- Group E : Information Technology

(Elective Groups in an academic year available for the purpose shall depend upon the facilities in the Department and enough number of students offering the group. The elective groups selected in III-Semester shall continue in IV-Semester as well)

## B. MBA-IB PROGRAMME

Students of the two-year (four semester) MBA IB Examination shall be examined in the following subjects in accordance with the syllabi or course prescribed in the following Ordinances.

### MBA IB I Semester:

Course	Nature of Course	Credit
<b>A. Core Course</b>		
	Core Course	4
MIB-111 Management Principles & Values	Core Course	4
MIB-112 Accounting & Financial Analysis	Core Course	4
MIB-113 Quantitative Techniques	Core Course	4
MIB-114 International Economics	Core Course	4
MIB-115 Global Environment & Management	Core Course	4
MIB-116 Marketing		<b>24</b>
<b>Total Credit</b>		
<b>B. Open Choice (Audit Course)</b>		
BAC-001 Communication Skills	Open Choice (Audit Course)	2
BAC-002 SPSS and its Research Applications	Open Choice (Audit Course)	2
<b>Credit</b>		<b>4</b>

### MBA IB II Semester:

Course	Nature of Course	Credit
<b>A. Core Course</b>		
	Core Course	4
MIB-121 Organizational Behaviour & Ethos	Core Course	4
MIB-122 Management Accounting & Control	Core Course	4
MIB-123 Finance	Core Course	4
MIB-124 Research Methods in Management	Core Course	4
MIB-125 Operations Management	Core Course	4
MIB-126 Human Resource Management		4
<b>Total Credit</b>		<b>24</b>
<b>B. Open Choice (Audit Course)*</b>		
BAC-003 Personality Development	Open Choice (Audit Course)	2
BAC-004 GD/Interview Techniques	Open Choice (Audit Course)	2
<b>Credit</b>		<b>4</b>

### MBA-IB III Semester:

Course	Nature of Course	Credit
<b>A. Core Course</b>		
MIB-211 Transnational Strategic Management	Core Course	4
MIB-212 Computer Application & MIS	Core Course	4
MIB-213 Entrepreneurship & Project Management	Core Course	4
MIB-214 International Marketing	Core Course	4
MIB-215 Overseas Buyer Behaviour	Core Course	4
MIB-216 Comparative International Management	Core Course	4
MIB-217 Practical Training (8weeks) (a) Presentation (4 Credit) (b) Training Report (4 Credit)	Core Course (No Choice)	8
<b>Total Credit</b>		<b>32</b>
<b>B. Open Choice (Audit Course)</b>		
BAC-005 Soft Skill Development	Open Choice (Audit Course)	2
BAC-006 Accounting for Non-Accounting People	Open Choice (Audit Course)	2
<b>Credit</b>		<b>4</b>

**MBA IB IV Semester:**

Course	Nature of Course	Credit
<b>A. Core Course</b>		
MIB-221 Seminar in Transnational Business Policy	Core Course	4
MIB-222 Export Management & Logistics	Core Course	4
MIB-223 International Financial Management	Core Course	4
MIB-224 International Banking & Business Laws	Core Course	4
MIB-225 Dissertation	Core Course	6
MIB-226 Viva Voce	Core Course	2
<b>Total Credit</b>		<b>24</b>
<b>B. Open Choice (Audit Course)</b>		
BAC-007 Cross Cultural Training	Open Choice (Audit Course)	2
BAC-008 Organizational Skills & Team Building	Open Choice (Audit Course)	2
<b>Credit</b>		<b>4</b>
<b>Grand Total</b>		<b>104 +16</b>

**Minimum credit requirements for the MBA-IB programme = 104 credits.**

## 2. Open Choice (Audit Courses) for MBA & MBA-IB Programmes

Open choice courses are meant for adding further value to the student's academic profile. Audit courses under this category are the courses which a student may opt under open choice category. It shall be open to the students of the Faculty and also to the students from across the Faculty, University wide. No examination shall be conducted for Audit courses however these courses shall be mentioned in the grade sheet only when the student attends atleast 80% classes in the course. Accordingly, these shall not be counted in the calculation of SGPA and CGPA.

In addition to the open choice / Audit Courses indicated above, the following issues/ areas have been identified by the Faculty wherein a teaching of 12-14 hours spanning over 3-6 days by an eminent person either from academic or corporate world shall be held. These courses shall be treated equivalent to one credit and shall have the status of open choice (Audit courses). These courses shall not be run on regular basis, but shall be run as per convenience of the Faculty and availability of the resource persons. The schedule of these courses shall be usually announced well in advance.

- ↳ Total Quality Management
- ↳ Enterprise Resource Planning
- ↳ Customer Relationship Management
- ↳ Micro and Small Enterprises
- ↳ Entrepreneurship Development
- ↳ Micro Finance
- ↳ Export Procedure and Documentations
- ↳ NGO Management/ Social Enterprise Development
- ↳ Health Care Management Or any other area which the Faculty deems fit in interest of the students.



### **3. Examination System in MBA & MBA-IB Programmes:**

Each theory/ practical/ seminar/ field work/project/ dissertation course shall be of 100 marks. For evaluation, the overall structure of the distribution of marks in a course shall be such that 30 marks are allotted to various assessments during the semester, while 70 marks shall be allotted for the end semester examinations.

#### **A). Sessionals (30 Marks):**

- (i) The assessment (sessionals) in theory courses shall comprise of class test/test(s) and semester reports/assignments and regularity in each of the courses offered by them.
- (ii) Such class tests, semester reports and/or assignments in each paper shall carry 30 marks, of which 20 marks shall be for class tests and quizzes and 10 marks for semester report(s) and/or assignment(s) and regularity. (The marks of 2 best class tests/quizzes be considered out of 3 class tests/quizzes)
- (iii) The semester report(s) and/or assignment(s) shall be submitted by the students to the teachers concerned, by a date fixed by the Head of the Department of Management Studies. After valuation of the semester report(s) and/or assignment(s), the teacher concerned shall submit the result to the Head of the Department of Management Studies who shall forward the same to the Controller of Examinations.
- (iv) The marks obtained in semester report(s) and/or assignment(s) shall be displayed on the Notice-Board.
- (v) Where candidate fails to take examination in any one or more papers or having taken the examination, has but failed to secure the minimum pass marks in any one or more papers or in the aggregate, his marks in the class tests, semester reports and/or assignments shall be carried forward to the subsequent examination.

#### **B). End Semester Examination and evaluation (70 marks):**

- (i) The question papers shall be set and the answer-scripts shall be evaluated by the teachers of the concerned courses. If there are more than one teacher teaching the course, the question paper shall ordinarily be set and evaluated by a teacher of the group, appointed by the Board of Examiners.
- (ii) The End Semester examination answer-scripts shall be shown to the students after evaluation by the concerned teachers within 7 days of the last examination for the semester. Thereafter, within a week, all the answer books along with the statement of marks shall be sent to the Office of the Controller of Examinations for declaration of the results.
- (iii) In case of any objection by a student in the evaluation, the same shall be looked after by a panel of two senior faculty members, to be nominated by the Dean, whose decision shall be final.
- (iv) **Once evaluated answer books are submitted to the Controller of Examination there shall be no reevaluation/re-totaling thereafter.**
- (v) Audit courses shall not be evaluated and also not accounted for SGPA/CGPA calculation. However, the prescribed minimum attendance in these courses shall be necessary.

**4. Practical Training Report, Dissertation and Viva-voce for MBA & MBA-IB Programmes:**

- (i) Every MBA & MBA-IB students is required to undertake practical training for a period of eight weeks in a reputed organization connected with industry, trade or commerce, approved by the Head of the Department of Management Studies. This Training Report is a part of the MBA & MBA-IB III Semester examination and is equivalent to 8 credits carrying 200 marks (100 marks for presentation and 100 marks for written report). It is required to be submitted to the Controller of Examination in duplicate on or before a specified date fixed for the purpose by the Head of the Department / Dean of the Faculty of Management Studies.
- (ii) The Practical Training Report submitted by the candidates for the MBA & MBA-IB degree is examined by an internal and an external examiner independently out of 100 marks and the average of marks secured is credited to the marks obtained by the candidate. If the difference in percentage of marks between the two examiner is 30% or more, the Training Report shall be sent to a third examiner. The marks given by the third examiner shall be final.
- (iii) Every student shall be required to make a presentation of his/her practical training report, including that of Project work undertaken by him/her during summer /practical training, before an audience consisting of all students and teachers of the Faculty. This presentation will be evaluated, out of 100 marks, by a board consisting of teachers of the Faculty nominated for this purpose by the Board of Examiners/Dean of Faculty/Head of the Department.
- (iv) Every MBA & MBA-IB student shall also be required to prepare a Dissertation preferably in his/her area of specialization under the supervision of a teacher of the Faculty. The topic of the Dissertation and the name of the supervisor earmarked shall be approved by a 'Dissertation Committee" formed for this purpose by the Head/Dean of the Faculty. This Dissertation shall be equivalent to 6 credits and constitute a part of the MBA & MBA-IB IV Semester Examination and shall carry 100 marks.
- (v) Each student may be asked to present Research Methodology of the Dissertation before the members of the Faculty for consideration and finalization.
- (vi) The Dissertation shall be submitted to the Controller of Examination in duplicate on or before a specific date fixed for the purpose by the Head/Dean of the Management Studies.
- (vii) The Dissertation shall be examined by two external examiners, who shall evaluate it independently out of 100 marks each. The average of these marks shall be credited to the marks obtained by the student. If the difference in percentage of marks between the two examiners is 30% or more, the Dissertation shall be sent to a third examiner. The marks given by the third examiner shall be final.
- (viii) The *Viva-voce* examination of the MBA & MBA-IB students shall be conducted at the end of the last semester having 2 credits and shall carry 100 marks. This comprehensive *Viva Voce* examination shall cover the entire programme. It shall be conducted by a board consisting of the Head of the Department, two senior most teachers of the Faculty and one external member of the rank of a Professor.

**5. Script and Duration of Examinations for MBA & MBA-IB Programmes:**

- (i) Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in Hindi or English language in the examination in all the subjects.
- (ii) Each individual paper shall be of three hours' duration and practicals, if any, shall also be of three hours' duration.

**6. Evaluation Pattern for MBA & MBA-IB Programmes:**

**(A) Point Scale for Grading**

**Award of Grades Based on Absolute Marks**

<b>Marks Range (Out of 100)</b>	<b>Grade</b>	<b>Grade Point</b>
90 - 100	S	10
80 - 89	A	9
70 - 79	B	8
60 - 69	C	7
50 - 59	D	6
40 - 49	E	5
Passed with Grace	P	4
00 - 39	F	0
Non-appearance in examination (Incomplete)	I	-
Audit Course	X	-

**Explanation:**

Latter grades **S, A, B, C, D, E and P** in a course mean that the candidate has passed that course.

**The F grade** denotes poor performance, i.e., failing in the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all courses in which he/she obtains "F" grade, until a passing grade is obtained.

**The I Grade:** The "I" Grade is awarded, when a student does not appear in the examination of course/courses. This shall be treated as "F" Grade.

**The Z Grade:** The "X" Grade is awarded, when a student successfully attends the audit course with minimum attendance requirement of 80%.

**Grace Rule:** Tabulators shall award grace marks as per the following guidelines:

- (1)** A student who fails in not more than 3 theory courses by total marks of not more than  $\frac{1}{2}$  the number of total theory courses of the semester (any fraction is rounded off to the next higher number), shall be awarded grade "P" (in place of grade "F") of Grade Point 4 in the concerned courses.
- (2)** Grace mark shall not be awarded for making up shortfall in minimum SGPA/CGPA or improving the grade.

**(B) Measurement of the student's performance in the programme:**

*SGPA : Semester Grade Point Average.*

*CGPA : Cumulative Grade Point Average.*

**Calculation of Semester Grade Point Average (SGPA) and  
Cumulative Grade Point Average (CGPA):**

$$(i). \quad SGPA = \frac{\sum_{i=1}^n C_i.P_i}{\sum_{i=1}^n C_i}$$

where,

$C_i$  = Number of credits assigned for the  $i^{\text{th}}$  course of a semester for which SGPA is to be calculated.

$P_i$  = Grade point earned in the  $i^{\text{th}}$  course.

$i = 1, \dots, n$ , represent the number of courses in which a student is registered in the concerned semester.

$$(ii). \quad CGPA = \frac{\sum_{j=1}^m C_j.P_j}{\sum_{j=1}^m C_j}$$

where,

$C_j$  = Number of credits assigned for the  $j^{\text{th}}$  course, up to the semester for which CGPA is to be calculated.

$P_j$  = Grade point earned in  $j^{\text{th}}$  course.

$j = 1, \dots, m$ ; represent the number of courses in which a student was registered up to the semester for which CGPA is to be calculated.

**Notes:** Audit courses shall not be evaluated and also not accounted for SGPA/CGPA calculation. However, the prescribed minimum attendance in these courses shall be necessary.

**8. PROMOTION AND SUPPLEMENTARY EXAMINATIONS OF MBA & MBA-IB:**

There shall be no supplementary examination for I & II Semesters. However, there shall be supplementary examination for III and IV Semesters after declaration of the results of IV Semester. Students failing in courses of III and IV semesters may appear in supplementary examination(s) or subsequent main examination(s).

**(A) I - Semester Course & Examination:**

The candidates who have taken admission in the I-Semester of a 2-year (IV-Semester) MBA& MBA-IB programmes in the session can be put in the following two categories on the basis of their attendance in the Semester:

- I. (i) Those who have put in the required minimum percentage of attendance for appearing in the I-Semester Examination and filled up the examination form in time for appearing at the I-Semester Examination.
- (ii) Those who did not put in the required minimum percentage of attendance for appearing at the I-Semester Examination or did not fill up examination form in time for appearing at the I-Semester Examination.

**Candidates under Category I(i)** are eligible for appearing at the examination of I-Semester, while **candidates under Category. I(ii)** are not allowed to appear at

the examination of the Semester. However, students who have not put in the minimum percentage of attendance or did not fill up the Examination form in time in Semester shall be allowed to take re-admission in the I-Semester.

**II.** After appearing at the Examination of I-Semester the candidates can be put in the following categories in the context of declaration of the results of the I-Semester Examination:

- (i) **Passed**, i.e., those who have passed in examinations of all courses of the Semester.
- (ii) **Promoted**, i.e., those who have not passed in examinations of all the courses of the Semester.
- (iii) **Minimum passing grade** – Grade ‘E’ for each course. However, candidates with grade ‘P’ in a course shall also be considered as passed in that course.
- (iv) **Promotion to Second Semester:**  
All students who have put in the minimum percentage of attendance in I-Semester and filled up the examination form in time shall be promoted to the II-Semester.

**(B) II-Semester Course & Examination:**

As in the I-Semester, in all subsequent Semesters, all the candidates who have put in the minimum percentage of attendance for appearing at the Examination and have filled in the examination form in time for appearing at the End Semester Examination shall be allowed to appear at the respective examinations. However, students who have not put in the minimum percentage of attendance or did not fill up the Examination form in time in Semester shall be allowed to take re-admission in that Semester.

**(C) Declaration of results after II-Semester (based on the results of I and II-Semester Examinations):**

After declaration of results of the I & II-Semesters, a candidate can be put in the following categories:

- (i) **Passed:** A candidate who has passed in examinations of all the courses of the I & II-Semesters.
- (ii) **Promoted:** A student, who has not passed in all the courses of either I or II Semester or both, shall be promoted to the III-Semester if he/she has obtained at least 4.0 CGPA. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester as ex-students.
- (iii) **Failed:** A candidate who has obtained less than 4.0 CGPA in the examinations of I and II-Semesters taken together shall be treated as failed.

**Note:** *There shall be no supplementary examination for the courses of I and II-Semesters.*

**(D) Promotion to the III-Semester:**

- (i) A candidate who comes under the category '**Passed or Promoted**' is eligible to be promoted to the III-Semester, if otherwise eligible.
- (ii) Failed candidates shall not be promoted to the III-Semester. However, they shall be promoted to the third semester when they become eligible to come under the category of either 'Passed' or 'Promoted' as explained above after passing the failed courses in the subsequent available examination(s) as ex-students.

**(E) Promotion to the IV-Semester:**

All students who have put in the minimum percentage of attendance in III-Semester and filled in the examination form in time shall be promoted to the IV-Semester.

**(F) Declaration of Results after IV-Semester (Based on the results of the I, II, III and IV-Semester Examination):**

After declaration of results of III and IV-Semesters, a candidate can be put in the following two categories:

- (i) **Passed:** A candidate who has passed in all the courses of I, II, III and IV Semesters and obtained at least CGPA of 5.0.
- (ii) **Failed:** All those students who have not "Passed" shall be categorized as "Failed".

Such failed students may clear their failed courses in subsequent examinations as ex-students. There shall be a provision of supplementary examinations for III and IV Semesters after declaration of results of IV Semester. Students failing in courses of III and IV Semesters may appear in the supplementary examination or subsequent main examination(s).

**(G) DECLARATION OF DIVISION:**

A candidate who has passed in all the papers/ courses of I<sup>st</sup>, II<sup>nd</sup>, III<sup>rd</sup> and IV<sup>th</sup> Semesters of 2-year PG programmes taken together shall be declared as 'Passed'. Such passed candidates may be awarded with the division according to the following criteria:

- (i) First Division with distinction : CGPA 8.5 and above
- (ii) First Division : CGPA 6.5 and above, but below 8.5
- (iii) Second Division : CGPA 5.0 and above, but below 6.5

**Note:** The SGPA and CGPA shall be computed upto 2 places of decimals (truncated at the second place).

The conversion formula for converting CGPA to the corresponding Percentage of Marks will be as follows:

$$X = 10 Y - 4.5$$

where, X = Percentage of Marks

$$Y = \text{CGPA}$$

**(H) RANKING TO THE CANDIDATES:**

Ranking shall be given to only those candidates who pass all the courses of the programme in one attempt.

Notwithstanding any provision in the ordinances to the contrary, the following category of examinee is also eligible for ranking:

The student who, having been duly admitted to a regular examination of the programme, was unable to take that examination in full or in part due to some disruption of examination, and took the next following examination of that programme and passed the course(s).

The marks obtained by him/her at the examination shall be considered as the basis for the University Ranking, Scholarships and other distinctions.

In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility therefore.

**(I) Maximum duration for passing the MBA & MBA-IB Programmes:**

The maximum duration in which a student enrolled in the MBA or MBA-IB course for completion of the course shall be eight years.

**9. Admit Card (for End Semester Examinations)**

A candidate may not be admitted into examination room unless he/she produces his/her admit card to the officer conducting the examination or satisfies such officer that it shall be subsequently produced.

The Controller of Examinations may, if satisfied that an examinee's admit card has been lost or destroyed, grant duplicate admit card on payment of a further fee of Rs. 10/-

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## PART - 2

### Course Syllabi of

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### **Master of Business Administration Degree Course**

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## **MBA - I SEMESTER**

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### **MBA-111 : MANAGEMENT PRINCIPLES AND VALUES**

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#### **COURSE OBJECTIVE**

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

#### **COURSE STRUCTURE:**

- ➔ **Concept of Management:** Its nature, scope and purpose. Managing Science or Art. Management Vs Administration, Skills of a Manager. Organisation and its pervasiveness. Reasons for organizations. Significance of Goals in Organisations.
- ➔ **Evolution of Management Thought:** Scientific Management. Frederick W.Taylor. Contributions and Limitations of Scientific Management Theory. Classical Organisation Theory. Contributions and Limitations of Classical Organisation Theory. Henry Fayol's Principles of Management, Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organisations as Socio-technical systems. The contingency approach to Management.
- ➔ **Organisation Structure:** Formal and Informal organisations. Forms of formal organisation structures. Line and staff organisation. Functional Organisation. Product/Market Organisation. Project organisation and Matrix organisation. Benefits and Cost of Informal Organisations.
- ➔ **Decision-Making:** Phases of Decision-Making. Problem Discovery. Problem Definition. Goal Setting. Developing Alternatives, Evaluating alternative and Making choices, Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Group as Decision- maker. Individual Vs. Group Decision-making.
- ➔ **Management Process:** Plans and Decision Making. Basic Steps in Planning. Operational Plans. Single use Plans. (Policies, Strategies) and standing plans (Projects, Programmes, Budgets). Forecasting.
- ➔ **Organizing:** Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralisation. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Classical guidelines for delegation and its limitations. Effective Delegation. Factors influencing Decentralisation. Centralisation Vs. Decentralisation.
- ➔ **Communication:** Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication. Overcoming Barriers to interpersonal communication. Communication in Organisation. Factors influencing organisation communications. Communication network within the organizations: Vertical, horizontal, diagonal and informal. Overcoming organisational barriers to communication.
- ➔ **Controlling :** The meaning of control. Steps in Control Process. Importance of Control. Types of Control Methods. Sources of Control. Design of the Control Process. Characteristics of effective Control System.
- ➔ **Values in Management:** Transnational environment and perspectives of business. Quality of work life ("QWL). Japanese Management Techniques. Search for Excellence. Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management. Self-development and lessons from Ancient Indian Traditions.

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#### **PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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#### **REFERENCES:**

1. James F.Stoner, et al. : Management
2. Harold Koontz : Management
3. V.S.P.Rao & P.S.Narayana : Organisations Theory
4. Katz & Kunn : Social Psychology of Organizations
5. Stephen L.Fink, R.Stephen Jenks & Robing D.Willits : Designing & Managing Organizations
6. Amitai Etzioni : Modern Organisations
7. Herbert G.Hicks : The Management of Organisations
8. Hugh J Arnold & Daniel E.Feldm : Organizational Behaviour

**COURSE OBJECTIVE:**

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

**COURSE STRUCTURE:**

- ➔ **Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).
- ➔ **Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality.
- ➔ **Valuation of Assets:** Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.
- ➔ **Financial Statement Analysis:** Financial Statements - Meaning, Nature and Limitations. Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical Vs. Horizontal Analysis. Internal Vs. External Analysis.
- ➔ **Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Classification of Accounting Ratio. Computation and interpretation of Liquidity Ratios. Leverage Ratios. Activity/ turnover Ratios and Profitability Ratios. Trend percentages and Common size statement. Funds Flow Statement - Meaning and Need. Preparation and Interpretation of schedule of working capital changes and Funds Flow Statement. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.
- ➔ **Price Level Changes and Accounting:** Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.

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**PATTERN OF EXAMINATION**

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements(carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCES:**

1. Guthman : Financial Statements Analysis
2. Myer : Financial Statements Analysis
3. Robert Anthony & Reece : Management Accounting - Text & Cases
4. Morton Backer : Modern Accounting Theory
5. Roy, A.Foulke : Financial Statement Analysis
6. Shukla & Grewal : Advanced Accounts
7. Mukherjee & Roy : Studies in Accounting Theory
8. Jain & Narang : Advanced Accounting

9. Khan & Jain : Management Accounting
10. Bhandari & Kulshrestha : Essays in Accounting
11. Roy G.D. : A Survey of Accounting Ideas
12. Sehgal A., Sehgal D. : Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden John: Accounting for Management

**COURSE OBJECTIVE**

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

**COURSE STRUCTURE:**

- ➔ **Theory of Probability:** Basic Concepts. Simple, Joint, Conditional and Marginal Probabilities. Addition and Multiplication Theorems. Prior and Posterior Probabilities. Mathematical Expectation and Baye's Theorem.
- ➔ **Probability Distributions:** Binomial, Poisson and Normal Distributions, Characteristics of the Normal Curve, Area Property of the Normal Curve. Use of Area Tables.
- ➔ **Probability and Decision Making:** Decisions under Certainty, Risk and Uncertainty. Decision Criteria. Minimax, Maximin, Maximax and Baye's Criteria. Certainty Vs. Uncertainty.
- ➔ **Construction of Pay-off and Loss Tables:** EMV, EOL, EPUC and EVPI. Expected Value and Utility. Objective and Subjective Probabilities, Decision trees and their application.
- ➔ **Programming Techniques:** Formulation of Linear Programming Problems. Simplex Method and its simple applications. Duality in Linear Programming. Primal and Dual.
- ➔ **Transportation problem:** Introduction. Initial Solution. North West Corner Rule. Lowest cost method. Vogel's approximation method. Optimality Test. Modified distribution method and stepping stone method.
- ➔ **Assignment Problem:** Introduction. Hungarian Assignment Algorithm. Maximization and Minimization cases.
- ➔ **Markov-Chain Analysis:** With special reference to Brand-switching.

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**PATTERN OF EXAMINATION :**

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

- |  |   |
|--|---|
| 1. Thompson, W.W.                              | : Operative Research Techniques                 |
| 2. Acoff & Susoni M.                           | : Operations Research                           |
| 3. Levin R.I, Rubin D.S. & Stinson J.P         | : Quantitative Approaches to Management         |
| 4. Cooke, W.P.                                 | : Quantitative Methods for Management Decisions |
| 5. Bierman H., Bonini C.P. & Housman, W.H.:    | : Quantitative Analysis for Business Decisions. |
| 6. Kanti Swaroop                               | : Operative Research                            |
| 7. Taha, H.A.                                  | : Operations Research                           |
| 8. Hillier, P.S. & Lieberman G.J.              | : Operations Research                           |
| 9. Gupta S.P.                                  | : Statistical Methods                           |
| 10. Shenoy G.V., Sherma S.C. & Srivastava U.K. | : Operations Research for Management            |
| 11. Sharma J.K.                                | : Quantitative Techniques & Operations Research |
| 12. Vohra ND                                   | : Operation Research.                           |

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**COURSE OBJECTIVE**

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

**COURSE STRUCTURE:**

- ➔ **Nature and Scope of Economics:** Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.
- ➔ **Demand Analysis and Demand Forecasting:** Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting.
- ➔ **Indifference Curve Analysis:** Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.
- ➔ **Cost Analysis:** Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.
- ➔ **Market Structure and Product Pricing:** Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.
- ➔ **Factor Pricing:** Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.
- ➔ **Profit Analysis and profit Forecasting:** Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization.
- ➔ **National Income:** Definition of national income. Product and money flows. Measurement of National Income – Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India's National Income.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Peterson & Lewis : Managerial Economics
2. Haynes, Mote & Paul : Managerial Economics
3. Laidler : Introduction to Micro Economics
4. Warren Haynes : Managerial Economics
5. Joel Dean : Managerial Economics
6. Varshney R.L. & Maheshwari: Managerial Economics
7. Dewett : Modern Economic Theory
8. Diwedi D.N. : Managerial Economics
9. Gupta G.S. : Managerial Economics
10. Gupta G.S. : Macro Economics – Theory and Applications

**COURSE OBJECTIVE:**

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business enterprises.

**COURSE STRUCTURE:**

- ➔ **Introduction:** Concept and characteristics of business environment. An overview of various dimensions of business environment. Relevance of business environment to business.
- ➔ **Economic environment of India:** Pattern of, trends in and development strategies of economic development in India since independence. Role of agriculture in Indian economy. Industrial growth in India. Broad features of India's industrial policy. Small-scale industries in India – their role in Indian economy and government policy. Role of public and private sectors in the economic development of India.
- ➔ **Economic policies of the government:** Pricing Monetary and fiscal policies in India – their broad features and trends.
- ➔ Participative, regulatory and promotional roles of governments of India.
- ➔ **Social and cultural environment in India:** Salient features of Indian society – class and caste structure of Indian society. Secularism in Indian society. Rural urban differences. Joint family system. Business participation in social and cultural affairs.
- ➔ **Political and legal environment in India:** Political institutions in India – Legislature, Executive and Judiciary – A brief review of their functions. Indian constitution – fundamental rights and directive principles and their influences on Indian business. Centre-state relationships.
- ➔ **Law of Contract:** Nature and elements of a contract. Offer and acceptance. Consideration, capacity to contract. Free contract.
- ➔ **Laws relating to sale of goods:** Nature of contract of sale. Condition and warranties. The doctrines of Caveat Emptor. Transfer of ownership.
- ➔ **Company law :** Formation of a company . Memorandum and articles of association. Nature and contents. Relevant provisions of MRTP Act, FEMA, SEBI.
- ➔ **Environment Management System:** EMS Standard. ISO 14000. Environmental auditing. Clearance/permissions for establishing an industry.
- ➔ **Technological environment in India:** Trends in Technological Environment in India. In House R&D in Indian Industries. Technological collaboration and government policy.

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCES:**

1. N.K. Sharma : Business Environment in India.
2. K Ashwathappa : Essentials of Business Environment
3. F Cherunilam : Business Environment
4. Dutt and Sundaram : Indian Economy
5. A.N. Agrawal : Indian Economy
6. Vatsyanam : Indian Society and Social Institutions
7. N.D. Kapoor : Elements of Commercial Laws
8. N.K. Ubroi : Environmental Management
9. G.N. Pandey : Environmental Management

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**COURSE OBJECTIVE**

The objective of this course is to give the student an insight into one of the most important functions of an enterprise - MARKETING to make him/her acquainted with the major decision areas in the field of marketing.

**COURSE STRUCTURE**

- ➔ **An Overview of Marketing:** What is marketing? Marketing concepts and tools. Corporate orientations towards the market place. The Marketing process. Tasks of Marketing.
- ➔ **The Marketing Environment:** External and Internal Marketing Environment. Macro and Micro Environment.
- ➔ **Marketing Information Systems:** Gathering information for decision making. The information system in marketing and the role of MIS in decision making.
- ➔ **Segmenting and Targeting Markets (STP Strategy):** Rationale for Market Segmentation. Bases for segmenting markets. Steps in segmenting. Strategies for selecting target markets. Positioning.
- ➔ **Product Decisions:** Product mix. Product life cycle. New product development process. New product adoption process. Branding and packaging decisions.
- ➔ **Pricing Decisions:** Importance of Price. Pricing objectives. Determinants of price. Setting the right price.
- ➔ **Promotion Decisions:** The communication process. Barriers to marketing communications. The role of promotion in the marketing mix. The different elements of the promotion-mix. Factors that affect the promotion-mix. Developing the promotional plan.
- ➔ **Distribution Decisions:** Functions of marketing channels. Alternative channel arrangements. Marketing channel design decisions.
- ➔ **Managing Direct and On-line Marketing:** The Growth and benefits of direct marketing. Major channel for direct marketing. E-commerce.
- ➔ **Managing the Total Marketing Effort:** Formal vs informal control. How control works. Strategic control. Marketing audit.
- ➔ **New Issues in Marketing.**

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Phillip Kotler : Marketing Management Analysis, Planning & Control
2. Rosenberg : Marketing.
3. Kotler & Kox : Marketing Management & Strategy
4. Craverns Hills Woodruff : Marketing Management
5. Kotter & Armstrong : Principles of Marketing
6. Stanton & Others : Fundamentals of Marketing
7. Namakumari & Ramaswamy : Marketing Management
8. Panswar J.S. : Marketing in the Era
9. Chhabia & Grover : Marketing Management

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**C-121: ORGANISATIONAL BEHAVIOUR & ETHOS**

**COURSE OBJECTIVE:**

The course is intended to develop a basic understanding amongst the students about the ways in which behaviour and performance of individual organisation members influence the performance and effectiveness of the organisation as a whole and also about the ways organisations influence the thoughts, feelings and actions of their members. By understanding how organisations influence their members and how members in turn influence organisations, students may gain a valuable perspective on organisational events.

**COURSE STRUCTURE:**

- ➔ Nature and Scope of Organisational Behaviour: Concept of Organisation, Concept of Behaviour, Concept of Organisational Behaviour. The field of Organisational Behaviour. Individuals, Groups and Systems in Organisations. Manager's job.
- ➔ Perception: Perceptual Processes. The Role of object in Perception. The Role of Environment in Perception. The Role of Observer in Perception. Significance of Perception for Managers.
- ➔ Learning: Concept of Learning. Theories of Classical and Operant Conditioning. Learning Curves. Significance of Learning for Managers.
- ➔ Attitudes: Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.
- ➔ Motivation: Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. The Expectancy Model of Motivation. McClelland's Achievement Motives Worker's Job Maturity.
- ➔ Transactional Analysis: Transaction as Unit of Social Interaction, Three Ego States: Parent, Adult and Child. Four Life Positions.
- ➔ Group in Organisations: Concept of Group. Group Membership. Group Cohesiveness. Norms, Conformity, Deviance. Group Performance. Group Decision Making.
- ➔ Intergroup and Organisational Conflict: Concept of Conflict. Sources of Conflict. Changing views of Conflict: Functional and Dysfunctional. Dynamics of Organisational Conflict. Methods of Managing Conflict.
- ➔ Creative Processes in Organisations: Concepts of Creativity. Types of Creativity. Stimulating Creativity in Organisations. The Creative Climate/Culture.
- ➔ Influence, Power and Authority: Concept of Influence. Power and Authority, Sources of Power. The Basis of Formal Authority in Organisations.
- ➔ Leadership: Concept of Leadership. Trait Approach to Leadership. Behavioural Approach to Leadership. Situational Factors in Leadership. Path-Goal Theory. Leadership Styles. Successful Vs. Effective Leadership. Leadership Vs. Managership. Leadership Vs. Organisational Change.
- ➔ Management of Job Stress: The Nature of Job Stress. Sources of Job Stress. Consequences of Job Stress. Management Job Stress. Yoga & Stress. Lessons from Indian Scriptures for coping with stress.
- ➔ International Dimensions of Organisational Behaviour: Concept of Cross-Cultural Management. Variation in work Behaviour Across Cultures. Cross-cultural Communication Barriers. Managing Cultural Diversities.

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCE:**

1. Ernest R. Hilgard : Introduction to Psychology
2. Blair J. Kolasa : Introduction to Behavioural Science for Business
3. H. Joseph Reitz : Behaviour in Organisations.
4. Hugh J. Arnold & Daniel C. Feldman : Organisational Behaviour.
5. Joe Kelly : Organisational Behaviour
6. V.S.P. Rao & P.S. Narayana : Organisational Theory & Behaviour.
7. James, A.F. Stoner & R. Edward Freeman: Management
8. R. Wayne Mondy, Arthur Sharplin & Edwin B. Flippo : Management : Concepts and Practices.



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## C 122: MANAGEMENT ACCOUNTING AND CONTROL

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### COURSE OBJECTIVE:

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

### COURSE STRUCTURE:

- ➔ Introduction: Meaning, Functions, Scope and Limitations of Management Accounting. Financial Accounting Vs. Management Accounting.
- ➔ Responsibility Centres: Cost Centres, Profit Centres and Investment Centres. Inter divisional transfer pricing – concept and methods.
- ➔ An orientation to Cost Accounting: Purpose of Cost Accounting, Elements of cost. Kinds of costing, Classification of Costs, Methods of Cost variability.
- ➔ Standard Costing: Meaning, Types of Standard and their revision. Procedure of setting standard cost - Material, Labour and Overhead.
- ➔ Budgeting: Definition of a budget. Kinds of budgets. Preparation of a Budget. Budgetary Control. Flexible Budgeting. Zero Base Budgeting, Performance Budgeting.
- ➔ Variance Analysis: Meaning and its relevance to budgeting and standard costing. Kinds of Variances. Their use in making appraisal and fixing responsibility.
- ➔ Activity Based Costing: Concept, main activities and their cost drivers, developing ABC System.
- ➔ Break-Even Analysis: Meaning, Graphic presentation. Preparation of break-even charts and their interpretation. Managerial uses of Break-even analysis.
- ➔ Marginal Costing: Meaning of Marginal Cost. Analysis of Incremental costs and revenues. Management Application of Marginal Income Accounting.
- ➔ Discussion of real life business Cases.

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions One case study	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

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### REFERENCES:

1. Anthony Robert N. & Reece James S: Management Accounting
2. Anthony Robert N & Welsch Glenn A: Fundamentals of Management Accounting
3. Hongren Charles T. : Introduction to Management Accounting
4. Batty, J. : Management Accounting
5. Bhattacharya S.K. and Dearden John: Accounting for Management
6. Hingorani N.L., Ramanathan A.R. & Grewal T.S.: Management Accounting.
7. Khan M.Y. and Jain P.K. : Management Accounting.

8. Kishore Ravi M. : Taxman's Advanced Management Accounting
9. Jain Narang : Cost and Management Accounting

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**COURSE OBJECTIVE:**

The present course aims at familiarizing the participants with the basic principles, tools and techniques of financial management.

**COURSE STRUCTURE:**

- ➔ Concept and Dimensions of Financial Management: Objectives and Functions of Financial Management. Role of the finance manager.
- ➔ Forms of Business organizations and financial considerations underlying the choice of form of business organization.
- ➔ Capital Structure: Concept, Principles, Criteria of its determination, Trading Equity, Leverages, Operating and Financial, Indifference Point. (Capital Structure theories not included)
- ➔ Acquisition of funds: External and internal forms of corporate financing. External forms - Shares and Debentures. Internal forms - Ploughing Back of Profits. Forms of dividends, Factors affecting dividend policy, Dividend pay-out decision (Dividend theories not included).
- ➔ Financial Markets and Instruments: Nature and Significance of Money and Capital markets. Commercial Paper, Certificate of Deposit, Treasury Bills. Primary and Secondary Markets. Objectives, Functions and Indices of BSE and NSE. Concept of OCTEI.
- ➔ Concept of Futures and Options.
- ➔ Concept of Financial Institutions and their role in economic development: Indian Financial System. Financial Institutions – Types, Nature and Functions. Development Banks, Investment Banks. Investment Institutions and Commercial Banks. Challenges to Indian Financial Institutions and Banks in changing economic scenario.
- ➔ Working Capital Management: Meaning, Significance and Factors influencing the level of Working capital. Working capital management – Cash Receivables and Inventory Management.
- ➔ Concept of Cost of Capital and Capital Budgeting: Concept and significance of Cost of Capital and its computation. Concept and significance of Capital Budgeting appraisal Techniques for risk free projects.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	100

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**REFERENCES**

- |                                      |   |                                    |
|--------------------------------------|---|------------------------------------|
| 1. J.Fred Weston & Eugene F. Brigham | : | Managerial Finance                 |
| 2. Franklin R.Edwards & Cindy W.Ma   | : | Futures and Options                |
| 3. James Van Horne                   | : | Essentials of Financial Management |
| 4. Walker E.W.                       | : | Essentials of Financial Management |
| 5. Srivastava, R.M.                  | : | Financial Management               |
| 6. Srivastava, R.M.                  | : | Essentials of Business Finance     |
| 7. Prasanna Chandra                  | : | Financial Management               |
| 8. Pandey, I.M.                      | : | Financial Management               |

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## C-124: RESEARCH METHODS IN MANAGEMENT

**COURSE OBJECTIVE:** The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports. They are also expected to learn the basic quantitative and statistical tools of analysis to sharpen their research studies.

**COURSE STRUCTURE:** The course in this paper is divided into two Sections - Section (A) and Section (B). The former relating to the theoretical aspects of Research and the latter relating to tools and techniques of Quantitative and Statistical Analysis. Approximately, 40% of the time will be devoted for Section (A) and 60% for Section (B).

### Section (A)

- ➔ Meaning and Significance of Research in Management: Different Approaches to Research. Scientific Method of Investigation. Scientific Method and Non-Scientific Methods. Types of Research. Historical Studies. Case Studies, Survey, Statistical Studies, Experimental Studies and Simulation. Problems of Research in Management. Survey of Literature.
- ➔ Formulation of a Research Problem: Defining a Research Problem. Techniques involved in defining a problem. Research Designs Exploratory Research, Conclusive Research, Experimental and Laboratory Research, Field Investigations. Features of a good Research Design.
- ➔ Data Collection Methods: Primary Vs. Secondary Data. Collection of Primary Data. Observation Method, Collection of Data through questionnaires. Characteristics of a good Questionnaire. Indirect Methods of Data Collection. Selection of Appropriate method of Data Collection. Pitfalls in the use of Secondary data.
- ➔ Sampling Techniques Steps in Sampling. Probability sampling Vs. Non-Probability Sampling. Random Sampling and Stratified Sampling. Judgment Sampling. Size of a Sample. Sampling Errors.
- ➔ Scaling concept and its importance in business research studies: Important Scaling Techniques. Ratings and Ranking Scale Construction of Thurstone and Likert types of Scale and their uses in study of qualitative phenomena in management. Reliability and Validity of Measurements.
- ➔ Processing of Research Data and their Analysis and Interpretation: Editing, Coding, Classification and Tabulation. Application of Computers in processing and analysis of data.
- ➔ Research Report and its Significance: Steps in Report writing. Layout of a Research Report. Types of Research Reports. Citations and Bibliography.

### Section (B)

- ➔ Measures of Central Tendency: Arithmetic Mean, Mode, Median and Geometric Mean. Uses and Limitations of the measures of Central Tendency.
- ➔ Measures of Dispersion and skewness: Range, Mean, Deviation, Standard Deviation and Quartile Deviation. Mean  $\pm$  3 standard Deviation Concept. Skewness and its Measurement. Symmetrical and Asymmetrical Data. Coefficient of Variation.
- ➔ Correlation and Regression Analysis: Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.
- ➔ Analysis of Qualitative Data. Yule's Coefficient of Association.
- ➔ Importance of Index Numbers in business studies: Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.
- ➔ Analysis of Time Series: Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.
- ➔ Test of Significance and its Designing: Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Large Sample
- ➔ Tests of Variables and Proportions: Student's 't' test in small samples. Application of  $X^2$  test. Testing of coefficients of Correlation. Analysis of Variance. Latin Square Design.
- ➔ Introduction to some basic quantitative methods packages.

#### PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) ; Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

#### REFERENCES:

<ol style="list-style-type: none"> <li>1. Goods, William, J. &amp; Hatt Paul K.: Methods in Social Research.</li> <li>2. Young, Pauline V.: Scientific Social Surveys and Research.</li> <li>3. Karlinger, Fred N.: Foundations of Behavioural Research.</li> <li>4. Mohsin, S.M. : Research Methods in Behavioural Research.</li> <li>5. Kothari, C.R. : Research Methodology - Methods &amp; Techniques.</li> <li>6. Sharma R.D. : Research Methods in Social Sciences.</li> </ol>	<ol style="list-style-type: none"> <li>8. Mood, Alexander N.: An Introduction to the Theory of Statistics.</li> <li>9. Boot and Cox : Statistical Analysis for Managerial Decision.</li> <li>10. Richard, Leurin: Statistics for Management.</li> <li>11. Gupta, S.P : Statistical Methods.</li> <li>12. Mc Clave, T.T. : Statistical for Business and Economics.</li> <li>13. Shukla and Gulshan : Statistics.</li> <li>14. Gupta C.B. : An Introduction to Statistical</li> </ol>
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<p>7. Tandon B.C. : Research Methodology in Social Sciences.</p>	<p>Methods.  15. Vohra, N.D. : Quantitative Techniques in Management.  16. Mik Wisniewski: Quantitative Methods for Decision Making  17. Diwedi R.S. : Research Methods in Behavioural Sciences</p>
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## C-125: OPERATIONS MANAGEMENT

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**COURSE OBJECTIVE:** The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation.

### COURSE STRUCTURE:

- ➔ **Nature and Scope of Operations Management:** Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs. Project Management. Characteristic Features of Job, Batch and Flow Production. Automation & Mechanization. Duties and Responsibilities of Operations Manager.
- ➔ **Factors governing the location of a Plant:** Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials handling Equipments and their uses.
- ➔ **Productivity:** Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.
- ➔ **Work Study:** Concept, Definition and Objectives. Definition & objective of Method Study. Procedure for conducting Method Study. Flow Process Chart (Man type & Material type). Two handed process chart. Multiple activity chart. Principles of motion economy. Work sampling – Concepts, Definition and uses. Procedure for conducting work sampling. Time study – Definition. Procedure for conducting time study.
- ➔ **Arrow Diagramming and Network Analysis:** PERT Model. Determination of critical path. Distribution of Project completion time. CPM Model. Time/Cost Relation. Crashing of a Project.. Resource Allocation through Resource leveling and resource smoothing.
- ➔ **Operations Planning & Control:** Aggregate production planning. Master production scheduling. Materials requirements planning (MRP). Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting. Line Balancing.
- ➔ **Maintenance Management:** Maintenance objectives. Concepts, advantages and limitations of Break down Maintenance & Preventive Maintenance. Maintenance costs and the problem of their Minimization. Total Productive Maintenance (TPM).
- ➔ **Purchasing Management:** Objectives and Functions of Purchasing. Purchasing cycle. Vendor Rating.
- ➔ **Inventory Management:** Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. P & Q Inventory Models. Inventory classification systems. ABC & VED Analysis. JIT System of Inventory Management.
- ➔ **Statistical Quality Control:** Concepts of quality. Objectives of SQC. Chance Causes and Assignable Causes. Process control Charts for Variables & Process Control Charts for Attributes Acceptance sampling for attributes. Operating Characteristic (OC) Curves.
- ➔ **ISO 9000 standards,** Total Quality Management (TQM).

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### PATTERN OF EXAMINATION :

	Marks
1. <b>Theory Paper:</b> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <b>Sessionals:</b> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	100

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### REFERENCES:

1. W.J. Stevenson : Production/Operations Management (Irwin Pub.)
2. K.N. Dervitsiotis : Operations Management (Mc Graw Hill Int'al.)
3. E.J. Adam, Jr. & R.J. Ebert : Production and Operations Management (PHI)
4. E.S Buffa : Modern Production Management. (John Wiley)
5. J.L. Riggs : Production Systems - Planning, Analysis & Control.
6. Raymond Mayer : Production & Operations Management.
7. N Goither : Production & Operations Management.
8. R, Paneerselvam: Production and Operations Management (PHI)
9. N.G. Nair : Production & Operations Management. (TMH)
10. Chary S.N. : Production & Operations Management. (TMH)
11. K. Ashwathappa : Production & Operations Management. (HPH)
12. H.B. Maynard: Industrial Engineering Hand Book
13. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
14. O.P. Khanna : Industrial Engineering & Management.
15. P. Gopalakrishnan: Hand book of Materials Management.
16. Alan Muhlemann, John Oakland & Keith Lockyer : Production & Operations Management.

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## C-126: HUMAN RESOURCE MANAGEMENT

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**COURSE OBJECTIVE:** The basic objective of this course is to make the participants acquainted with the fundamental principles, concepts and problems and practices relating to different areas of Human Resource Management.

### COURSE STRUCTURE:

- ➔ Human Resources Management:- Concept, Objectives, Nature and scope of the Human Resource Management. HR Functions, Role of HR Managers, Challenges ahead, HR Policy and Its formulation.
- ➔ Human Resource Planning :- Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.
- ➔ Human Resource Acquisition: Meaning of Recruitment . Various sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialization.
- ➔ Development of Human Resources: Training – Meaning and Importance. Assessment of Training Need. Methods and procedures of training. Management Development Programmes, Purposes and Methods.
- ➔ Performance Appraisal: Concept, Objectives and Importance of Performance Appraisal. Methods of Performance Appraisal. Problems of Performance Appraisal. New developments in Performance Appraisal.
- ➔ Employee Compensation: Elements of compensation. Factors affecting compensation. Incentive. Job-Evaluation – Meaning and Importance. Methods of Job Evaluation.
- ➔ Discipline and Grievance Management: Causes of indiscipline. Management of Discipline. Causes of employees' grievance. Grievance procedure. Management of Employees' Grievance.
- ➔ Human Resource Auditing: Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

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### PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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### REFERENCES:

1. E.B.Flippe : *Principles of Personnel Management*.
  2. Arun Monappa & S.S.Mirza : *Personnel Management*.
  3. Strause & Sayles : *Personnel: The Human Problems of Management*.
  4. Blum & Naylor : *Social Foundation of Industrial Psychology*.
  5. Tiffin & Mc.Cormic : *Industrial Psychology*
  6. Dale Yoder : *Personnel Management & Industrial Relations*.
  7. Aswathappa K.: *Human Resource and personal Management* (Tata Mc Graw Hill , New Delhi 1997)
  8. De Cenzop, DA & Robbins SP: *Human Resource Management* (5<sup>th</sup> Ed. New York, John Wiley, 1994).
  9. Guy V & Mattock J : *The New International Manager* (London, Kogon Page, 1993)
  10. Holloway, J Ed. : *Performance Measurement and Evaluation* (New Delhi, Sage, 1995)
  11. Monappa, A & Saiyadain M.: *Personal Management* (II Ed. New Delhi, Tata Mc-Graw Hill, 1996)
  12. Stone, Lloyed and Leslie W Rue: *Human Resource and Personal Management* (Richard D. Irwin, Illinois, 1984)
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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## MBA - III SEMESTER

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### C- 131 : STRATEGIC MANAGEMENT

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**COURSE OBJECTIVE:** The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of these skills.

#### **COURSE STRUCTURE:**

- ➔ Introduction - Concept, Characteristics and Dimensions of Strategic Management. Emergence of Strategic Management, Concept in the Corporate World. Forces necessitating the adoption of Strategic Management Concept by foreign as well as Indian Companies. Corporate Strategy - Concept, Components and Functions. Formulating Corporate Strategy for a large enterprise - An overview.
- ➔ Nature, Components and Significance of Environmental Scanning.
- ➔ Analysing external environment opportunities and threats - Economic, Technological, Competitive, Political, Social and Cultural.
- ➔ Corporate Capability Analysis - Nature and Significance of Corporate capability analysis. Analysing corporate capability. Concept and Significance of Synergy. Analysing Synergy for strategy making.
- ➔ Core competence – Concept of core Competence and its cosmic features. Identifying core competence of a firm. Core Competence and leveraging. Significance of core competence concept in strategy making.
- ➔ Value Chain Analysis – Concept of Value Chain Analysis. Types of Value Activities. Value Chain Analysis and Linkages. Value System. Significance of Value Chain Analysis in strategy Making.
- ➔ Setting Corporate Objectives - Concept of Corporate vision, Purpose and Mission. Objectives and goal. Need for setting corporate Objectives. Process of setting corporate objectives. Forces interacting with corporate objectives - External and Internal.
- ➔ Identifying Strategic Alternatives - Stability strategy. Growth and Diversification Strategy, Mergers and Acquisitions and Retrenchment.
- ➔ Choice of corporate strategy – CIT, CASCADE and PORTFOLIO MODELS.
- ➔ Formulating Generic Competitive Strategies
- ➔ Implementing Corporate Strategy - Corporate Strategy and Corporate Legitimacy. Strategy and Structure

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#### **PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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#### **REFERENCES:**

1. Basil W. Fenning : Corporate Planning
2. Malville C.Branch : Corporate Planning
3. Barnard Taylor and John R.Sparket : Corporate Strategy & Planning
4. Andrews : Concept of Corporate Strategy
5. Russel and Ackoff : Concept of Corporate Planning
6. Glueck : Business Policy
7. Y.N.Chang & Filemon : Business Policy and Strategy
8. Newmann : Strategy, Policy and Central Management
9. David E.Hussey : Introduction to Corporate Planning.
10. R.M.Srivastava : Business Policy & Strategic Management
11. Newmann and Legman : Business Policy & Central Management
12. Mc Carthy and Others : Business Policy and Strategy
13. R.M.Srivastava and Divya Nigam : Corporate Strategic Management
14. Michael E.Porter : Competitive Advantage
15. Wright, Pringle and Kroll : Strategic Management
16. Rober J Allio & Malcolm W Pennington : Corporate Planning: Techniques and Applications.
17. Arthur A. Thompson Jr. & A.J. Strickland: Strategic Management
18. Michael Parter : Competitive Advantage
19. Ansoff, H. Ighor : Implanting Strategic Management
20. G. Hamel and C.K. Prahalad : Competing for the future





**COURSE OBJECTIVE:**

The objective of this course is to acquaint the students with the latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and retrieved.

**COURSE STRUCTURE:****Section - (A) :                                    COMPUTER APPLICATIONS                                    (Weightage - 60%)**

- ➔ Evolution of Computers: Introduction to Computer Hardware and Software. Problem Analysis. Flow Charts and Algorithm. Basic of operating systems with exposure to DOS, UNIX, and WINDOWS.
- ➔ Use of computers in business organizations: Impact of computers on Indian society. Popular office use of computers – one package each of word processing, relational database management system (RBDMS) and electronic spreadsheet.
- ➔ Data communication: Relevance and types of Data Base Management Systems.

**Section - (B):    MANAGEMENT INFORMATION SYSTEM                                    (Weightage - 40%)**

- ➔ Concept of MIS: Role of MIS in Managerial decisions making. Systems Approach and MIS Sources of Information. Computerized MIS and its advantages. Selecting a Computer. Selection and Training of Computer Personnel.
- ➔ Organizational aspects of Computerized Data Processing: Evaluation and Control of Data Processing. Office Automation System (OAS). Decision Support Systems (DSS). Executive Support Systems (ESS). Expert Systems.
- ➔ System Analysis and Design: System Life Cycle. Data Flow Diagram (DFD). Data Dictionary (DD). Simon's and Anthony's models in information system.
- ➔ Information Retrieval and its Techniques.

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**PATTERN OF EXAMINATION**

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Tanenbaum: Operating System : Design & Implementation.
2. Unger & Ahmed : Computer Science. Fundamentals (1979)
3. Bhatnagar, S.C. and Ramani K.V. : Computer and Information Management - A Premier for Practicing Managers.
4. Rajaraman : Fundamentals of Computers
5. O'Brien, J.J. : Management Information Systems – A managerial End User Perspective
6. Basandra : Computers Today
7. Leon & Leon : Fundamentals of Information Technology
8. Shepherd Introduction to Computers & Technology
9. V.K. Jain : Advanced Data Base Management System
10. D. Bharihoke : Fundamentals of Information Technology
11. Murdick, Ross & Claggett: Information System for Modern Management
12. Laudon & Laudon: Management Information Systems – Organization & Technology.

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## C-133 : ENTREPRENEURSHIP AND PROJECT MANAGEMENT

**COURSE OBJECTIVE:** The first part of the course is designed to familiarize the students with the concepts of entrepreneurship, entrepreneurial functions and the role the entrepreneurs are expected to play in a developing economy.

The second part of the course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

### COURSE STRUCTURE:

#### PART A:

- ↳ Entrepreneur & Entrepreneurial development: Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur. Role of entrepreneurs in socio-economic development of a country. Growth of entrepreneurship in India.
- ↳ Entrepreneurial competencies and skills: Meaning and components of entrepreneurial competencies. Developing competencies.
- ↳ Functions of an entrepreneur: Types of entrepreneurs. Entrepreneur, Intrapreneur and Professional manager.
- ↳ Women Entrepreneur: Concept and functions of women entrepreneurs. Problems of women entrepreneurs. Developing women entrepreneurs – recent trends.
- ↳ Factors influencing entrepreneurship : Individual factors. Environmental factors. Socio-cultural factors. Support systems.
- ↳ Entrepreneurial motivation: Motivation theories. Motivating factors. Achievement motivation.
- ↳ Entrepreneurial Mobility: Factors influencing mobility. Occupational Mobility. Locational Mobility.
- ↳ Entrepreneurial Development programmes (EDPs): Need and objectives of EDP. Course contents of EDP. Phases of EDP. Evaluation of EDP.
- ↳ Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs. (Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).
- ↳ Road Map for setting up a new venture.

#### PART B:

- ↳ Concept of a Project & Project Management: Characteristic features of a project. Project management vs. general management.
- ↳ Project life cycle and its different phases.
- ↳ Project feasibility study: Market feasibility, Technical feasibility. Financial feasibility.
- ↳ Social cost benefit analysis (SCBA): Basic concepts and rationale of SCBA. Meaning of Shadow price. Identification and quantification of different types of costs and benefits. UNIDO Approach and L.M. approach to SCBA. Social rate and discount. Shadow Price of foreign exchange and shadow price of wage rate.
- ↳ Prerequisites for successful implementation of projects.
- ↳ Evaluation and appraisal of projects: Project appraisal techniques.
- ↳ Project Control: Reasons for ineffective project control. Technique of project control.
- ↳ Preparation of project proposals. Case studies.

#### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

#### REFERENCES:

1. Vasant Desai : Entrepreneurial Development (Vol. I, II & III)	11. S. Choudhury : Project Management
2. C.B. Gupta & N.P. Srinivasan : Entrepreneurial Development	12. V. Desai : Project Management & Entrepreneurship.
3. S.S. Khanka : Entrepreneurial Development	13. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
4. David H. Holt : Entrepreneurship	14. B.M. Patel : Project Management
5. Siropolis : Entrepreneurship & Small Business Management.	15. P.K. Mattoo : Project Formulation in Developing Countries
6. P.N. Singh : Developing Entrepreneurship for Economic Growth	16. Stoiner & Ryam : Industrial Project Management
7. P. Drucker : Innovation & Entrepreneurship.	17. Harold Kerzner : Project Management – A systems approach to planning scheduling and controlling
8. Colombo Plan Staff College for Technician Education: Entrepreneurship Development	

9. Hisrich Peters : Entrepreneurship	18. United Nations: Manual for Evaluation of Industrial Projects
10. I.S. Malhotra & S.L. Gupta : Management of Small Scale Industries	19. H.P.S. Patwa : Project Reports & Appraisals.

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# MBA - IV SEMESTER

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## C-141 : SEMINAR IN BUSINESS POLICY

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**COURSE OBJECTIVE:** The present course is intended to provide the students an opportunity to apply their theoretical knowledge of concepts, principles, tools and mechanism of strategic management acquired in the preceding semester in the resolution of real life problems facing top management through case discussions.

### COURSE STRUCTURE

This course will primarily be handled through discussion of real life cases. However, a few introductory lectures will be delivered.

A. Lectures will be delivered on the following aspects:

- ∨ Concept, characteristics and dimensions of Business Policy.
- ∨ Functions of Business Policy.
- ∨ Inter-relationship among Business Policy.
- ∨ Management policy and corporate strategy.
- ∨ Constituents of Business Policy.
- ∨ Role and responsibilities of central management in formulation of Business Policy.
- ∨ Management of Strategic Change
- ∨ Corporate Strategy and Organizational Culture

B. Real life cases will be discussed on all those aspects, which are related to policy Formulation and execution.

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. One alternative set of question One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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### REFERENCES:

1. Newman and Legal : Strategy, Policy and Central Management
  2. Ronald Christanson & others: Business Policy - Text and Cases
  3. Donald F. Harvey : Strategic Management & Business Policy
  4. Malvin J. Sanford : Management Policy
  5. Michael Porter : Competitive Advantage
  6. G. Hamel & C.K. Prahalad : Competing for the Future
  7. William F. Glueck : Business Policy
  8. R.M. Srivastava : Management Policy and Strategic Management
  9. Taylor and Macmillan : Business Policy
  10. Mc Carthy : Business Policy and Strategy
  11. R.M. Srivastava : Corporate Strategic Management
  12. T. Elgainegegue : Designing Effective Organizations.
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## C-142 : DISSERTATION

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## C-143 : Viva Voce

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**(ELECTIVE GROUP - A: MARKETING)  
MBA – III SEMESTER**

**M-135 : INTERNATIONAL MARKETING**

**COURSE OBJECTIVES:** This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business.

**COURSE STRUCTURE**

- ↳ **Importance and Challenge of International Marketing:**
- ↳ Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Characteristics of International Marketing Executives.
- ↳ **Analysis of International Marketing Environment and Identifying Foreign Markets:**
- ↳ Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.
- ↳ **Promotion of International Marketing by Governmental and Non-Governmental Agencies:**
- ↳ Activities at super-national; national and sub-national levels; Governmental Agencies involved in Promoting International Marketing; Non-governmental agencies involved in promoting International Marketing.
- ↳ **International Marketing Intelligence and Research:**
- ↳ Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research.
- ↳ **Planning Entry and Operations Strategies:**
- ↳ Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.
- ↳ **International Product Policies:**
- ↳ Strategic Considerations in Making Multinational Product decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions.
- ↳ **International Pricing Decisions:**
- ↳ Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.
- ↳ **International Distribution System and Logistics:**
- ↳ International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.
- ↳ **International Marketing Communication:**
- ↳ Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising.

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCES:**

1. Durtney Brown : World Business.	9. R. Vernon: Manager : In the International Economy
2. David Carson : International Marketing	10. Winter and Mehta : Export Marketing Operations
3. David Leighton : International Marketing	11. TAS Balagopal : Export Management
4. Heary Deschampsnefe : Marketing Overseas	12. Varshney & Bhattacharya: International Marketing Management
5. Hess and Cateore : International Marketing	13. B.S. Rathore : Export Marketing
6. Patty and Vredenburn: Readings in Global Marketing Mgmt.	14. P. Saravanavel : International Marketing
7. Roland Kramer : International Marketing	15. Saxena & Kapoor : International Marketing
8. Rayans and baker : World Marketing	16. S.C. Jain : International Marketing Management

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## M-136: CONSUMER BEHAVIOUR

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**COURSE OBJECTIVE:** The purpose of this course is to explain the students the relevant concepts upon which the discipline of consumer behaviour is based and also to illustrate how consumer behaviour concepts are used by marketing practitioners to develop and implement effective marketing strategies.

### COURSE STRUCTURE

- ➔ Consumer Behaviour : Introduction: Introduction to Consumer Behaviour. Definition of consumer behaviour; Personnel Consumer Vs. Organisational Consumers. Consumer Behaviour and Marketing Strategy.
- ➔ Consumer Motivation: Concept of Motivation: Needs; Goals; Maslow's Hierarchy of Human Needs. Motivational Research.
- ➔ Learning and Consumer Involvement: Concept of Learning. Behaviour Learning Theories. Cognitive Learning Theories. Brand Loyalty.
- ➔ Consumer Perception: Concept of Perception. Dynamics of Perception. Consumer Imagery.
- ➔ Consumer Attitudes and Attitude change: The nature of Consumer Attitudes. Attitudes Formation. Changing Consumer Attitudes.
- ➔ Group Dynamics and Consumer Preference Groups: Definition of Group. Types of Groups. Consumer - relevant Groups. Reference Groups. Applications of the Reference Group Concept.
- ➔ Consumer Psychographic & Life Styles: Concept of psychographics and Life styles. Types of Psychographics Variables. Applications of Psychographic Analysis in Market Segmentation and Promotional campaigns.
- ➔ Personality and consumer Behaviour: The nature of personality. Theories of Personality. Personality and understanding consumer diversity.
- ➔ Consumer Decision-making and its Process: Concept of Decision Making. Levels of Consumer Decision Making. Four views of consumer decision making. A Model of Consumer Decision Making.
- ➔ Industrial Buying Behaviour: Organisational Buying Behaviour Vs. Consumer buying Behaviour. A Model of Organisational Buying Behaviour.
- ➔ Consumer Behaviour Audit:
- ➔ Consumer Behaviour studies in India:

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	<u>100</u>

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### REFERENCES:

1. Leon G. Schiffman & Daslic Lazar Kanuk : Consumer Behaviour
2. Thomas S. Robertson, John Zielinski & Scott Ward : Consumer Behaviour
3. James F. Engle, David T. Kollat & Roger D.B. Blackwell : Cases in Consumer Behaviour
4. Peter D. Bennett and Harold H. Kassjarj : Consumer Behaviour
5. J. Paul Peter & Jerry C. Olson : Consumer Behaviour : Marketing Strategy Behaviour
6. D.R. Sainy : Marketing - A Behavioural Approach.
7. John C. Mowen : Consumer Behaviour
8. Gerald Zaltman, Christian R.A. Pinson & Reinhard Angelmar : Metatheory and Consumer Research.
9. Francesco M. Nicosia : Consumer Decision Process
10. Jagdish N. Seth, Banwari Mittal & Bruce I. Newman : Customer Behaviour – Consumer Behaviour & Beyond.
11. James F. Engel & Ruger D. Blockwell : Consumer Behaviour
12. A Coskun Somli : International Consumer Behaviour
13. Henry Assael : Consumer Behaviour & Marketing Action.

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**COURSE OBJECTIVE:** This course is intended to give the student a broad perspective and penetrating understanding of advertising, its functions, roles and its creation.

**COURSE STRUCTURE:**

**Introduction to Advertising:**

- ↳ Defining Advertising. Types of Advertising. Roles of Advertising. Functions of Advertising. Evolution of Advertising. The three players in Advertising.
- ↳ The Effect of Advertising on demand.
- ↳ The Advertising Spiral, the Spiral as a Management Decision Tool.
- ↳ Ethical Issues in Advertising; The Criteria of Ethics; Problems of being Ethical; Ethical issues.

**Advertising Organizations and Facilitators:**

- ↳ Advertising Agency. Its role and functions. How Agencies are organized. How they are paid. Agency-client relationship. Other Advertising Services.
- ↳ **Media:** Types of Media and their characteristics.
- ↳ **Media Planning:** The functions of Media Planning in advertising. Setting objectives and strategies. Media selection procedures. Components of the Media Plan. The Cross-media concept. Media Buying. Media Research.
- ↳ **The Creative Side of Advertising:** What makes an idea creative? The creative concept development. Images and advertising. The creative process. Structure of an advertisement.
- ↳ **Advertising Campaigns:** The structure of a campaign plan. Evaluating the campaign.
- ↳ **Other Environments of Advertising:** Retail Advertising. International Advertising. Sales Promotion. Public Relations.
- ↳ **Advertising Evaluation:** Evaluating the Campaign as a whole. Some methods of advertising evaluation.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked giving reasons in not more than 50 words. Two short answer alternate set of questions One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Mohan M. : Advertising Management (Tata McGraw-Hill Co., New Delhi.)
2. Sandage, Fryburger & Rotzoll: Advertising Theory & Practices (Eleventh Edition.)
3. Sengupta : Cases in Advertising & Communication (SG)
4. Subroto Sengupta : Brand Positioning Strategies for Competitive Advantage.
5. Wright, Warner, Winter & Zeigler : Advertising
6. Asker & Myers : Advertising Management
7. Roderick White : Advertising: What it is and How to do it.
8. Dunn & Barban : Advertising : Its Role in Modern Marketing
9. Boyd & Newman : Advertising Management Selected Readings
10. Borden & Marshall : Advertising Management.
11. wells, Burnett & Mariarity : Advertising Principles & Practice
12. Otto Kelppner : Advertising Procedure
13. Chunawala & Sethia : Foundations of Advertising Theory & Practice
14. Rathor : Advertising Management
15. Bovee & Arens : Advertising

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**M-144 : SALES & DISTRIBUTION MANAGEMENT**

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**COURSE OBJECTIVE:** The purpose of this paper is to deliberate the areas in which executives make decisions in developing a sound sales and distribution policy.

**COURSE STRUCTURE:**

**SALES MANAGEMENT:**

**Introduction:**

1. Concept and Definition of sales management. The sales executive – his/her functions and qualities. Purpose of a sales organization. Determining the kind of sales personnel and size of sales force.
2. Recruiting and selecting sales personnel. Developing and conducting sales training programmes. Designing and administering compensation plans. Motivating sales personnel. Developing and managing sales evaluation programmes through territory and quota allocations. Sales control and cost analysis.

**DISTRIBUTION MANAGEMENT:**

- ➔ **Introduction:** The significance of physical distribution. Implications for physical distribution management. The physical distribution concept. A total systems perspective. Return on investment focus.
- ➔ **Marketing Channels' Structure, Functions & Relations:** Retailing and Wholesaling: Their definitions, structural dimensions, their relationships. Other channel intermediaries.
- ➔ **Channel Management:** Channel planning and choosing channel members. Mechanisms for achieving coordination and cooperation; causes of channel conflict. Effective conflict management. The need for channel leadership.
- ➔ **Organizational patterns in marketing channels:** Conventional Marketing channels. Vertical Marketing Systems. Voluntary and cooperative groups. Franchise system.
- ➔ **Channel Communications and information system:** Rudiments of channel communications. Channel communication strategy. Towards electronic Marketing channels. Sales force as an information source in marketing channels. Channel flows and channel communication.
- ➔ **Retailor communication through sales displays:**
- ➔ **Assessing marketing channel performance.**

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked giving reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCE:**

1. Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni : Sales Management Decisions, Strategies & Cases.
2. Dowing G.D. : Sales Management
3. Hudson C.L. : The Marketing Sales Operation
4. Wotrube T.R. : Sales management, Planning, Accomplishment & Evaluation (5297), Readings in Sales Management.
5. Wotrube T.R. & R. Oslen: Concepts & View-points (5298)
6. Thomas F. Stroh : Managing the Sales Function (7125)
7. Bober B. Anderson : Professional Sales Management (7221)
8. Benson P. Shapiro : Sales Program Management (7124)
9. Ansary & Cougham : Marketing Channels
10. Stern & Ansary : Marketing Channels

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**COURSE OBJECTIVE:**

The objective of this course is to lay a foundation for an understanding of the complex dimensions of Business and services marketing and to develop insights in to the emerging trends in these sectors.

**COURSE STRUCTURE:**

**A. Business Marketing:**

- ➔ Introduction
- ➔ Business Buyer Behaviour
- ➔ Segmentation of Business Markets
- ➔ Product Decisions
- ➔ Business Pricing
- ➔ Distribution and Channel Relations
- ➔ Business Marketing Communication

**B Services Marketing:**

- ➔ The service economy. Service providers and manufacturer's service. Classification of services. The development of services marketing. Technological developments in services marketing. International services marketing.
- ➔ Service Marketing mix. The 6 P's of service marketing.
- ➔ Differentiation and Positioning in services Marketing. Quality issues in marketing. Benchmarking. Developing quality standards and monitoring service quality.
- ➔ Special Aspects of services Marketing: Not for profit services marketing. Leisure services marketing. Tourism marketing. Charities marketing. Financial services marketing. Professional services marketing. The internationalization of services. The importance of after-sales service in consumer and industrial markets.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked giving reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<u>100</u>

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**REFERENCES:**

1. Goss, Banting, Meredith & Ford : Business Marketing
2. Hellen Woodruffe : Services Marketing (1997, Macmillan India Ltd.)
3. Palmer A : Principles of Services Marketing (1994 Mc Graw-Hill.)
4. Berry L & Parasuraman, A : Marketing Services (1991, The Free Press, Macmillan Inc.)
5. Ravi Shankar : Services Marketing
6. Payne Adrian : The Essence of Services Marketing (1996, PHI, ND.)
7. Philip Kotler : Marketing Management ( Millennium Edition, PHI)
8. Cherunilam Francis : Business Marketing (2001, Himalaya Publishing House, Mumbai)
9. Reeder R.R. Briety EG & Reader BH : Industrial Marketing, Analysis Planning & Control (1997, PHI Pvt. Ltd., ND.)
10. Tom Peter : Marketing Hospitality

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**Course Objective:**

This course is designed as an advance course in marketing. It is concerned with how to identify the key issues and important factors in selecting and developing a marketing strategy. It introduces the students to the approaches and problems of marketing decision-making. The course will be largely conducted through discussions of topics and various cases.

**COURSE STRUCTURE:**

- ➔ **Strategic Marketing:** Marketing - strategic challenge. The Marketing concept. Strategic Marketing Planning. The strategic marketing plan.
- ➔ **Marketing Situation Analysis:** Defining and analyzing markets. Defining product-markets. Analyzing product markets. Forecasting.
- ➔ **Analyzing Consumer and Organisational Buyers:** Types of buyer behaviour. Buyer decision making. Influence on consumer buyers. Organisational buyer behaviour. Influence on organisational buying.
- ➔ **Market Target Strategy:** Market Targeting Options. Steps in selecting a Market. Targeting Strategy. The basis of segmentation.
- ➔ **Marketing Program Positioning Strategy:** Setting marketing objectives. Choosing a positioning strategy.
- ➔ **Product Strategy:** Strategic role of product decisions. Product strategy. Branding strategy. Product Life Cycle Analysis. New product planning.
- ➔ **Price Strategy:** Strategic role of price. Guide to strategic price planning. Selection of a price strategy.
- ➔ **Distribution Strategy:** Strategic role of distribution. Distribution functions. Strategic alternatives. Selecting a channel strategy.
- ➔ **Promotion and Advertising Strategies:** The communication process. Promotion components. Promotion Strategy. Budgeting and Mix strategies. Advertising Strategy. Developing a personal selling strategy.

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. One alternative set of question. One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCES:**

1. David W. Cravens : Strategic Marketing
1. Kenneth E. Runyon : The Practical of Marketing
2. Rewoldt S.H., James D. Scott & Martin R. Warshan : Introduction to Marketing Management : Text & Cases.
2. Burns A.E. & D.W. Crovens : Reading and Cases in Marketing Management.
3. Ben M. Enis : Marketing Principles : (The Management Process)
4. Douglas J. Dairymph & Leonard J. Parson : Marketing Management (Text & Cases)
5. Kellye E.J. & W. Lazer : Managerial Marketing (Perspective & View-points)
6. Gordon Wills : Exploration in Marketing Management.
7. Harry L. Hausen : Marketing (Text & Cases)
8. Kuhlmeijer H.J. : Managerial Marketing
9. Boyd H.W. Jr. & M.C. Kapoor : Readings in Marketing Management.
10. John A. Howard : Marketing Management (Operating, Strategic & Administrative)
11. Philip Kotler & Keith K. Cux : Readings in Marketing Management.
12. Cateora P.R. & L. Richardson : Reading in Marketing.
13. Neelamegham S. : Marketing Management & the Indian Economy
3. Subhash C. Mehta : Marketing (Environment, Concept & Cases).

## ELECTIVE GROUP - B: FINANCE

### MBA - III SEMESTER

#### F-135 : FINANCIAL DECISION MAKING

**COURSE OBJECTIVES:** The present Course aims at familiarizing the participants with the concepts, problems, tools and techniques relevant to Financial Decisions.

#### COURSE STRUCTURE:

- ➔ Introduction: Nature and Dimensions of Financial Decisions. Key variables of financing and investment decisions.
- ➔ Financial Leverage - Concept of Financial Leverage and its Relationship with Operating Leverage. Impact of Financial Leverage on EPS. Combining Operating and Financial Leverages. Determining Optimal Point of Leverage for a Firm.
- ➔ Capital Structure and Valuation of a firm - An Overview of Capital Structure and Valuation of a firm. Net income Approach, Net operating income approach, Traditional Approach and Modigliani-Miller Models of Capital Structure and Valuation of a firm.
- ➔ Dividend Decisions - Gordon, Walter and Modigliani – Miller's Models of Dividend Decision and Valuation of a Firm.
- ➔ Purpose of Financial Markets: Inflation and expected returns. Yield curves and their use.
- ➔ **Financing Via Long Term Sources of Funds:**
- ➔ Economic Evaluation of Shares and Debentures as Sources of Long Term Funds. Use of Equity Stock, Rights, Preferred Stock, Bonds, Debentures and Warrants. Financing via Term Loans. Characteristics of Term Loans, Terms and Conditions of Loan Agreements, Cost of Term Loans.
- ➔ **Financing Via Short Term Sources:**
- ➔ Trade Credit as a means of Financing: Terms of Trade Credit Decision on the Use of Trade Credit. Accrual Accounts as spontaneous financing.
- ➔ Commercial Paper: Concept and Genesis of Commercial Paper Potentiality of Commercial Paper as a Source of Short-term Financing. Growth of Commercial Paper Market in India. Regulatory Framework of Commercial Paper.
- ➔ Bank Finance for working capital: Forms of bank finance – Overdraft, Cash credit, Bill discounting, Working capital loan. Security required for bank finance. Guidelines for bank finance. Procedure of obtaining bank finance.
- ➔ **Long-term Investment Decisions:**
- ➔ Decisions relating to internal investment opportunities: Components of investment analysis. Net investment. Salvage Value. Capital gains and losses. Net cash benefit. Depreciation.
- ➔ Criteria for evaluating investment projects: Average rate of return method. Payback period method. Present value method. Internal rate of return method.
- ➔ Incorporating risk and uncertainty in investment decisions: Methods - Probability Distribution Approach, Adjusted Discount Rate Approach and Certainty Equivalent Approach.
- ➔ Investment Decisions under capital rationing.
- ➔ **Decision relating to External investment Opportunities:**
- ➔ Merger and Acquisition: Types of combinations. Motives and benefits of mergers. Analysis of mergers and acquisition. DCF evaluation of mergers. Merger negotiations. Tender offer. Regulation of mergers and takeovers in India.
- ➔ Corporate and distress Restructuring: Voluntary liquidation and sell offs. Spin offs. Equity carve outs. Going private and leveraged buyouts. Leveraged recapitalization. Distress restructuring.

#### PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

#### REFERENCES:

1. Van Horne : Financial Management and Policy	6. Walker E.W. & Baugen W.H.: Financial Planning
2. Weston J.F. & Brigham E.F. : Management Finance	7. Srivastava, R.M. : Financial Decisions Making : Text Problems & Cases.
3. Walker E.W. : Essentials of Financial Management	8. Chandra P. : Financial Management
4. Gitman & Joehuk : Fundamentals of investing	9. Khan & Jain : Financial Management
5. Graham and Dodd : Security Analysis	



**COURSE OBJECTIVE:** The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

**COURSE STRUCTURE:**

1. Introduction to investment and securities: Meaning of investment. Investment and speculation. Investment and gambling. Investment objectives. The investment process. Investment alternatives – Negotiable securities, equity shares, preference shares, debentures, bonds, government securities, money market securities – Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities – Bank deposits, Post Office deposits, NBFC deposits, Tax sheltered schemes, PPF, NSS, NSC, LIC, UTI, Mutual funds; real assets, real estate, art and antiques.
2. Primary market and secondary market: Relationship between primary and secondary market. Functions of primary market. Parties involved in new issues – Managers, Registrars, Underwriters, Bankers, Statutory Agencies. Private, placement bought out deals. Book building. Functions of stock exchanges. Share groups – group A, B and C. Settlement cycle. Carry forward system. Over the counter exchange of India (OTCEI). Listing of securities.
3. Regulatory framework: Securities and Exchange Board of India - Origin, functions, organization and activities. Dematerialization process and re-materialization process. National Securities Depository Ltd. (NSDL) and Central Depository Services Ltd. (CDSL). Stock Market Indices – BSE sensx, NSE 50 (NIFTY). S & P CNX 500.
4. Risk : Definition. Types – Systematic – market risk, Interest rate risk, purchasing power risk. Unsystematic risk – Business risk, financial risk. Measurement of Risk.
5. Valuation of securities: The three step process of valuation – economic analysis, industry analysis, company analysis. General framework of valuation. Value – price relationship. Valuation of fixed income securities. Valuation of preference shares and valuation of equity shares.
6. Efficient market theory: Fundamental Analysis – Economic analysis. Industry analysis. Company analysis. Financial analysis. Earning of the company. Growth in earnings. Technical analysis. Tools of technical analysis. Dow theory, trend – primary intermediate and short term trends. Indicators – Volume of trade. Breadth of Market. Short sales. Odd Lot Trading. Moving averages. Oscillators. Relative strength index (RSI). ROC, Charts – Point & figure charting. Bar Charting. Efficient market theory. Random walk theory. Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies.
7. Portfolio Analysis: Traditional portfolio analysis. Effects of combining securities. Markowitz Risk – return optimization.
8. Portfolio selection: Risk and investor preferences. Constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.
9. Capital Market Theory: Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory.
10. Portfolio revision: Meaning of portfolio revision. Need for portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision.

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**PATTERN OF EXAMINATION :**

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Fischer Donal E, & Jordan Ronald J: Security Analysis and Portfolio Management
2. Pandian Punithavathy : Security Analysis and Portfolio Management
3. Van Horne : Financial Management and policy,
4. Weston J.F. & Brigham E.F. : Management Finance
5. Walker E.W. : Essentials of Financial Management
6. Gitman & Joehuk : Fundamentals of Investing.
7. Graham and Dodd : Security Analysis
8. Walker E.W. and Baugen W.H.: Financial Planning.
9. Srivastava, R.M. : Financial Decisions Making: Text, Problems and Cases.
10. Chandra P. : Financial Management
11. Khan & Jain : Financial Management

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**COURSE OBJECTIVE:**

The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

**COURSE STRUCTURE:**

- ➔ Introduction: Changing role of financial institutions in India.
- ➔ Development Banks: Objectives, functions and financing policies and practices of Indian Development Banks. Promotional role of Indian Development Banks and their financial services.
- ➔ Investment institutions: Objectives, Operational Policies and practices of LIC and GIC.
- ➔ Non –Banking finance Companies: Nature, Significance, Types.
- ➔ Mutual Funds: Concepts, Objectives, Functions and types of Mutual funds in India. Policies and practices of Indian Mutual Funds in regard to mobilization of resources and their deployment. Future of Mutual Funds in India.
- ➔ Venture Capital Funds: Objectives, Policies and Operations of Venture Capital in India.
- ➔ Commercial Banks: Performance appraisal of commercial banks in India. Recent developments and challenges. Corporate Governance and TQM in banking. Universal Banking. Relationship Banking. Asset Liability Management.
- ➔ Management of Capital Fund in Commercial Banks: Functions of capital fund in a commercial bank. Adequacy of capital funds - its concept and norms. Present state of capital funds in Indian commercial banks.
- ➔ Management of Deposits: Relevance of marketing approach to deposit mobilization in a bank. Formulating marketing strategy for deposit mobilization by a bank.
- ➔ Credit Management: Principles of Lending. New Credit Policies of commercial banks in India and their implementation. Contents of credit policy of a bank. Credit appraisal by a commercial bank. Asset Classification and management of NPAs. Concept and advantages of securitisation.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Srivastava R.M. & Nigam Divya : Management of Indian Financial Institutions
2. Srivastava R.M. : Indian Financial System - The Changing Scenario
3. Avadhani V.A. : Investment and Securities Markets in India
4. Bhole L.M. : Financial Institutions and Markets
5. Franklin R. Edwards & Cindy W. MS.: Future and Options
6. Report on Non-Banking Financial Intermediaries.
7. SEBI Guidelines.
8. Annual Reports of IDBI, IFCI, ICICI, SFCs, SIDCs,IRBI

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## MBA - IV SEMESTER

### F-144 : MANAGEMENT OF BUSINESS TAX

#### COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

#### COURSE STRUCTURE:

- ➔ Taxation and economic development. Taxation as a means of promoting savings and investment. Optimal resources allocation of income and wealth and reducing inequalities of income and wealth.
- ➔ Rationale of business taxation. Structure of business taxes in India: Salient features of capital gains tax, corporate tax, taxation of firms, wealth tax, sales tax, customs and excise duty.
- ➔ Levy collection and administration of business taxes in India. Important provisions in income tax act regarding deduction of tax at source, advance payment of tax MAT, set off and carry forwarded of losses.
- ➔ Provision in central sales tax act regarding levy of sales tax and determination of turnover.
- ➔ Provisions under Indian Customs Act regarding valuation of excisable goods - valuation of excisable goods. Central excise licensing procedure. Exemption from excise duty levies.
- ➔ Tax planning by a business enterprise. Concept of tax planning. Tax Planning. Tax evasion and tax avoidance. Methods of tax planning. Limitations of tax planning exercises.
- ➔ Taxation and Business decisions. Taxation and choice of form of business organisation. Taxation and inventory valuation. Taxation and choice of depreciation methods. Explanation and diversification. Make or buy decisions.
- ➔ Taxation and financing decisions. Taxation and capital structure. Taxation and lease financing. Foreign collaborations. Amalgamation mergers.
- ➔ Taxation and dividend decisions. Taxation and dividend policies. Tax considerations in dividend policy and bonus issue.
- ➔ Tax incentive schemes. A critical study of present tax incentive schemes of the Government of India for promoting capital formation. Industrial development of a country. Balanced industrial Growth and export promotion.

#### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<u>100</u>

#### REFERENCES:

1. Singhanian V.K. : Direct tax Planning
2. Andely & Sundaram : Public Economics and Public Finance
3. Walker E.A. : Corporate Tax Planning
4. Srivastava R.M. : Financial Decision Making Text : Problems & Cases.
5. Cope : Business taxation
6. Mithani D.M. : Fundamentals of Public Finance
7. Shah D.D. : A Treatise on Tax Planning (N.M. Tripathi (P) Ltd.,)
8. Jain R.K. : Central Excise Manual, Central Law office, New Delhi
9. Kampani S.P. : Valuation Under Central Excise Law Publishing House, Allahabad.
10. Singhanian V.K. : Indirect Taxes

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**F-145 : INTERNATIONAL FINANCIAL MANAGEMENT**

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**COURSE OBJECTIVE:** The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multi national corporation.

**COURSE STRUCTURE:**

- A. Global Financial Environment:** Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system. Political risk – concept, measurement and management of political risk.
- B. Forex and Financial Derivatives:** Foreign exchange markets, exchange rates, exchange rate theories – Mint parity, Purchasing Power parity (PPP), Balance of Payments theory, Stable and flexible exchange rate, An integrated framework of exchange rate, interest rate and inflation rate, Fischer Effect, International fisher effect. Forward contracts, currency futures and currency options. Currency swaps and interest rate swaps. Swaptions, Cross Currency swaps and swap markets.
- C. Management of exposure & risk:** Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.
- D. International Portfolio Investment:** Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)
- E. International Capital Budgeting:** The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.
- F. International working capital management:**
  - i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
  - ii) International Receivables management: Domestic VS. International receivables management. Letter of credit. International factoring, Accounts receivables. Insurance. A comparison of the above three alternatives.
  - iii) International inventory management: Advance inventory purchases. Stockpiling.
- G. International Financing Decisions:**
  - i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
  - ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market. New financial instruments.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCES:**

1. Abdullah Faud A : Financial Management for the Multinational Firms. 2. Dennis J.D. Connor & Albert T Bussco : International Dimensions of Financial Management 3. Zenoff David B. & Zwick Dack : International Financial Management 4. Alan C. Shapiro : Foundations of Multinational Financial Management. 5. Maurice D. Levi : International Finance 6. Eiteman David K & Stonehill Arthur I: Multinational Business Finance. 7. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial Management	9. Saxena R.B. : Management of International Financial Institutions 10. Brick John R. Baker H. Kant & Hastem John. A. : Financial Markets Instruments & Concepts. 11. Advani V.A. : International Finance: Theory and Practice 12. Seth Jagdish & Eshghi A: Global Financial Perspectives 13. George Abraham M. & Giddy Ian H. : International Finance : Handbook Vol. 1 & 2 14. Henny Charles N. Piggot William & Scott R.H. : International Financial Management. 1. Nehrt Lea C.: International Finance for Multinational Business 2. Ian H. Giddy : Global financial Markets 3. P.G. Apte : Global financial Management.
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**F - 146 : SEMINAR IN FINANCIAL MANAGEMENT**

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**COURSE OBJECTIVE:** The objective of this course is to integrate and apply the knowledge and skill acquired in the other papers in the Finance group in resolving the real life problems. The method of teaching will essentially be case discussions. Accordingly, students will be required to present their views and comments for class discussions on the case problems assigned to them by the instructor.

**COURSE STRUCTURE:**

Interface of Financial Policy and strategic management.

Share-holder value creation – Market to book value per share approach.

The economic value added approach, DCF approach, value creation strategies.

Corporate Governance – concept, devices for containing agency costs, legal provisions and code.

Corporate governance in developed world. Corporate governance in India.

Cases pertaining to different aspects of financial management.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u>	
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	
One alternative set of question.	70
One case study	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	30
Write up, Presentation and Participation	
Total Marks	<u>100</u>

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**REFERENCES:**

1. Van Horne : Financial Management & Policy
2. Fred Weston J. & Eugene F. Brigham : Managerial Finance
3. Murty V.S. : Corporate Financial Management (A Case Book)
4. Tripathi N.M. : Cases on Finance and Marketing
5. Srivastava R.M. : Financial Decision Making-Text Problems & Cases
6. Chandra B. & Murthy : Financial Management - Theory & Practice
7. Chandra, Prasanna : Financial Management : Theory and Practice
8. Pandey, IM : Financial Management
9. Pandey and Bhatt : Cases in Financial Management

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# (ELECTIVE GROUP - C: HUMAN RESOURCE MANAGEMENT)

## MBA - III SEMESTER

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### H-135 : LABOUR LEGISLATION

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#### COURSE OBJECTIVE:

The Objective of this course is to familiarize the students with the provisions of selected labour laws and to make them understand the relevance and importance of these laws in the management of human resources in business organizations.

#### COURSE STRUCTURE

- ➔ **Industrial and Labour Legislation in India:** A brief resume of the Evolution and Development of Labour Legislation in India. Definition, Scope and Need for Industrial Legislation. Evolution and Development of Industrial Legislation in India.
- ➔ **Factories Act:** Definitions, Approval, Licensing and Registration of Factories, Inspecting Staff and their Powers, Sanitary Conditions, Safety of Workman; Welfare of the Workers; Working hours of adults, Employment of Women and young Persons, Leave with Wages.
- ➔ **Payment of Wages Act:-** Definitions, Kinds of Deductions which may be made from wages; Conditions as to when and how above Deductions can be made; Prevention and Recovery of Wrongful Deductions, Penalties, Contracting out.
- ➔ **Payment of Bonus Act:** Objectives of the Act, Applicability of the Act, Definitions, Liability for the Payment of Bonus, Eligibility for Bonus, Rate of Bonus, Payment of Bonus.
- ➔ **Employees' State Insurance Act:** Definition, The Employee State Insurance Corporation, The Employee State Insurance Fund, General Provisions Regarding Benefits, Employees' Insurance Court.
- ➔ **Employees' Provident Fund Act:** Scope and Applications, Definitions, Administration of the Schemes, Powers of the Provident Fund Commissioner, Powers of the Inspectors, Membership of the Fund, Contributions to the Fund, Payment of Contribution, Duties of Employer, Nominations, Payment and Withdrawal from the Fund, Employees' Pension Scheme.
- ➔ **Payment of Gratuity Act:** Definitions, Controlling Authority, Payment of Gratuity, Power of Exempt, Nominations, Determinations of the Amount of Gratuity, Recovery of Gratuity, Protection of Gratuity.
- ➔ **Workman's Compensation Act:** Definitions, Rules Regarding Workmen's Compensation, Amount of Compensation, Commissioners,

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#### PATTERN OF EXAMINATION:

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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#### REFERENCES:

1. P.L. Mallik : Industrial Law
2. S.M. Chaturvedi : Labour and Industrial Law
3. R.P. Maheshwari : Industrial Law
4. R. Dayal : Labour and Industrial Law
5. C.K.. Johri : Issues in Indian Labour Policy
6. S.N. Mishra : Industrial Law
7. Chawla and Garg : A Text Book of Industrial Law
8. Sen and Mitra : Commercial and Industrial Law

**COURSE OBJECTIVE :**

The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

**COURSE STRUCTURE**

- ➔ Industrial Relations: Conceptual Framework: Concept of Labour and Management and their Role in Modern Economic System. Concept of Industrial Relations and its Scope. Factors affecting industrial relations Approaches to Industrial relation Prerequisites of successful industrial relation Programme.
- ➔ Evolution of Industrial Relations: Industrial Relations in India - A Historical Resume. A Critical Evaluation of the Industrial Relations Scheme in India.
- ➔ Collective Bargaining: The Concept of Collective Bargaining and its Usefulness as a Mechanism of the settlement of Industrial Disputes. Principles of effective bargaining Contents and forms of collective bargaining Pre-requisites of the effective Collective Bargaining. Collective Bargaining in India - Its Dominant Features.
- ➔ Workers Education in India: The Concept, Content and Significance of Workers' Education. Schemes of Workers' Education in India: Objectives, Implementation and Problems. Present Scene of Workers' Education in India - A Critical Evaluation.
- ➔ Workers' Participation in Management: Workers' Participation in Management: Concept, Objectives, Forms and Significance. Schemes of Workers' Participation in Management: Contents, Functioning and their Evaluation.
- ➔ Trade Union Act 1926: Objectives of the Act. Definition of a Trade Union, Registration of a Trade Union, Duties and liabilities of a registered trade union. Rights, Privileges, Obligations and Liabilities of a Registered Trade Union. Strikes and Lockouts; Lay off and Retrenchment.
- ➔ Industrial Dispute Act 1947: Definition and causes of disputes. Settlement of industrial disputes

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Bhogliwal, T.N. : Industrial Relations in India.
2. Owen, W.V. & Finston, H.V : Industrial Relations
3. I.I.P.M. : Personnel Management in India
4. Heckman, I.L. & Hunuyager, S.C : Management of Personnel Function
5. Mehrotra, S.N. : Labour Problems in India.
6. Labour Acts concerned and any book on Industrial Law

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## H-137: MANAGEMENT OF INTERPERSONAL AND GROUP PROCESSES

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**COURSE OBJECTIVE:** The purpose is to advance students understanding regarding interpersonal and group processes and help them to examine and develop process facilitation skill mainly through experienced based methods of learning.

**COURSE STRUCTURE:**

- ➔ Introduction: Definition. Nature and types of groups. Group as medium of learning.
- ➔ Group Formation and Development: Reasons of joining groups. Phases of group development.
- ➔ Group Cohesiveness: Meaning of Group Cohesiveness. Cohesiveness and interaction. Cohesiveness and social influencing. Cohesiveness and satisfaction. Improving group cohesiveness.
- ➔ Communication in Groups: Direction of Communication and communication network.
- ➔ Group Decision Making: Group Synergy and team building.
- ➔ Inter-group conflict: Nature of conflict. Sources of conflict. Settlement of inter-group conflict.
- ➔ Group influences: Concept of influences. Characterization of agents responsible for influences. Targets of influence.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	<u>100</u>

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**REFERENCES:**

1. Shaw, M.E. : *Group Dynamics :The Psychology of Small Group Behaviour*
1. Kolasa, B.J.: *Introduction to behavioural Science for Business*
2. Reitz : *Behaviour in Organisations*
3. Jone Kelly : *Organisational Behaviour*
4. Sharma R.A.: *Organisational Theory and Behaviour*
5. Bennis W.G. : *Essay in Interpersonal Dynamics* (USA Dorsey Press, 1979)
6. Kolb, D etc. : *Organizational Behaviour An Experimental Approach* (5<sup>th</sup> Edn. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991)
7. Kolb, D etc. : *Organizational Behaviour : Practical Readings for Management* (5<sup>th</sup> Edn. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991)
8. Mainiero, L.A. & Tromley C.L. : *Developing skills in OB* (New Delhi, prentice Hall of India, 1985)
9. More, M.D. etc. : *Inside Organizations : Understanding the Human Dimensions* (London, Sage, 1988)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.



## MBA - IV SEMESTER

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### H - 144 : MANAGEMENT OF CHANGE AND ORGANIZATION DEVELOPMENT

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**COURSE OBJECTIVE:** The basic objective is to acquaint the students with the concepts underlying organizational change and development and to prepare them as organizational change facilitator using the knowledge and techniques of behavioural sciences.

**COURSE STRUCTURE:**

- ↳ Organization Change - An overview.
- ↳ Approaches to Problem Diagnosis.
- ↳ Some major techniques of planned change.
- ↳ Steps in Organization Development, General Organization Development competencies, Organization Development Skills, Designing Interventions – Interpersonal, Team, Inter-group and System.
- ↳ Evaluation of Organization Development, Ethics of Organization Development Professional, Future of Organization Development.

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**PATTERN OF EXAMINATION:**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Abad, Ahmad. Etc.: Developing effective Organization (New Delhi, Sri Ram Centre for Industrial Relations, 1980)
2. De Nitish : Alternative Designs of Human Organizations (London, Sage, 1988)
3. French, W.H. and Bell, CH. : Organization Development (New Delhi Prentice Hall of India, 1991)
4. French, W.L. etc. : Organization Development Theory, Practice and Research (III ed., New Delhi, Univesity Book Stall, 1990).
5. Harvey, D.F. and Brown, D.R. : An experiential Approach to Organization Development (Englewood Cliffs, New Jersey, Prentice Hall Inc. 1990)
6. Huse, F.E. and Cummings, T.G. : Organization, Development and Change (III ed. New York, West 1985).
7. Sinha Dharni P. etc. : Consultants and consulting styles. (New Delhi, Vision, 1982)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

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## H-145: HUMAN RESOURCE DEVELOPMENT : STRATEGIES AND SYSTEMS

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

**COURSE STRUCTURE:**

- ↳ Field of HRD- Concepts, goals, challenges.
- ↳ HRD Climate and practices in India.
- ↳ Staffing HRD function.
- ↳ Developing HR strategies.
- ↳ HRD system design principles.
- ↳ Design and administration of select HRD systems.
- ↳ HRD for workers.
- ↳ HRD interventions.
- ↳ HRD approaches for coping with organizational changes.
- ↳ Case studies of HRD in Indian organizations.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words.  Two shorter answer alternate set of questions One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	<u>100</u>

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**REFERENCES:**

1. Dayal , Ishwar: *Successful applications of HRD* (New Delhi, New Concepts 1996)
2. Dayal, Ishwar : *Designing HRD systems* (New Delhi, Concepts, 1993)
3. Kohli, Uddesh & Sinha, Dharni P. : *HRD Global challenges and strategies in 2000 AD* (New Delhi Tata Mc Graw Hill 1991)
4. Maheshwari, BL & Sinha, Dharni P: *Management of Change Through HRD* (New Delhi, Tata Mc Graw Hill, 1991)
5. Pareek, U etc. : *Managing Transitions: The HRD Response* (New Delhi, Tata Mc Graw Hill, 1992)
6. Rao, T.V. etc.: *Alternative Approaches and Strategies of HRD* (Jaipur, Rawat 1988).
7. Silvera, D.N. : *HRD the Indian Experience* (Delhi, New India, 1991).

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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## H - 146 : SEMINAR IN HUMAN RESOURCE MANAGEMENT

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**COURSE OBJECTIVE:** This course is designed as an advanced course in Human Resource Management. It integrates and apply the knowledge and skills acquired in the compulsory course of Human Resource Management and other electives in the Human Resource Management Group. The course will be largely conducted through discussions of topics and various cases. In this discussion the special emphasis will be on leadership, a role for which the students are developing themselves.

**COURSE STRUCTURE:**

1. Strategic Human Resource Management : Nature of strategies and strategic management. Role of HRM in Strategic Management and its formulation.
2. Challenges of Human Resource Management.
3. Learning Organization
4. Knowledge creation and management
5. Virtual organizations and role of information technology in HR activities
6. Emerging Trends in Human resource management and development

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words. One alternative set of question One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

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**REFERENCES:**

1. Nair M.R.R. & T.V. Rao (Ed.) : *Excellence Through Human Resource Development*
2. Wandell L. French & Cecil H. Bell, Jr. : *Organization Development; Behavioural Science; Interventions for Organization Improvement*
3. Michael E. McGill : *Organization Development for Operating Managers.*
4. Sehgal J.L. : *Organization Development*
5. Thomas A. Harris : *I'm OK - You're OK*
6. Eric Berns : *Games People Play*
1. John M. Piffner & Frank P. Sherwood : *Administrative Organization.*

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# ELECTIVE GROUP - D: OPERATIONS MANAGEMENT

## MBA - III SEMESTER

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### O-135 : PRODUCTION PLANNING & CONTROL

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**COURSE OBJECTIVES:** The course is designed to acquaint the students with long-term, medium-term and short-term production plan as also different types of scheduling.

**COURSE STRUCTURE:**

- ↪ Types of production plans (long-term, medium-term and short-term). Aggregate Planning. Aggregate Planning Problems. Allocating demand to production periods through Trial & error method and linear programming technique.
- ↪ Demand forecasting: Importance of forecasting. Forecasting Techniques: Jury of Executive opinion method, Delphi method, Trend projection method, Moving average method, Exponential Smoothing method. Master Production Schedule (MPS), Materials Requirements Planning (MRP), Manufacturing resources planning (MRP II)
- ↪ Scheduling: Significance of scheduling, outputs of a scheduling system, Inputs of a scheduling system, Performance Criteria for Scheduling system.
- ↪ Flow shop scheduling: Introduction, Line balancing problem, Johnson's rule.
- ↪ Single machine scheduling: Concepts of single machine scheduling, Application of Heuristics.
- ↪ Job shop scheduling : Job shop loading, Job shop sequencing, Job shop batch scheduling.
- ↪ Enterprise resources planning (ERP). Case studies.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	70
Two shorter answer alternate set of questions	
One case study	
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<u>100</u>

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**REFERENCES:**

1. K.N. Dervitsiotis : Operations Management
2. W.J. Stevenson : Production/Operations Management
3. R. Panneerselvam : Production & Operations Management
4. N.G. Nair : Production & Operations Management
5. E.S. Buffa : Modern Production Management
6. Adam & Ebert : Production & Operations Management
7. P.B. Mahapatra : Computer Aided Production Management

**COURSE OBJECTIVE:** The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations; cost reduction techniques in Pre-purchase, purchase and Post purchase systems; modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

**COURSE STRUCTURE:**

- ↳ Importance, objectives and functions of Material Management. Organizational structure for material management.
- ↳ Materials Planning: Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.
- ↳ Purchasing: Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.
- ↳ Warehousing: Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification.
- ↳ Cost reduction methods: Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.
- ↳ Inventory control: Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.

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**PATTERN OF EXAMINATION**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<u>100</u>

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**REFERENCES:**

1. Ansari A and Modarress B : JIT Purchasing (New York, Free Press, 1990)
2. Bally P. etc. : Purchasing Principles and Management (London, Pitman, 1994)
3. Burt, David N : Proactive Procurement (Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994)
4. Dobler, D.W. Etc.: Purchasing and Materials Management (New York, McGraw Hill, 1990)
5. Dutta, A.K. : Integrated Materials Management (New Delhi, PHI, 1986)
6. Farrington B and Wats, Derek W.: Managing Purchasing (London, Chapman & Hall, 1994)
7. Gopalakrishnan P and Sunderashan M: Handbook of Materials Management (New Delhi, Prentice Hall of India, 1994)
8. O.P. Khanna : Industrial Engg. & Management
9. P.B. Mahapatra : Computer Aided Production Management
10. J.K. Sharma : Operations Research

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**COURSE OBJECTIVES:** The course is designed to introduce the students to the principles of Operations Research Techniques and their applications in decision making. Students will also be required to use software packages pertaining to OR problems.

- ➔ **Introduction:** Management and decision making. Operation Research definition. Meaning, Scope, historical developments of Operations Research. Modeling in OR. Methodology of OR. Applications and limitations of OR.
- ➔ **Sensitive analysis** applied to linear programming problems.
- ➔ **Queueing Theory of Queueing Problems:** Distributions of Arrivals and Service. Characteristics of M/M/1 Queueing Models.
- ➔ **Theory of Games:** Two persons Zero-sum games. Pure and Mixed Strategies. Saddle Point. Dominance Algebraic and imperative Methods of Solution of Games.
- ➔ **Replacement Theory:** Characteristics of Replacement problems. Replacement of Assets deteriorating gradually with use and time and Replacement of assets breaking down suddenly. Individual Replacement Policy and Group Replacement Policy.
- ➔ **Simulation:** Meaning & Significance in Managerial Decisions. Methods of simulation. Use of Random Numbers. Montecarls simulation. Scope and Limitations.
- ➔ **Integer programming:** Gomory's Cutting plane method and branch and bound technique.
- ➔ **Dynamic Programme:** Introduction, Bellman's principle of optimality. Simple applications.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	100

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**REFERENCES:**

1. Thompson, W.W. : Operative Research Techniques
2. Acoff & Susoni M. : Operations Research
3. Levin R.I, Rubin D.S. & Stinson J.P : Quantitative Approaches to Management
4. Cooke, W.P. : Quantitative Methods for Management Decisions
5. Bierman H., Bonini C.P. & Housman, W.H.: Quantitative Analysis for Business Decisions.
6. Kanti Swaroop, P.K. Gupta & Manmohan: Operations Research
7. Taha, H.A. : Operations Research
8. Hillier, P.S. & Lieberman G.J. : Operations Research
9. Gupta S.P. : Statistical Methods
10. Shenoy G.V., Sherma S.C. & Srivastava U.K.: Operations Research for Management
11. Sharma K.R. : Quantitative Techniques & Operations Research
12. N.D. Vohra : Quantitative Techniques in Management.

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## MBA - IV SEMESTER

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### O-144 : LOGISTICS & TRANSPORTATION MANAGEMENT

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**COURSE OBJECTIVE:** The course is designed to acquaint the students with the key elements and techniques of logistics and transportation as also the information system associated with logistics and transportation.

**COURSE STRUCTURE:**

PART A :

- ✓ Introduction to Logistics and its interface with production and marketing.
- ✓ Scope & economic significance of Logistics
- ✓ Key elements of Logistics. Location. Warehouse. Distribution centers. Transportation. Communication, inventory.
- ✓ Measures of logistics. Physical distribution and logistics. Facilities and services. Inventory management decisions. Dispatch and Routing decisions & models. Analytical frameworks underlying logistics problems. Logistics audit and control. Packaging and materials handling.
- ✓ Logistics system analysis and design. Logistics information system & its relation to the logistics environment
- ✓ Future direction in Logistics.

PART B:

- ✓ Growth of urbanization and problems of transportation.
- ✓ Transportation systems – Planning, Operation and management.
- ✓ Trip generation and distribution. Load planning. Transportation modes and their selection.
- ✓ Sequential travel demand forecasting models.
- ✓ Future developments in transportation

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCE:**

1. R.H. Ballaul : Business Logistics Management
2. K.A. Beal : Management Guide to Logistics Engineering
3. S.B. Benjamin : Logistics Engineering and Management
4. D.J. Bowersox et. Al: Logistics Management : A system Integration of Physical Distribution
5. B.S. Sahay : Supply Chain Management
6. M. Christopher : Logistics & Supply Chain Management
7. R. Shapiro : Logistics Strategy : Cases & Concepts.

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## O-145 : QUALITY MANAGEMENT

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**COURSE OBJECTIVE:** The objective of this course is to familiarize the students with the concepts of quality and quality management as also the components and tools and techniques required for successful implementation of quality management system in an organization. In addition, the students will be exposed to the latest tools of quality management for both manufacturing as well as service industries.

**COURSE STRUCTURE:**

- ↳ Concepts of quality. Total quality and Total Quality Management (TQM). Views of Dewing, Juran, Crosby, Ishikawa, Garvin on Quality and quality management system.
- ↳ Key elements of TQM: Vision and Philosophy. Organizational structure. Customer centered environment. Continuous improvement through 5-S, Elimination of waste & Kaizen. Benchmarking. PDCA Cycle. Tools and techniques used in TQM.
- ↳ Quality cost analysis: Quality & Cost. Costs of quality. Quality cost definitions. Evaluation of quality cost. Use of Quality Cost. Quality cost system implementation.
- ↳ Quality circle. Operating a quality circle. 7 QC tools.
- ↳ Quality Function Deployment (QFD): Introduction. QFD. House of Quality.
- ↳ Just in Time (JIT): Introduction. JIT Philosophy. Elements of JIT. JIT Implementation. Kauban System.
- ↳ Taguchi's loss-function.
- ↳ Six Sigma.
- ↳ ISO 9000 & ISO 14000 standards.
- ↳ TQM in manufacturing and service industries. Case studies.

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**PATTERN OF EXAMINATION:**

	<u>Marks</u>
1. <u>Theory Paper:</u>	
The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words.	70
Two shorter answer alternate set of questions	
One case study	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	30
Write up, Presentation and Participation	
Total Marks	<u>100</u>

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**REFERENCES:**

1. K. Maitra & S.K. Ghosh : *A guide to Total Quality Management*
2. Ashok Rao et. Al : *Total Quality Management : A cross functional perspective*
3. John Bank : *The essence of Total Quality Management*
4. Roger C. Swanson : *Quality Improvement Handbook*
5. Bharat Wakhilr : *Total Quality*
6. Tapan Bagchi : *ISO 9000*



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**O 146 : SEMINAR IN OPERATIONS MANAGEMENT**

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**COURSE OBJECTIVE:** The objective of this course is to integrate and apply the knowledge and skill acquired in other papers of operations Management in resolving real life problems. The method of teaching will essentially be case discussion. Accordingly students will be required to present their views through discussions on the case problems assigned to them.

**COURSE STRUCTURE:**

Total Quality Management (TQM) and cases relating to TQM.

Business Process Re-engineering (BPR) and cases pertaining to BPR.

Just in time (JIT) and cases pertaining to JIT.

Total productive maintenance (TPM) and cases pertaining to TPM.

Goal programming techniques and its applications in Operations Management.

Simulation and its application in Operations Management

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u>	
The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words.	
One alternative set of question.	70
One case study	
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3)	30
Write up, Presentation and Participation	
Total Marks	<u>100</u>

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**REFERENCES:**

1. Ashok Rao et.al : A Guide to Total Quality Management
2. John Bank : The essence of Total Quality Management
3. Hammer & Champy : Re-engineering
4. R. Pannerselvam : Production & Operations Management
5. J.K. Sharma : Operations Research
6. H.A. Taha : Operations Research
7. K.N. Krishnaswamy : Cases in Production/Operations Management

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# ELECTIVE GROUP - E: INFORMATION TECHNOLOGY

## MBA - III SEMESTER

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### I-135: PROGRAMMING USING C & C++

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**COURSE OBJECTIVE:** The course is designed to familiarize the students with programming with a scientific language and an object-oriented programming language.

#### COURSE STRUCTURE:

##### PART A:

- ➔ Programming fundamentals: Introduction to C. Variables. Types. Constants. Declarations. Expressions. Assignments. Operators. Statements. Iterative Instructions.
- ➔ Input & Output: Functions. Print. Scanf. Getchar & Putchar. Control Statement: Control Flow statements. Execution Flow. If Statements. If else Statements. Else if Ladder. Switch Statements. Break Statements. ?: Operator. Loops. Continue statement. Go to Statement.
- ➔ Arrays: Arrays. One dimensional Array. Two dimensional Arrays. Multidimensional Arrays.
- ➔ Strings: Reading Strings. Writing Strings. Character and integer. Combining two strings.
- ➔ Functions: Function definition. Statement return. Exit statement. Functions of type void. Declaration and definition. Internal and external variables. Scope. Blocks.
- ➔ Stepwise Refinement through functions: A programme through step wise refinement. Main function. Function read dates. Function Valid. Function days-till-end-year.
- ➔ Recursion: Definition of recursion leading to recursive programmes. Some computing best described recursively.
- ➔ Pointers and structures: Address of a variable. Declaring pointers. Operations with pointers. Pointers as function arguments. Address of an array. Address of a string. Pointers to functions. Dynamic memory allocation. Unions.

##### PART B:

- ✓ Fundamentals of Object Oriented Programming
- ✓ Beginning with C++
- ✓ Tokens, Expressions and control structures
- ✓ Functions in C ++
- ✓ Classes and objects.
- ✓ Constructors & Destructors:

#### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

#### REFERENCES:

1. B Gottfried (Schaum Series) : Programming with C
2. Balaguruswamy : Programming in ANSIC
3. Perry : Absolute Beginners Guide to C
4. Kruse : Data Structures & Programm Design in C
5. Rajaraman : Computer Programming in C
6. Balaguruswamy : Object Oriented Programming with C ++
7. R. Rajaram : Object Oriented Programming and C++
8. Rowe : Introduction to Data Structure & Algorithm C++
9. Liberty : C++ An Introduction

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COURSE OBJECTIVE: This course aims at familiarizing the participants with tools and techniques which are used in solving problems using information systems:

**COURSE STRUCTURE:**

- ↳ Systems Analysis: Introduction to System analysis. Project selection and feasibility study. Technical, economic and operational. Establishing information requirements. Concepts of Business systems. System development life cycle. Flow chart and data flow diagram. Data dictionary. Gantt Chart. Overview of system documentation.
- ↳ System Design: Details of how a system will meet the information requirements as determined by the systems analysis. Logical design. Physical design. Design alternative.
- ↳ The role of end users: Data security and reliability considerations in design of systems.
- ↳ Completing the systems development process: Programming, Testing, Conversion, Production and Maintenance.
- ↳ Understanding the business value of information systems: Capital budgeting models. The payback method. The accounting rate of return on investment (ROI). The cost benefit ratio. The net present value. The profitability index, and the internal rate of return (IRR).
- ↳ Data Processing: File organization. Characteristics of storage media. File systems. Sequential. Indexed sequential and random. Management of data. Data collection. Editing and validation. Creation and updation of files. Transaction processing and report generating.

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**PATTERN OF EXAMINATION**

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	<u>100</u>

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**REFERENCE:**

1. Elliaz N Awad : System design and analysis (Galgotia, New Delhi)
2. I.T. Marryszkiwaycry: Introduction to system design and analysis (PHI)
3. K.C. Laudon, P.J. Laudon: MIS – Organization and Technology.

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**I-137: DATA BASE MANAGEMENT SYSTEM & ELECTRONIC SPREADSHEET**

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**COURSE OBJECTIVE:** The aim of course is to familiarize the participants with the concept of data base management system, one RDBMS package, and electronic spread sheet.

**COURSE STRUCTURE:**

- ↳ DBMS Concepts: Data Abstraction. Data base system architecture. Schemes and sub schemes. Data independence.
- ↳ Physical Data Organization: Data modeling using entity relationship.
- ↳ Data models: Data modeling using entity relationship.
- ↳ Designing data bases: Hierarchical and network model: DBT G proposals. Data manipulation languages. Data definition languages.
- ↳ Relational model: Relational Algebra and calculus. Storage organization for relations. Functional. Multi-valued and project join dependencies. Decomposition.
- ↳ Normal Forms: First, Second, Third, BCNF, Fourth and PJ normal forms.
- ↳ Relational Query Language, Query Processing Query Optimization: General Strategies of optimization. Optimizing algebraic expression. Systematic query optimization using cost estimates. Security in DBMS to gain integrity mechanism of roll-back and recovery. Valuation and data translation of data base operation and management.
- ↳ Case Study of Oracle – Sql Plus and Sql forms.
- ↳ Introduction to Electronic Spread Sheet: Use of electronic spreadsheet in managerial decision making. Examples of electronic spreadsheet. LOTUS 1-2-3, Excel.
- ↳ Creating and managing files in LOTUS and Excel. Using LOTUS and excel for performing mathematical, Statistical and financial operations. Creating graph and representing data in graphical form. Using electronic spreadsheet as a data base.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<u>100</u>

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**REFERENCE:**

1. C.J. Date : An introduction to database system (Vol. 1 & 2, Addison Wesley.)
2. J.D. Ullman : Principles of Data base systems (Galgotia, New Delhi)
3. Whederhold : Data Base Design ( Mc Graw Hill)

# MBA - IV SEMESTER

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## I-144: INTERNET FUNDAMENTALS AND WEB DESIGNING

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**COURSE OBJECTIVE:** The course is designed to familiarize the students with networking and various aspects of internet fundamentals and web designing.

### COURSE STRUCTURE:

#### PART A:

- ➔ LAN Basics: LANs and WANs. Net Operating systems (NOS). Networking your LANs, LAN to WAN.
- ➔ Protocol Suites: Transport Layer Protocols. OSI Review. Net BEVI, TCP/IP, Dial-up Connectivity.
- ➔ LAN Concepts and Higher level devices: Internet Devices. Repeaters. Bridges. Routers. Gateways.
- ➔ Network Management Fundamentals: Network Security. User Management. Protecting Data with Windows NT. Disk Fault Tolerance. Backups. UPS. Network Services.

#### PART B:

- ➔ HTML Fundamentals: Introduction to HTML. Creating HTML pages. Incorporating horizontal rules and Graphical elements. Hyper links. Creating HTML Tables. Creating HTML forms. HTML and image techniques. HTML and page accessibility.
- ➔ Advanced HTML Authoring: Using frames. Style sheets. HTML 3.2. Scripting languages. Working with active content.
- ➔ Fundamentals of CGI using Perl: Introduction to CGI and Perl. Creating a simple script. Perl fundamentals. Perl files. Input and output capabilities. Controlling processing and output savings. User supplied data to a file. Reading a file. Introduction to data bases. Deleting and inserting data base records. CGI security issues.
- ➔ Active Server pages: Introduction to active server pages. Creating an active server application. Introduction to ASP. Intrinsic objects. Introduction to ASP default components. Introduction to active X data objects. Adding records to a data base. Searching the database. Updating and deleting the data base records. Using error. Command and record-set objects. Additional ASP objects and components.
- ➔ Java Script fundamentals: Introduction to JAVA script. Working with variables and data functions. Methods and events. Controlling program flow. The Java Script object model. Java Script Language objects. Developing interactive forms. Cookie and Java script security. Controlling frames in Java script. Client Side Java Script. Custom Java Script Object.
- ➔ XML: What is XML. XML into the future. Creating XML documents. Creating DTD. Function of a parser. Installing and using XML Parser. Relating technologies. What you can do XML today.

### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	
The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u>	
Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<u>100</u>

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### REFERENCES:

1. W.G. Lehuert : Internet 101
2. Janenbaum : Computer Networks
3. Nawee : Introduction to Networking
4. Comer : Internet Working with TCP/IP
5. Purcell : The ABC's JAWA Script
6. Jamsa : Internet Bible
7. Black : Computer Network

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## I-145: ELECTRONIC COMMERCE

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**COURSE OBJECTIVE:** The present course aims at familiarizing the participants with the various aspects of E-commerce and there by developing their deeper understanding of the digital market place.

**COURSE STRUCTURE:**

- ↳ Introduction and concepts: Network and commercial transactions. The internet environment. Intranet and Extranet. Online commercial solutions.
- ↳ Types of E-commerce applications: Business to Business, Business to Consumer etc.
- ↳ Security technologies: Why the internet is un-secure. A brief introduction to various security measures.
- ↳ Electronic payment methods: Updating traditional transactions. Secure online transaction models. Online commercial environments.
- ↳ Protocols for the public transport of private information: Security protocols. Secure Hypertext Transfer Protocol. Secure sockets layer. Secure electronic transaction (SET).
- ↳ Electronic Commerce Providers: Online commerce options. Profiles of selected Indian and foreign companies offering tools or products for electronic commerce.
- ↳ Electronic Payment systems:
- ↳ Digital payment systems. Cyber Cash.
- ↳ Online commerce environment: Servers and commercial environments. Netscape. Netscape product line. Microsoft open market.
- ↳ Digital currencies: How digital currency can work. Digicash Ecash trail. Using ecash. Smart Cards. Electronic Data interchange (EDI).
- ↳ Strategies, Techniques, and tools: Internet strategies, internet techniques . Internet tools.
- ↳ Internet Governance and its trade implications. Strategic implications of e-commerce.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

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**REFERENCE:**

1. Pete Loshin, Paul A. Burphy : *Electronic Commerce* (Jaico Pub. House)
2. Peter Finger, Harsha Kumar & Tarun Sharma: *Enterprise E Commerce* (Meghan Kiffer Pr. USA Ed. 2000)
3. B. Szuprowiczy : *Extranets and Intranets : E Commerce Business Strategies for the Future* (T.R. Corp. USA Ed. 1998)
4. C. Fellensteen & R. Wood : *Exploring E Commerce Global E business and E societies* (Prentice Hall USA Ed. 1999)

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**I-146 : SEMINAR IN INFORMATION TECHNOLOGY**

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**COURSE OBJECTIVE:** The course is designed to provide the students an opportunity to apply their knowledge and concepts acquired in the previous semesters.

**COURSE STRUCTURE:**

Lecturers will be delivered on:

- ↳ Simulation and modeling
- ↳ Artificial Intelligence
- ↳ Expert System
- ↳ Goal Programming
- ↳ Enterprise Resources Planning (ERP)
- ↳ Data Warehousing & Data Mining.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words. One alternative set of question One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<u>100</u>

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**REFERENCE:**

1. J.K. Sharma : Operations Research : Theory and applications. (Mac Millan)
2. Wagnor : Operations Research
3. Laudon & Laudon : Business Information System (A Problem Solving Approach) (Drydon)
4. James A Obrieu : Management Information System (A managerial end user perspective) (Irwin)
5. V.K. Garg & N. K Venkitakrishnan : Enterprise Resource Planning (Concepts and Practices) (PHI)
6. Alexis Leon : Enterprise Resource Planning (TMH)

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## PART - 2

### Course Syllabi of

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### **Master of Business Administration - International Business Degree Course**

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# MBA IB – I SEMESTER

## MIB-211 : MANAGEMENT PRINCIPLES AND VALUES

### COURSE OBJECTIVE

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

### COURSE STRUCTURE:

- ➔ **Concept of Management:** Its nature, scope and purpose. Managing Science or Art. Management Vs Administration, Skills of a Manager. Organisation and its pervasiveness. Reasons for organizations. Significance of Goals in Organisations.
- ➔ **Evolution of Management Thought:** Scientific Management. Frederick W.Taylor. Contributions and Limitations of Scientific Management Theory. Classical Organisation Theory. Contributions and Limitations of Classical Organisation Theory. Henry Fayol's Principles of Management, Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organisations as Socio-technical systems. The contingency approach to Management.
- ➔ **Organisation Structure:** Formal and Informal organisations. Forms of formal organisation structures. Line and staff organisation. Functional Organisation. Product/Market Organisation. Project organisation and Matrix organisation. Benefits and Cost of Informal Organisations.
- ➔ **Decision-Making:** Phases of Decision-Making. Problem Discovery. Problem Definition. Goal Setting. Developing Alternatives, Evaluating alternative and Making choices, Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Group as Decision- maker. Individual Vs. Group Decision-making.
- ➔ **Management Process:** Plans and Decision Making. Basic Steps in Planning. Operational Plans. Single use Plans. (Policies, Strategies) and standing plans (Projects, Programmes, Budgets). Forecasting.
- ➔ **Organizing:** Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralisation. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Classical guidelines for delegation and its limitations. Effective Delegation. Factors influencing Decentralisation. Centralisation Vs. Decentralisation.
- ➔ **Communication:** Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication. Overcoming Barriers to interpersonal communication. Communication in Organisation. Factors influencing organisation communications. Communication network within the organizations: Vertical, horizontal, diagonal and informal. Overcoming organisational barriers to communication.
- ➔ **Controlling :** The meaning of control. Steps in Control Process. Importance of Control. Types of Control Methods. Sources of Control. Design of the Control Process. Characteristics of effective Control System.
- ➔ **Values in Management:** Transnational environment and perspectives of business. Quality of work life ("QWL). Japanese Management Techniques. Search for Excellence. Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management. Self-development and lessons from Ancient Indian Traditions.

### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

### REFERENCES:

1. James F.Stoner, et al. : Management
2. Harold Koontz : Management
3. V.S.P.Rao & P.S.Narayana : Organisations Theory
4. Katz & Kunn : Social Psychology of Organisations
5. Stephen L.Fink, R.Stephen Jenks & Robing D.Willits : Designing & Managing Organisations

6. Amitai Etzioni : Modern Organisations
7. Herbert G.Hicks : The Management of Organisations
8. Hugh J Arnold & Daniel E.Feldm : Organizational Behaviour

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## MIB-212 : ACCOUNTING & FINANCIAL ANALYSIS

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### COURSE OBJECTIVE:

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

### COURSE STRUCTURE:

- ➔ **Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).
- ➔ **Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality.
- ➔ **Valuation of Assets:** Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.
- ➔ **Financial Statement Analysis:** Financial Statements - Meaning, Nature and Limitations. Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical Vs. Horizontal Analysis. Internal Vs. External Analysis.
- ➔ **Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Classification of Accounting Ratio. Computation and interpretation of Liquidity Ratios. Leverage Ratios. Activity/ turnover Ratios and Profitability Ratios. Trend percentages and Common size statement. Funds Flow Statement - Meaning and Need. Preparation and Interpretation of schedule of working capital changes and Funds Flow Statement. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.
- ➔ **Price Level Changes and Accounting:** Problems created by changing price level. Introduction to Approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements, which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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### REFERENCES:

1. Guthman : Financial Statements Analysis
2. Myer : Financial Statements Analysis
3. Robert Anthony & Reece : Management Accounting - Text & Cases
4. Morton Backer : Modern Accounting Theory
5. Roy, A.Foulke : Financial Statement Analysis
6. Shukla & Grewal : Advanced Accounts
7. Mukherjee & Roy : Studies in Accounting Theory
8. Jain & Narang : Advanced Accounting
9. Khan & Jain : Management Accounting
10. Bhandari & Kulshrestha : Essays in Accounting
11. Roy G.D. : A Survey of Accounting Ideas

12. Sehgal A., Sehgal D. : Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden John: Accounting for Management

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## MIB-213 : QUANTITATIVE TECHNIQUES

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### COURSE OBJECTIVE

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

### COURSE STRUCTURE:

- ➔ **Theory of Probability:** Basic Concepts. Simple, Joint, Conditional and Marginal Probabilities. Addition and Multiplication Theorems. Prior and Posterior Probabilities. Mathematical Expectation and Baye's Theorem.
- ➔ **Probability Distributions:** Binomial, Poisson and Normal Distributions, Characteristics of the Normal Curve, Area Property of the Normal Curve. Use of Area Tables.
- ➔ **Probability and Decision Making:** Decisions under Certainty, Risk and Uncertainty. Decision Criteria. Minimax, Maximin, Maximax and Baye's Criteria. Certainty Vs. Uncertainty.
- ➔ **Construction of Pay-off and Loss Tables:** EMV, EOL, EPUC and EVPI. Expected Value and Utility. Objective and Subjective Probabilities, Decision trees and their application.
- ➔ **Programming Techniques:** Formulation of Linear Programming Problems. Simplex Method and its simple applications. Duality in Linear Programming. Primal and Dual.
- ➔ **Transportation problem:** Introduction. Initial Solution. North West Corner Rule. Lowest Cost method. Vogels Approximation method. Optimality Test. Modified Distribution method and stepping stone method.
- ➔ **Assignment Problems:** Introduction, Hungarian Assignment Algorithm. Maximization and minimization cases.
- ➔ **Markov-Chain Analysis:** With special reference to Brand-switching.

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### PATTERN OF EXAMINATION

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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### REFERENCES:

1. Thompson, W.W. : Operative Research Techniques
2. Acoff & Susoni M. : Operations Research
3. Levin R.I, Rubin D.S. & Stinson J.P : Quantitative Approaches to Management
4. Cooke, W.P. : Quantitative Methods for Management Decisions
5. Bierman H., Bonini C.P. & Housman, W.H.: Quantitative Analysis for Business Decisions.
6. Kanti Swaroop : Operative Research
7. Taha, H.A. : Operations Research
8. Hillier, P.S. & Lieberman G.J. : Operations Research
9. Gupta S.P. : Statistical Methods
10. Shenoy G.V., Sherma S.C. & Srivastava U.K.: Operations Research for Management
11. Sharma J.K. : Quantitative Techniques & Operations Research
12. Vohra, N.D. : Operations Research



7. Calva & Waugh : Micro Economics - An Introductory Text	12. John Adams : International Economics
	13. Chacholiades Miltiades : International Economics

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## MIB-215 : GLOBAL ENVIRONMENT AND MANAGEMENT

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**COURSE OBJECTIVE:** The present course aims at familiarizing the participants with various aspects of global business environment. This will help them in gaining a deeper understanding of the environmental factors affecting global business.

**COURSE STRUCTURE:** Introduction: Meaning and scope of international business. Types of international business. Distinguishing features of international business environment.

- ➔ International economic environment: Comparative economic systems. World monetary system. Role of IMF in world monetary system. Evolution, objectives, functions and organization of IMF. Commercial policy and its instruments.
- ➔ Global and regional economic organizations: Genesis, objectives, functions, operational policies of IBRD, IDA, IFC and ADB.
- ➔ Economic Integration among countries: Rationales behind economic integration. Levels of economic integration – the Free Trade Area, the Custom Union, the Common Market, The Economic Union.
- ➔ Global Economic Alliance: UNCTAD and WTO – Their genesis, objectives, nature of treaty and achievements.
- ➔ Regional Economic Alliance: EU, MERCUSOR, NAFTA, ASEAN, OPEC – their objectives, nature of treaty and achievements.
- ➔ International Technological Environment: Technology Transfer - Meaning, source and modes. Significance of technology transfer for the developing countries.
- ➔ International Political Environment: Different political systems and their impact on international business. Trade relationship among developed and developing countries.
- ➔ International Legal Environment: Role of international law in International Business.
- ➔ International Cultural environment: Nature and contents of international cultural environment and their influence on international business.
- ➔ International Trade in Services: Differences between services and products. Linkages between services and products. The role of international services in the world economy. Global transformations in the services sector. Problems and Macro responses to problems in international services trade.

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

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### REFERENCES:

1. Anant K. Sunderam & J. Stewart Black : The international Business Environment – Text & Cases
2. C.M. Korth : International Business – Environment and Management
3. J.L. Jhingan : International Economics
4. R. Groose & D. Kiyaiwa : International Business – Theory & Managerial Applications.
5. J.D. Daniels & L.H. Radebaugh: International Business – Environment & Operations
6. J.J. Wild, K.L. Wild & J.C.Y. Man : International Business – An Integrated Approach
7. M.R. Gzinkota, J.A., Ronkainin, M.H., Maffett : International Business.



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## MIB-216 : MARKETING

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**COURSE OBJECTIVE :** The objective of this course is to give the student an insight into one of the most important functions of an enterprise - MARKETING to make him/her acquainted with the major decision areas in the field of marketing.

**COURSE STRUCTURE : An Overview of Marketing:** What is marketing? Marketing concepts and tools. Corporate orientations towards the market place. The Marketing process. Tasks of Marketing.

- ↳ **The Marketing Environment:** External and Internal Marketing Environment. Macro and Micro Environment.
- ↳ **Marketing Information Systems:** Gathering information for decision making. The information system in marketing and the role of MIS in decision making.
- ↳ **Segmenting and Targeting Markets (STP Strategy):** Rationale for Market Segmentation. Bases for segmenting markets. Steps in segmenting. Strategies for selecting target markets. Positioning.
- ↳ **Product Decisions:** Product mix. Product life cycle. New product development process. New product adoption process. Branding and packaging decisions.
- ↳ **Pricing Decisions:** Importance of Price. Pricing objectives. Determinants of price. Setting the right price.
- ↳ **Promotion Decisions:** The communication process. Barriers to marketing communications. The role of promotion in the marketing mix. The different elements of the promotion-mix. Factors that affect the promotion-mix. Developing the promotional plan.
- ↳ **Distribution Decisions:** Functions of marketing channels. Alternative channel arrangements. Marketing channel design decisions.
- ↳ **Managing Direct and On-line Marketing:** The Growth and benefits of direct marketing. Major channels for direct marketing. E-commerce.
- ↳ **Managing the Total Marketing Effort:** Formal vs informal control. How control works. Strategic control. Marketing audit.
- ↳ **New Issues in Marketing.**

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

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### REFERENCES:

1. Phillip Kotler : Marketing Management Analysis, Planning & Control
2. Rosenberg : Marketing.
3. Kotler & Kox : Marketing Management & Strategy
4. Craverns Hills Woodruff : Marketing Management

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# MBA IB – II SEMESTER

## C-221: ORGANISATIONAL BEHAVIOUR AND ETHOS

**COURSE OBJECTIVE:** The course is intended to develop a basic understanding amongst the students about the ways in which behaviour and performance of individual organisation members influence the performance and effectiveness of the organisation as a whole and also about the ways organisations influence the thoughts, feelings and actions of their members. By understanding how organisations influence their members and how members in turn influence organisations, students may gain a valuable perspective on organisational events.

### COURSE STRUCTURE:

- ↳ Nature and Scope of Organisational Behaviour: Concept of Organisation, Concept of Behaviour, Concept of Organisational Behaviour. The field of Organisational Behaviour. Individuals, Groups and Systems in Organisations. Manager's job.
- ↳ Perception: Perceptual Processes. The Role of object in Perception. The Role of Environment in Perception. The Role of Observer in Perception. Significance of Perception for Managers.
- ↳ Learning: Concept of Learning. Theories of Classical and Operant Conditioning. Learning Curves. Significance of Learning for Managers.
- ↳ Attitudes: Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.
- ↳ Motivation: Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. The Expectancy Model of Motivation. McClelland's Achievement Motives Worker's Job Maturity.
- ↳ Transactional Analysis: Transaction as Unit of Social Interaction, Three Ego States: Parent, Adult and Child. Four Life Positions.
- ↳ Group in Organisations: Concept of Group. Group Membership. Group Cohesiveness. Norms, Conformity, Deviance. Group Performance. Group Decision Making.
- ↳ Intergroup and Organisational Conflict: Concept of Conflict. Sources of Conflict. Changing views of Conflict: Functional and Dysfunctional. Dynamics of Organisational Conflict. Methods of Managing Conflict.
- ↳ Creative Processes in Organisations: Concepts of Creativity. Types of Creativity. Stimulating Creativity in Organisations. The Creative Climate/Culture.
- ↳ Influence, Power and Authority: Concept of Influence. Power and Authority, Sources of Power. The Basis of Formal Authority in Organisations.
- ↳ Leadership: Concept of Leadership. Trait Approach to Leadership. Behavioural Approach to Leadership. Situational Factors in Leadership. Path-Goal Theory. Leadership Styles. Successful Vs. Effective Leadership. Leadership Vs. Managership. Leadership Vs. Organisational Change.
- ↳ Management of Job Stress: The Nature of Job Stress. Sources of Job Stress. Consequences of Job Stress. Management Job Stress. Yoga & Stress. Lessons from Indian Scriptures for coping with stress.
- ↳ International Dimensions of Organisational Behaviour: Concept of Cross-Cultural Management. Variation in work Behaviour Across Cultures. Cross-cultural Communication Barriers. Managing Cultural Diversities.

### PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

### REFERENCE:

1. Ernest R.Hilgard : Introduction to Psychology
2. Blair J.Kolasa : Introduction to Behavioural Science for Business
3. H.Joseph Reitz : Behaviour in Organisations.
4. Hugh J.Arnold & Daniel C.Feldman : Organisational Behaviour.
5. Joe Kelly : Organisational Behaviour

6. V.S.P.Rao & P.S.Narayana : Organisational Theory & Behaviour.
7. James,A.F. Stoner & R.Edward Freeman: Management
8. R.Wayne Mondy, Arthur Sharplin & Edwin B.Flippo : Management : Concepts and Practices.
9. Paul Hersey & Kenneth H.Blanchard: Management of Organisational Behaviour - Utilizing Human Resources.

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## C 222: MANAGEMENT ACCOUNTING AND CONTROL

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**COURSE OBJECTIVE:** The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

### COURSE STRUCTURE:

- ➔ **Introduction:** Meaning, Functions, Scope and Limitations of Management Accounting. Financial Accounting Vs. Management Accounting.
- ➔ **Responsibility Centres:** Cost Centres, Profit Centres and Investment Centres. Inter divisional transfer pricing – concept and methods.
- ➔ **An orientation to Cost Accounting.** Purpose of Cost Accounting, Elements of cost. Kinds of costing, Classification of Costs, Methods of Cost variability.
- ➔ **Standard Costing.** Meaning, Types of Standard and their revision. Procedure of setting standard cost - Material, Labour and Overhead.
- ➔ **Budgeting.** Definition of a budget. Kinds of budgets. Preparation of a Budget. Budgetary Control. Flexible Budgeting. Zero Base Budgeting, Performance Budgeting.
- ➔ **Variance Analysis.** Meaning and its relevance to budgeting and standard costing. Kinds of Variances. Their use in making appraisal and fixing responsibility.
- ➔ **Activity Based Costing:** Concept, main activities and their cost drivers, developing ABC System.
- ➔ **Break-Even Analysis.** Meaning, Graphic presentation. Preparation of break-even charts and their interpretation. Managerial uses of Break-even analysis.
- ➔ **Marginal Costing.** Meaning of Marginal Cost. Analysis of Incremental costs and revenues. Management Application of Marginal Income Accounting.
- ➔ Discussion of real life business Cases.

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <b>Theory Paper:</b>	
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	70
Two shorter answer alternate set of questions	
One case study	
2. <b>Sessionals:</b>	
Class Test/Quizzes (average of 2 best out of 3)	30
Write up, Presentation and Participation	
<b>Total Marks</b>	<u>100</u>

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### REFERENCES:

1. Anthony Robert N. & Reece James S : Management Accounting
2. Anthony Robert N & Welsch Glenn A : Fundamentals of Management Accounting
3. Hongren Charles T. : Introduction to Management Accounting
4. Batty, J.: Management Accounting
5. Bhattacharya S.K. and Dearden John : Accounting for Management
6. Hingorani N.L., Ramanathan A.R. & Grewal T.S.: Management Accounting.
7. Khan M.Y. and Jain P.K.: Management Accounting.
8. Kishore Ravi M.: Taxman's Advanced Management Accounting
9. Jain Narang: Cost and Management Accounting



**COURSE OBJECTIVE :** The present course aims at familiarizing the participants with the basic principles, tools and techniques of financial management.

**COURSE STRUCTURE :**

- ↳ Concept and Dimensions of Financial Management: Objectives and Functions of Financial Management. Role of the finance manager.
- ↳ Forms of Business Organizations and financial considerations underlying the choice of form of business organization.
- ↳ Capital Structure: Concept, Principles, Criteria of its determination, Trading Equity, Leverages, Operating and Financial, Indifference Point. (Capital Structure theories not included)
- ↳ Acquisition of funds: External and internal forms of corporate financing. External forms - Shares and Debentures. Internal forms - Ploughing Back of Profits. Forms of dividends, Factors affecting dividend policy, Dividend pay-out decision (Dividend theories not included).
- ↳ Financial Markets and Instruments: Nature and Significance of Money and Capital markets. Commercial Paper, Certificate of Deposit, Treasury Bills. Primary and Secondary Markets. Objectives, Functions and Indices of BSE and NSE. Concept of OCTEI.
- ↳ Concept of Futures and Options.
- ↳ Concept of Financial Institutions and their role in economic development: Indian Financial System. Financial Institutions – Types, Nature and Functions. Development Banks, Investment Banks. Investment Institutions and Commercial Banks. Challenges to Indian Financial Institutions and Banks in changing economic scenario.
- ↳ Working Capital Management: Meaning, Significance and Factors influencing the level of Working capital. Working capital management – Cash Receivables and Inventory Management.
- ↳ Concept of Cost of Capital and Capital Budgeting: Concept and significance of Cost of Capital and its computation. Concept and significance of Capital Budgeting appraisal Techniques for risk free projects.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	100

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**REFERENCES**

1. J.Fred Weston & Eugene F. Brigham : Managerial Finance
2. Franklin R.Edwards & Cindy W.Ma : Futures and Options
3. James Van Horne : Essentials of Financial Management
4. Walker E.W. : Essentials of Financial Management
5. Srivastava, R.M. : Financial Management
6. Srivastava, R.M. : Essentials of Business Finance
7. Prasanna Chandra : Financial Management
8. Pandey, I.M. : Financial Management

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## C-224: RESEARCH METHODS IN MANAGEMENT

**COURSE OBJECTIVE:** The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports. They are also expected to learn the basic quantitative and statistical tools of analysis to sharpen their research studies.

**COURSE STRUCTURE:** The course in this paper is divided into two Sections - Section (A) and Section (B). The former relating to the theoretical aspects of Research and the latter relating to tools and techniques of Quantitative and Statistical Analysis. Approximately, 40% of the time will be devoted for Section (A) and 60% for Section (B).

### Section (A)

- Meaning and Significance of Research in Management, Different Approaches to Research. Scientific Method of Investigation. Scientific Method and Non-Scientific Methods. Types of Research. Historical Studies. Case Studies, Survey, Statistical Studies, Experimental Studies and Simulation. Problems of Research in Management. Survey of Literature.
- Formulation of a Research Problem. Defining a Research Problem. Techniques involved in defining a problem. Research Designs Exploratory Research, Conclusive Research, Experimental and Laboratory Research, Field Investigations. Features of a good Research Design.
- Data Collection Methods. Primary Vs. Secondary Data. Collection of Primary Data. Observation Method, Collection of Data through questionnaires. Characteristics of a good Questionnaire. Indirect Methods of Data Collection. Selection of Appropriate method of Data Collection. Pitfalls in the use of Secondary data.
- Sampling Techniques. Steps in Sampling. Probability sampling Vs. Non-Probability Sampling. Random Sampling and Stratified Sampling. Judgment Sampling. Size of a Sample. Sampling Errors.
- Scaling concept and its importance in business research studies. Important Scaling Techniques. Ratings and Ranking Scale Construction of Thurstone and Likert types of Scale and their uses in study of qualitative phenomena in management. Reliability and Validity of Measurements.
- Processing of Research Data and their Analysis and Interpretation. Editing, Coding, Classification and Tabulation. Application of Computers in processing and analysis of data.
- Research Report and its Significance. Steps in Report writing. Layout of a Research Report. Types of Research Reports. Citations and Bibliography.

### Section (B)

- Measures of Central Tendency - Arithmetic Mean, Mode, Median and Geometric Mean. Uses and Limitations of the measures of Central Tendency.
- Measures of Dispersion and skewness. Range, Mean, Deviation, Standard Deviation and Quartile Deviation. Mean  $\pm$  3 standard Deviation Concept. Skewness and its Measurement. Symmetrical and Asymmetrical Data. Coefficient of Variation.
- Correlation and Regression Analysis. Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.
- Analysis of Qualitative Data. Yule's Coefficient of Association.
- Importance of Index Numbers in business studies. Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.
- Analysis of Time Series. Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.
- Test of Significance and its Designing. Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Large Sample
- Tests of Variables and Proportions. Student's 't' test in small samples. Application of  $X^2$  test. Testing of coefficients of Correlation. Analysis of Variance. Latin Square Design.
- Introduction to some basic quantitative methods packages.

### PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

### REFERENCES:

1. Goods, William, J. & Hatt Paul K.: Methods in Social Research.	9. Boot and Cox : Statistical Analysis for Managerial Decision.
2. Young, Pauline V.: Scientific Social Surveys and Research.	10. Richard, Leurin : Statistics for Management.
3. Karlinger, Fred N. Foundations of Behavioural Research.	11. Gupta, S.P : Statistical Methods.
4. Mohsin, S.M. : Research Methods in Behavioural Research.	12. Mc Clave, T.T. : Statistical for Business and Economics.
5. Kothari, C.R. : Research Methodology - Methods & Techniques.	13. Shukla and Gulshan : Statistics.
6. Sharma R.D. : Research Methods in Social Sciences.	14. Gupta C.B. : An Introduction to Statistical Methods.
7. Tandon B.C. : Research Methodology in Social Sciences.	15. Vohra, N.D. : Quantitative Techniques in Management.
8. Mood, Alexander N. : An Introduction to the Theory of Statistics.	16. Mik Wisniewski: Quantitative Methods for Decision Making
	17. Diwedi R.S. : Research Methods in Behavioural Sciences

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## C-225: OPERATIONS MANAGEMENT

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**COURSE OBJECTIVE:** The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation.

### COURSE STRUCTURE:

- ↳ Nature and Scope of Operations Management: Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs. Project Management. Characteristic Features of Job, Batch and Flow Production. Automation & Mechanization. Duties and Responsibilities of Operations Manager.
- ↳ Factors governing the location of a Plant: Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials handling Equipments and their uses.
- ↳ Productivity: Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.
- ↳ Work Study: Concept, Definition and Objectives. Definition & objective of Method Study. Procedure for conducting Method Study. Flow Process Chart (Man type & Material type). Two handed process chart. Multiple activity chart. Principles of motion economy. Work sampling – Concepts, Definition and uses. Procedure for conducting work sampling. Time study – Definition. Procedure for conducting time study.
- ↳ Arrow Diagramming and Network Analysis: PERT Model. Determination of critical path. Distribution of Project completion time. CPM Model. Time/Cost Relation. Crashing of a Project.. Resource Allocation through Resource leveling and resource smoothing.
- ↳ Operations Planning & Control: Aggregate production planning. Master production scheduling. Materials requirements planning (MRP). Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting. Line Balancing.
- ↳ Maintenance Management: Maintenance objectives. Concepts, advantages and limitations of Break down Maintenance & Preventive Maintenance. Maintenance costs and the problem of their Minimization. Total Productive Maintenance (TPM).
- ↳ Purchasing Management: Objectives and Functions of Purchasing. Purchasing cycle. Vendor Rating.
- ↳ Inventory Management: Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. P & Q Inventory Models. Inventory classification systems. ABC & VED Analysis. JIT System of Inventory Management.
- ↳ Statistical Quality Control: Concepts of quality. Objectives of SQC. Chance Causes and Assignable Causes. Process control Charts for Variables & Process Control Charts for Attributes Acceptance sampling for attributes. Operating Characteristic (OC) Curves.
- ↳ ISO 9000 standards: Total Quality Management (TQM).

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) ;Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

### REFERENCES:

1. W.J. Stevenson : Production/Operations Management (Irwin Pub.)
2. K.N. Dervitsiotis : Operations Management (Mc Graw Hill Int'l.)
3. E.J. Adam, Jr. & R.J. Ebert : Production and Operations Management (PHI)
4. E.S Buffa : Modern Production Management. (John Wiley)
5. J.L. Riggs : Production Systems - Planning, Analysis & Control.
6. Raymond Mayer : Production & Operations Management.
7. N Goither : Production & Operations Management.
8. R. Paneerselvam : Production and Operations Management (PHI)
9. N.G. Nair : Production & Operations Management. (TMH)
10. Chary S.N. : Production & Operations Management. (TMH)
11. K. Ashwathappa : Production & Operations Management. (HPH)
12. H.B. Maynard : Industrial Engineering Hand Book
13. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
14. O.P. Khanna : Industrial Engineering & Management.
15. P. Gopalakrishnan : Hand book of Materials Management.
16. Alan Muhlemann, John Oakland & Keith Lockyer : Production & Operations Management.

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## C-226: HUMAN RESOURCE MANAGEMENT

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**COURSE OBJECTIVE:** The basic objective of this course is to make the participants acquainted with the fundamental principles, concepts and problems and practices relating to different areas of Human Resource Management.

### **COURSE STRUCTURE:**

- ➔ Human Resources Management: Concept, Objectives, Nature and scope of the Human Resource Management. HR Functions, Role of HR Managers, Challenges ahead, HR Policy and Its formulation.
- ➔ Human Resource Planning: Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.
- ➔ Human Resource Acquisition: Meaning of Recruitment . Various sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialization.
- ➔ Development of Human Resources: Training – Meaning and Importance. Assessment of Training Need. Methods and procedures of training. Management Development Programmes, Purposes and Methods.
- ➔ Performance Appraisal: Concept, Objectives and Importance of Performance Appraisal. Methods of Performance Appraisal. Problems of Performance Appraisal. New developments in Performance Appraisal.
- ➔ Employee Compensation: Elements of compensation. Factors affecting compensation. Incentive. Job-Evaluation – Meaning and Importance. Methods of Job Evaluation.
- ➔ Discipline and Grievance Management: Causes of indiscipline. Management of Discipline. Causes of employees' grievance. Grievance procedure. Management of Employees' Grievance.
- ➔ Human Resource Auditing: Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

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### **PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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### **REFERENCES:**

1. E.B.Flippe : Principles of Personnel Management.
2. Arun Monappa & S.S.Mirza : Personnel Management.
3. Strause & Sayles : Personnel: The Human Problems of Management.
4. Blum & Naylor : Social Foundation of Industrial Psychology.
5. Tiffin & Mc.Cormic : Industrial Psychology
6. Dale Yoder : Personnel Management & Industrial Relations.
7. Aswathappa K. : Human Resource and personal Management (Tata Mc Graw Hill, ND 1997)
8. De Cenzop, DA & Robbins SP : Human Resource Management (5<sup>th</sup> Ed. New York, John Wiley, 1994).
9. Guy V & Mattock J : The New International Manager (London, Kogon Page, 1993)
10. Holloway, J Ed. : Performance Measurement and Evaluation (New Delhi, Sage, 1995)
11. Monappa, A & Saiyadain M. : Personal Management (II Ed. New Delhi, Tata Mc-Graw Hill, 1996)
12. Stone, Lloyed and Leslie W Rue : Human Resource & Personal Management (Richard D. Irwin, Illinois, 1984)



The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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# MBA IB – III SEMESTER

## C-231 : TRANSNATIONAL STRATEGIC MANAGEMENT

### COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the concepts, tools and techniques involved in formulation and execution of corporate strategy to handle transnational business. Class participation will be fundamental to the development of these skills.

### COURSE STRUCTURE:

- ➔ Introduction: Concept and characteristics of transnational Strategic Management. Dimensions of transnational Strategic Management. Strategic response to international business Global Strategy, Multinational Strategy, International Strategy and Transnational Strategy. Functions of transnational Strategic Management. Significance of transnational Strategic Management. Formulating International Corporate Strategy - An overview.
- ➔ Appraisal of Global Environmental Opportunities and Threats - Nature and significance of appraisal of Global Environment, Analysing Global Environmental Opportunities and threats - Economic, Competitive, Technological, Political and Socio - Cultural.
- ➔ Corporate Capability Analysis - Nature and Significance of corporate competence analysis. Analysing corporate competence of a transnational organization. Concept and significance of synergy. Analysing synergy for strategy making.
- ➔ Value Chain Analysis – Concept of Value Chain Analysis, Type of Value Activities. Value Chain Analysis and Linkages. Value System. Significance of Value Chain Analysis in Strategy making.
- ➔ Core Competence – Concept of Core Competence and its cosmic features. Identifying Core Competence of a firm. Core competence and leveraging. Significance of core competence concept in strategy making.
- ➔ Corporate Objectives - Concept of Corporate Vision, Purpose, Mission, Long-term Objectives and Goals. Process of setting corporate objectives. Forces influencing objective setting.
- ➔ Making off-shore Strategic Decisions - Making Acquisition Decisions - Laying down objectives and criteria; Locating Companies to acquire; Evaluating the prospective candidates for acquisition; Undertaking Post-acquisition tasks.
- ➔ Choosing Cross-Frontier countries - Assessing firm's needs and capabilities - Assessing Business Climate of Cross Border countries; Identifying Alternative countries; Choice of Investment country.
- ➔ Choosing Mode of Entry in Cross - Border Countries - Need for Planning Mode of Entry. Various modes of Entry; Considerations influencing choice of Mode of Entry.
- ➔ Implementing Off-shore Strategy - Concept and Significance of Strategy implementation. Corporate Strategy and Corporate Legitimacy. Organizing off-shore operations.
- ➔ Controlling off-shore strategy - Concept and significance of control in context of off-shore operations. Problems involved in off-shore business control. Factors influencing degree of control over off-shore operations.

### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
3. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) ; Write up, Presentation and Participation	30
Total Marks	100

### REFERENCES:

1. Prof.R.M.Srivastava : International Strategic Management
2. Garland G.F. & Farmer R.N. : International Dimensions of Business Policy & Strategy.
3. Brooke N.Z. International Corporate Planning
4. Derek F.Channon & Michael Jalland : Multinational Strategic Planning
5. Christokher A Bartlett & Sumantra Ghoshal :
6. James H. Taggart & Michael C. Mcdermatt: The Essence of International Business
7. Ansof H.Igor : Business Strategy
8. M.C.Carthy : Business Policy and Strategy
9. Andrews K. : The Concept of Corporate Strategy
10. Newmann & Bogan : Business Policy and Control
11. Chang Y.N. : Business Policy and Strategy
12. S.Shiva Ramu : International Business.





**COURSE OBJECTIVE:** The first part of the course is designed to familiarize the students with the concepts of entrepreneurship, entrepreneurial functions and the role the entrepreneurs are expected to play in a developing economy. The second part of the course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

**COURSE STRUCTURE:**

**PART A:**

- ↳ Entrepreneur & Entrepreneurial development: Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur. Role of entrepreneurs in socio-economic development of a country. Growth of entrepreneurship in India.
- ↳ Entrepreneurial competencies and skills: Meaning and components of entrepreneurial competencies. Developing competencies.
- ↳ Functions of an entrepreneur: Types of entrepreneurs. Entrepreneur, Intrapreneur and Professional manager.
- ↳ Women Entrepreneur: Concept and functions of women entrepreneurs. Problems of women entrepreneurs. Developing women entrepreneurs – recent trends.
- ↳ Factors influencing entrepreneurship : Individual factors. Environmental factors. Socio-cultural factors. Support systems.
- ↳ Entrepreneurial motivation: Motivation theories. Motivating factors. Achievement motivation.
- ↳ Entrepreneurial Mobility: Factors influencing mobility. Occupational Mobility. Locational Mobility.
- ↳ Entrepreneurial Development programmes (EDPs): Need and objectives of EDP. Course contents of EDP. Phases of EDP. Evaluation of EDP.
- ↳ Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs. (Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs).
- ↳ Road Map for setting up a new venture.

**PART B:**

- ↳ Concept of a Project & Project Management: Characteristic features of a project. Project management vs. general management.
- ↳ Project life cycle and its different phases.
- ↳ Project feasibility study: Market feasibility, Technical feasibility. Financial feasibility.
- ↳ Social cost benefit analysis (SCBA): Basic concepts and rationale of SCBA. Meaning of Shadow price. Identification and quantification of different types of costs and benefits. UNIDO Approach and L.M. approach to SCBA. Social rate and discount. Shadow Price of foreign exchange and shadow price of wage rate.
- ↳ Prerequisites for successful implementation of projects.
- ↳ Evaluation and appraisal of projects: Project appraisal techniques.
- ↳ Project Control: Reasons for ineffective project control. Technique of project control.
- ↳ Preparation of project proposals. Case studies.

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. Two shorter answer alternate set of questions; One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) ; Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCES:**

1. Vasant Desai : Entrepreneurial Development (Vol. I, II & III)	10. S. Choudhury : Project Management
2. C.B. Gupta & N.P. Srinivasan : Entrepreneurial Development	11. V. Desai : Project Management & Entrepreneurship.
3. S.S. Khanka : Entrepreneurial Development	12. P. Chandra : Projects (Planning, Analysis, Selection, Implementation & Review)
4. David H. Holt : Entrepreneurship	13. B.M. Patel : Project Management
5. Siropolis : Entrepreneurship & Small Business Mgmt.	14. P.K. Mattoo : Project Formulation in Developing Countries
6. P.N. Singh : Developing Entrepreneurship for Economic Growth	15. Stoiner & Ryam : Industrial Project Management
7. P. Drucker : Innovation & Entrepreneurship.	16. Harold Kerzner : Project Management – A systems approach to planning scheduling and controlling
8. Colombo Plan Staff College for Technician Education: Entrepreneurship Development	17. Unted Nations : Manual for Evaluation of Industrial Projects
9. Hisrich Peters : Entrepreneurship	18. H.P.S. Patwa : Project Reports & Appraisals.
I.S. Malhotra & S.L. Gupta :Mgmt. of Small Scale Industries	

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## C-234 : INTERNATIONAL MARKETING

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**COURSE OBJECTIVES:** This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business.

### COURSE STRUCTURE

- ➔ **Importance and Challenge of International Marketing:** Definition of International Marketing; Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Characteristics of International Marketing Executives.
- ➔ **Analysis of International Marketing Environment and Identifying Foreign Markets:** Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.
- ➔ **Promotion of International Marketing by Governmental and Non-Governmental Agencies:** Activities at super-national; national and sub-national levels; Governmental Agencies involved in Promoting International Marketing; Non-governmental agencies involved in promoting International Marketing.
- ➔ **International Marketing Intelligence and Research:** Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research.
- ➔ **Planning Entry and Operations Strategies:** Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.
- ➔ **International Product Policies:** Strategic Considerations in Making Multinational Product decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions.
- ➔ **International Pricing Decisions:** Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.
- ➔ **International Distribution System and Logistics:** International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.
- ➔ **International Marketing Communication:** Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising.

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### PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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### REFERENCES:

1. Durtney Brown : World Business.
2. David Carson : International Marketing
3. David Leighton : International Marketing
4. Heary Deschampsnenfe : Marketing Overseas
5. Hess and Cateore : International Marketing
6. Patty and Vredenburn : Readings in Global Marketing Management
7. Roland Kramer : International Marketing
8. Rayans and baker : World Marketing
9. R. Vernon: Manager : In the International Economy
10. Winter and Mehta : Export Marketing Operations
11. TAS Balagopal : Export Management
12. Varshney & Bhattacharya : International Marketing Management
13. B.S. Rathore : Export Marketing
14. P. Saravanavel : International Marketing
15. Saxena & Kapoor : International Marketing
16. S.C. Jain : International Marketing Management

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## C-235: OVERSEAS BUYER BEHAVIOUR

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**COURSE OBJECTIVE:** The purpose of this course is to explain the students the relevant concepts upon which the discipline of consumer behaviour is based and also to illustrate how consumer behaviour concepts are used by marketing practitioners to develop and implement effective marketing strategies. The main emphasis of this course is to explain how the “cross-cultural” differences among the consumers of different societies /nations should be understood in order to direct targeted marketing strategies to penetrate each foreign market of interest.

### COURSE STRUCTURE

I. Consumer Behaviour : Introduction:

Introduction to Consumer Behaviour. Definition of consumer behaviour; Personnel Consumer Vs. Organisational Consumers. Consumer Behaviour and Marketing Strategy.

II. Consumer Motivation: Concept of Motivation: Needs; Goals; Maslow’s Hierarchy of Human Needs. Motivational Research.

III. Learning and Consumer Involvement: Concept of Learning. Behaviour Learning Theories. Cognitive Learning Theories. Brand Loyalty.

IV. Consumer Perception: Concept of Perception. Dynamics of Perception. Consumer Imagery.

V. Consumer Attitudes and Attitude change: The nature of Consumer Attitudes. Attitudes Formation. Changing Consumer Attitudes.

VI. Group Dynamics and Consumer Preference Groups: Definition of Group. Types of Groups. Consumer - relevant Groups. Reference Groups. Applications of the Reference Group Concept.

VII. Consumer Psychographic & Life Styles: Concept of psychographics and Life styles. Types of Psychographics Variables. Applications of Psychographic Analysis in Market Segmentation and Promotional campaigns.

VIII. Personality and consumer Behaviour: The nature of personality. Theories of Personality. Personality and understanding consumer diversity.

IX. Consumer Decision-making and its Process: Concept of Decision Making. Levels of Consumer Decision Making. Four views of consumer decision making. A Model of Consumer Decision Making.

X. Industrial Buying Behaviour: Organisational Buying Behaviour Vs. Consumer buying Behaviour. A Model of Organisational Buying Behaviour.

XI. Cross-cultural Consumer Behaviour: An International Perspectives. Cross-Cultural Consumer Analysis. Comparison of Consumer-Behaviour in India and a few selected foreign countries.

XII. Consumer Behaviour audit:

XIII. Consumer Behaviour studies in India:

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u>	
The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words.	70
Two shorter answer alternate set of questions One case study	
2. <u>Sessionals:</u>	30
Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	
<b>Total Marks</b>	<b>100</b>

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### REFERENCES:

1. Leon G. Schiffman & Daslic Lazar Kanuk : Consumer Behaviour
2. Thomas S. Robertson, John Zielinski & Scott Ward : Consumer Behaviour
3. James F. Engle, David T. Kollat & Roger D.B. Blackwell : Cases in Consumer Behaviour
4. Peter D. Bannett and Harold H. Kassarjar : Consumer Behaviour
5. J. Paul Peter & Jerry C. Olson : Consumer Behaviour : Marketing Strategy Behaviour
6. D.R. Sainy : Marketing - A Behavioural Approach.
7. John C. Mowen : Consumer Behaviour
8. Gerald Zaltman, Christian R.A. Pinson & Reinhard Angelmar : Metatheory and Consumer Research.
9. Francesco M. Nicosia : Consumer Decision Process
10. Jagdish N. Seth, Banwari Mittal & Bruce I. Newman: Customer Behaviour – Consumer Behaviour & Beyond.
11. James F. Engel & Ruger D. Blockwell : Consumer Behaviour
12. A Coskun Somli : International Consumer Behaviour
13. Henry Assael : Consumer Behaviour & Marketing Action.

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## C-236: COMPARATIVE INTERNATIONAL MANAGEMENT

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**COURSE OBJECTIVE:** The present course is aimed at familiarizing the participants with concepts of comparative management and international management for the efficient management of multinational corporations. Class participation will be fundamental to understanding of management practices in different environments.

### **COURSE STRUCTURE:**

Comparative Management: Meaning, Scope and Importance. Models of Comparative Management - Richman-Farmer Model & Koontz model.

Comparative study of the management practices in U.S.A., Japan and European countries.

International Management: Meaning and importance, environmental factors affecting International Management.

International Business Operations: Concept, types and evolution of international business operations.

Cultural Environment of International Management: Meaning of cultural differences, values critical to international management effectiveness.

Planning in Global Settings: Concept, environment of global planning and steps involved in developing global corporate strategy.

Organizing for International Business: Basic organizational design of international enterprises, organizational structures of multi-national corporations with special reference to USA, Japan and European countries.

Staffing for International Business: Philosophy of International staffing, sources of recruitment, selection of managers for foreign assignment, preparing managers for foreign assignment.

Control mechanism for International Business: Managerial Control Process, Problems of control in International business, designing an effective international control system.

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### **PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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### **REFERENCES:**

1. A.V.Pathak : International Dimensions of Management
2. A.R.Negandhi : International Management
3. Belty Jane-Punnalt, Knootz : Experiencing International Management
4. Molcom Trevor & Schendel : Management (9th Ed.)
5. A.V.Sreenivasan : The Japanese Management Development System -The Indian Context
6. S.Shiva Ramu : International Business.
7. The New Role of Management : Proceedings of 15th International Management Congress

**COURSE OBJECTIVE:**

The present course aims at providing the participants an opportunity to apply their theoretical knowledge of concepts, techniques and mechanics of transnational strategic management acquired in the preceding semester in the resolution of real life problems facing top management through discussion of real life cases.

**COURSE STRUCTURE:**

This course will primarily be handled through case discussions. However, a few introductory lectures will be delivered.

A . Lectures will be delivered on :

- ∨ Nature and scope of Transnational Business Policy.
- ∨ Relationship between Transnational Business Policy, Corporate Policy and Strategy.
- ∨ Constituents of Transnational Business Policy
- ∨ Roles and responsibilities of Central Management in policy formulation and execution of Business Policy
- ∨ Management of Strategic Change
- ∨ Corporate Strategy and Organizational Culture

B. Real life cases will be discussed on all those aspects, which are related to policy formulation and execution.

**PATTERN OF EXAMINATION**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. One alternative set of question One case study	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCES:**

1. Donalf F Harvey : Strategic Management and Business Policy
2. Newman and Logan : Strategy, Policy and Central Management
3. Ronald Christanson, Kenneth R. Andrews and others : Business Policy: Text & Cases
4. Malvin J Stand Ford : Management Policy
5. G. Luffman : Business Policy
6. G.F. Garland & R.N. Former: International Dimensions of Business Policy & Strategy
7. R.M. Srivastava : International Strategic Management
8. R.M. Srivastava : Management Policy and Strategic Management
9. T.Elainegegne : Designing Effective Organizations
10. A Hamel and C.K. Prahalad: Competing for Future



**COURSE OBJECTIVE:**

The purpose of this course is to give the students knowledge about the essential aspects of exim management, i.e, p5rocedures, documentation and its logistics.

**COURSE STRUCTURE:**

- ↳ **Export Documentation Framework.**
- ↳ **Incoterms 2000 and Terms of Payment in international trade.**
- ↳ **Export Finance:** Pre and post shipment finance. Foreign exchange risk management.
- ↳ **FEMA :** Its rationale and implications.
- ↳ **Procedures:** For clearance of excisable goods for exports. For custom's clearance. For availing different export incentives.
- ↳ **Export Documentation** and Role of clearing and forwarding agents.
- ↳ **Marketing logistics system:** Its importance and relevance in international marketing.
- ↳ **World shipping:** Trends and structure
- ↳ **Indian shipping:** Trends and structure
- ↳ **Ports** and overseas marketing logistics.
- ↳ **Developments in international transport:** Different modes of transport their comparison and technological developments in them.
- ↳ **MIS in Logistics:** Role of MIS in logistics. The logistics information system as a subsystem of MIS.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

1. Anant R. Nagandhi : International Management.
2. Saravanel P. : International Marketing (An Indian Perspective)
3. Phillip R. Cateore & John M. Hess : International Marketing Management.
4. Van Buytenen P.M. : Business Logistics.
5. Rathor B.S. : Export Marketing
6. Gorden E. Miracle & Gerald S. Albaum : International Marketing Management
7. Ronald H. Ballou : Basic Business Logistics
8. Khan R.R. : Transport Management
9. John F. Magee : Physical - Distribution System
10. Felix R.L. Wentworth : Physical Distribution Management
11. Damodar Pande : Cargo Handling in Major Ports in India
12. Dev Raj : Shipping & Shipbuilding Industry in India
13. Sachdeva G.S. : International Transportation
14. Desai H.B. : Indian Shipping Perspectives
15. H.B.R. Reprint Series on "Manufacturing Management - Logistics, Materials Inventory " (Ref. No. 8531/Series No. 18081).
16. John F. Magee : The Logistics of Distribution (HBR July- August, 1960)
17. Mc Garth R.E. : Logistics for International Manufacturing (HBR Vol. 44 No. 2, March-April, 1966)
18. Khanna K.K. : Physical Distribution Management Logistical Approach.

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**C-243 : INTERNATIONAL FINANCIAL MANAGEMENT**

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**COURSE OBJECTIVE:** The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multi national corporation.

**COURSE STRUCTURE:**

- A. Global Financial Environment:** Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system. Political risk – concept, measurement and management of political risk.
- B. Forex and Financial Derivatives:** Foreign exchange markets, exchange rates, exchange rate theories – Mint parity, Purchasing Power Parity (PPP), Balance of Payments theory, Stable and flexible exchange rate, An integrated framework of exchange rate, interest rate and inflation rate Fischer Effect, International fisher effect. Forward contracts, currency futures and currency options. Currency swaps and interest rate swaps. Swaptions, Cross Currency swaps and swap markets.
- C. Management of exposure & risk:** Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.
- D. International Portfolio Investment:** Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)
- E. International Capital Budgeting:** The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.
- F. International working capital management:**
- i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
  - ii) International Receivables management: Domestic VS. International receivables management. Letter of credit. International factoring, Accounts receivables. Insurance. A comparison of the above three alternatives.
  - iii) International inventory management: Advance inventory purchases. Stockpiling.
- G. International Financing Decisions:**
- i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
  - ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market. New financial instruments.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

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**REFERENCES:**

<ol style="list-style-type: none"> <li>1. Abdullah Faud A : Financial Mgmt. for the Multinational Firms.</li> <li>2. Dennis J.D. Connor &amp; Albert T Bussco : International Dimensions of Financial Management</li> <li>3. Zenoff David B. &amp; Zwick Dack: International Financial Management</li> <li>4. Alan C. Shapiro : Foundations of Multinational Financial Management.</li> <li>5. Maurice D. Levi : International Finance</li> <li>6. Eiteman David K &amp; Stonehill Arthur I: Multinational Business Finance.</li> <li>7. Folks William R. Jr. &amp; Raj Agrawal : International Dimensions of Financial Management</li> <li>8. Buckley Adrain : Multinational Finance</li> </ol>	<ol style="list-style-type: none"> <li>9. Saxena R.B. : Mgmt. of International Financial Institutions</li> <li>10. Brick John R. Baker H. Kant &amp; Hastem John. A. : Financial Markets, Instruments &amp; Concepts.</li> <li>11. Advani V.A. : International Finance: Theory and Practice</li> <li>12. Seth Jagdish &amp; Eshghi A. : Global Financial Perspectives</li> <li>13. George Abraham M. &amp; Giddy Ian H. :International Finance : Handbook Vol. 1 &amp; 2</li> <li>14. Henny Charles N. Piggot William &amp; Scott R.H. : International Financial Management.</li> <li>15. Nehrt Lea C. : International Finance for Multinational Business.</li> <li>16. Ian H. Giddy : Global Financial Markets</li> </ol>
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## C-244 : INTERNATIONAL BANKING & BUSINESS LAWS

**COURSE OBJECTIVE:** The present course aims at familiarizing the participants with the major operational aspects of banking and legal aspects of business in the context of India and abroad so as to enable them to develop a better understanding of banking and legal environment of business with special reference to multi-national companies (MNCs).

### COURSE STRUCTURE:

#### A. International Banking

##### Introduction:

- I. Purpose and functions of different types of Indian Banks: Functions of RBI particularly in monitoring money supply and regulating Foreign Exchange. Present Indian Banking Scenario. Corporate Governance. Universal Banking. TQM in Banking. Relationship Banking. The role of commercial banks in international banking. International Interbank Business. Forms of International Banking. Operation of foreign branches of Indian banks.
- II. Concept of Asset Liability Management: Whole sale and retail banking. International Financial Centres. Risks in International Banking. Exposure Management. Forex Risk Management by Bank.
- III. International Banks Borrowings: General Principles of Lending with special reference to MNCs. Lending process. Assessment of risks (Particularly Credit Risk), Syndicated loans. Project loans. Concept of Asset Classification and Management of NPAs in Indian Context.  
Secured finance in the International Context.  
The purpose of security in international banking: Methods of creating a charge - fixed and floating. Negative Pledge. General Lien.  
Governing Law in International Banking: Jurisdiction of Courts. Sovereign Risk. Guarantees – Concepts, Types, use in International finance.

#### B. Business Law:

- ➔ International Law. Concept. Sources. Public law and private law. Sovereignty. Introduction to Countervailing Duty. Anti-dumping Law and Anti-trust Law.
- ➔ Indian Law of Contract: Nature and elements of a Contracts. Essentials of a contract. International Contracts. Nature, types, Brief idea about various standard. General conditions to be included in the contract. Remedies for breach of international contracts.
- ➔ Law of Agency: (As per Indian contract act) Concept of Agent and Principal. Essentials of relationship of Agency. Duties and rights of Principal and Agents.
- ➔ Representation abroad: Forms. Legal aspects. Essential clauses in Agency Agreements.
- ➔ Company Law: (As per Indian Companies Act). Characteristics and kinds of companies. formation of a Company. Memorandum and Articles of Association Prospectus. - their nature and contents, Powers, Duties and liabilities of Board of Directors.
- ➔ Negotiable Instruments Act: Characteristics of negotiable Instruments. Types, Crossings, Holder and Holder in due course. Privileges of a holder in due course. Liability of parties.
- ➔ The Contract for the International Sale of Goods: Concept. Formation of the contract-offer. Acceptance form of sales agreement. Obligations of seller. Obligations of the buyer. Seller's remedies for breach of contract. Rejection of the Goods. Non-performance by the seller.
- ➔ Commercial Arbitration for Settlement of International Disputes: Concept. Role. Arbitration Vs. Litigation. Arbitration Vs. Conciliation and Mediation. Salient features of UNICITRAL - Model Law. Jurisdiction. Choice of Applicable Law / Proper Law of Contract. Appointment of Arbitrators. Courts, Assistance and control over arbitration proceedings. Venue of arbitration. Enforcement of Arbitral Awards.

#### PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

#### REFERENCES:

<ol style="list-style-type: none"> <li>1. Indian Institute of Bankers : International Banking Operations</li> <li>2. Indian Institute of Bankers : International Banking – Legal and Regulation Aspects</li> <li>3. Indian Institute of Bankers : International Corporate Finance</li> <li>4. Srivastava, R.M. : Management of Financial Institutions</li> <li>5. Maurice D. Levi : International Finance</li> <li>6. Alan C. Shapiro : Foundations of Multinational Financial Mgmt.</li> <li>7. Faud A. Abdullah : Financial Mgmt. for the Multinational Firms.</li> <li>8. Dennis J.D. Connor &amp; Alberto T. Buro : International Dimensions of Financial Management</li> <li>9. Henning, Pigott, Scott : International Finance Management</li> <li>10. Robert S. Rendal : International Finance Law</li> <li>11. Penn G., A. Shea &amp; A. Arora : Law &amp; Practice of International Banking</li> <li>12. Wood P. : Law &amp; Practices of International Finance</li> <li>13. Terry B.J. : International Finance and Investment</li> </ol>	<ol style="list-style-type: none"> <li>15. Bond I.D. : The Syndicated Credits Markets.</li> <li>16. Kapoor N.D. : Elements of Commercial Law</li> <li>17. Maheshwari &amp; Maheshwari : Mercantile Law : Indian Contract Act – 1872 ; Indian Patent Act 1970 ; Indian Trade and Merchandising Negotiable Instruments Act.</li> <li>18. ITC &amp; ICC Publications : Marks Act 1958</li> <li>19. Standard Contract Forms &amp; General Conditions for use in International Trade Contracts</li> <li>20. ICA Publication. Nirwani S.C.: Law &amp; Practice of Arbitration in India</li> <li>21. Kapoor S.K. : International Law</li> <li>22. Report of the Seminar on International Law, Asian African Legal Consultative Committee. Schmithoff, C. Live, M. : The Law and practice of international Trade</li> <li>23. Samartano, Mauro Rubino : International Arbitration Law.</li> <li>24. LEXPO's 93 : Legal and Financial Aspects of doing Business in India and the U.S.</li> </ol>
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