

### UNIT – I

Management: Concept, Nature, Importance; Management: Art and Science, Management as a Profession, Management vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers.

Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorn Experiments and Human Relations, Social System Approach, Decision Theory Approach.

Social Responsibility of Managers and Ethics in Managing.

### UNIT – II

Introduction to Functions of Management

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Objective Setting: Concept, Types and Process of Setting Objectives, Operational Planning Tools, M.B.O. Concept, Process and Management Implications, Decision Making: Concept, Process, Types and Styles of Decision Making, Decision Making in Risk and Uncertainty.

Organizing: Concept, Organization Theories, Forms of Organizational Structure, Combining Jobs, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Principles of Organizational Designing, Contingency Approach to Organization Design, Learning Organizations.

### UNIT – III

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Direction and Supervision.

### UNIT – IV

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations, Post Control of Outputs.

### SUGGESTED READINGS:

- (1) Stoner, Freeman & Gilbert Jr-Management (Prentice Hall of India, 6<sup>th</sup> Edition).
- (2) Koontz Harold & Weihrich Heinz-Essentials of Management (Tata Mc Graw Hill, 5<sup>th</sup> Edition 2008).
- (3) Robbins & Coulter-Management (Prentice Hall of India, 9<sup>th</sup> Edition).  
Robbins S.P. and Decenzo David A.-Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6<sup>th</sup> Edition).
- (4) Weihrich Heinz and Koontz Harold-Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12<sup>th</sup> Edition 2008).

UNIT – I

Introduction to Economics; Nature and Scope of Management Economics, Significance in Decision-making and Fundamental Concepts, Objectives of a firm.

UNIT – II

Demand Analysis; Law of demand, Exceptions to the law of demand, Determinants of demand, Elasticity of demand-Price, Income, Cross and Advertising elasticity; Uses of Elasticity of demand for managerial decision-making, Measurement of elasticity of demand, Demand forecasting meaning, Significance and methods.

Supply Analysis; Law of supply, Supply elasticity; Analysis and its uses for managerial decision making, Production concepts & analysis; Production function, Single variable-law of variable proportion, Two variable-Law of returns to scale, Cobbs-Douglas production function, Cost concept and analysis, Short-run and long-run cost curves and its managerial use.

UNIT – III

Market equilibrium and average revenue concept.

Market Structure: Perfect competition, Features, Determination of price under perfect competition.

Monopoly: Feature, Pricing under monopoly, Price discrimination.

Monopolistic: Features, Pricing under monopolistic competition, Product differentiation.

Oligopoly: Features, Kinked demand curve, Cartels, Price leadership.

Pricing Strategies; Price determination, Full cost pricing, Product line pricing, Price skimming, Penetration pricing.

UNIT – IV

National Income; Concepts and various methods of its measurement, Inflation, Types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & uncertainty bearing theory and innovation theory.

SUGGESTED READINGS:

- (1) Damodaran Suma-Managerial Economics (Oxford 2006).
- (2) Hirschey Mark-Economics for Managers (Thomson, India Edition, 2007).
- (3) Petersen Craig H. Etal-Managerial Economics (Pearson Education, 2006).
- (4) Dominick Salvatore-Managerial Economics (Oxford, 2007).
- (5) Atmanand-Managerial Economics (Excel Book, 2007).
- (6) Mithani D.M.-Principles of Economics (Himalaya Publishing House, 2005).
- (7) Dwivedi D.N.-Managerial Economics (Vikas Publication, 7<sup>th</sup> Edition).
- (8) Koutsyannis A.-Modern Microeconomics (Macmillan, 2<sup>nd</sup> Edition).

UNIT – I

Introduction to Accounting, Introduction and Scope of Accounting, Meaning, Scope, Functions, Importance, Advantages, Disadvantages of Financial, Cost and Management Accounting, Relation between Financial, Cost and Management Accounting, Concept Conventions and Principles of Accounting, Journal, Ledger, Trial Balance.

UNIT – II

Financial Statements and Financial Analysis Financial Statements and Financial Analysis: Meaning, Objectives, Preparation of Final Account-Profit & Loss Account, Balance Sheet (with problems & adjustments), Comparative & Common Size Statement, Ratio Analysis, Trend Analysis.

UNIT – III

Financial Analysis & Introduction to Emerging Dimensions in Accounting Statement of Changes in Financial Position-Funds Flow Statement-Meaning, Significance, Limitations, Preparation, Cash Flow Statement-Meaning, Significance, Limitations, Preparation as per AS-3 (direct & indirect method), Introduction to International Financial Reporting Standards (FRSs), Price Level Accounting & Human Resource Accounting.

UNIT – IV

Cost Analysis, Control and Profit Planning Concept Elements and Classification of Cost, Methods and Techniques of Costing, Marginal Costing and Break-Even Analysis, Advantages & Disadvantages of Cost Volume Profit Analysis Concept of Responsibility Accounting & Corporate Governance.

Control and Profit Planning Budgeting and Budgetary Control-Concept, Types, Advantages, Disadvantages, Preparation of Budget-Sales, Flexible, Cash Budget, Production Budget, Concept of Zero Based Budgeting and Performance Budgeting, Standard Costing and Variance Analysis-Material and Labour.

SUGGESTED READINGS:

- (1) S.N. Maheshwari, Corporate Accounting.
- (2) I.M. Pandey, Management Accounting, Vikas Publishing.
- (3) Shashi K. Gupta, Management Accounting, Kalyani Publication.

UNIT – I

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Historical Development of OB, Relationship with other Fields, Organizational Behaviour; Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

UNIT – II

Perception and Attribution:

Concept, Nature, Process, Importance, Management and Behavioural Applications of Perception.

Attitude: Concept, Process and Importance, Attitude Measurement, Attitudes and Workforce

Diversity Personality: Concept, Nature, Types and Theories of Personality Shaping, Determinants, Traits, Major Personality Attributes Influencing O.B.

Learning: Concept and Theories of Learning.

UNIT – III

Motivation:

Theories of Motivation, Early and Contemporary views

Leadership:

Style and Theories of Leadership-Trait, Behavioural and Situational Theories Analysis of Interpersonal Relationship.

Group Dynamics:

Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making.

UNIT – IV

Organizational Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Dysfunctional Uses of Power.

Knowledge Management & Emotional Intelligence in Contemporary Business Organization

Organizational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra Individual, Interpersonal, Inter-group and Organizational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling.

Stress; Understanding Stress and its Consequences, Causes of Stress, Managing Stress.

SUGGESTED READINGS:

- (1) Newstrom John W.-Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12<sup>th</sup> Edition).
- (2) Luthans Fred-Organizational Behaviour (Tata Mc Graw Hill, 10<sup>th</sup> Edition).
- (3) Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R.-Organizational Behaviour (Tata Mc Graw Hill, 4<sup>th</sup> Edition).
- (4) Robbins Stephen P.-Organizational Behaviour (Pearson Education, 13<sup>th</sup> Edition).

UNIT – I

Role of Statistics: Application of Inferential Statistics in Managerial Decision-Making: Measures of Central Tendency: Mean, Median and Mode and their Implications; Measures of dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

UNIT – II

Time series Analysis: Concept, Additive and Multiplicative Models, Components of time series, Trend analysis: Least square method-Linear and Non-Linear Equations, Applications in Business decision-making.

Index Numbers: Meaning, Types of Index Numbers, Uses of Index Numbers, Construction of price, Quantity and volume indices-Fixed base and chain base methods.

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank Correlation, Regression: Meaning, Regression equations and their application, Partial and Multiple correlation & regression: An overview.

UNIT – III

Probability: Concept of Probability and its uses in Business Decision-Making, Addition and Multiplication theorems, Bayes Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

UNIT – IV

Estimation Theory and Hypothesis Testing: Sampling theory, Formulation of hypotheses, Application of Z-test, t-test, F-test and Chi-Square test.

Techniques of association of attributes & testing.

SUGGESTED READINGS:

- (1) Beri-Business Statistics (Tata Mc Graw Hill, 2<sup>nd</sup> Edition).
- (2) Chandan J.S.-Statistics for Business and Economics (Vikas 1998, 1<sup>st</sup> Edition).
- (3) Render and Stair Jr.-Quantitative Analysis for Management (Prentice-Hall, 7<sup>th</sup> Edition).
- (4) Sharma J.K.-Business Statistics (Pearson Education 2<sup>nd</sup> Edition).
- (5) Gupta C.B. Gupta V.-An Introduction to Statistical Methods (Vikas 1995, 23<sup>rd</sup> Edition).
- (6) Levin Rubin-Statistics for Management (Pearson 2000, New Delhi, 7<sup>th</sup> Edition).

UNIT – I

The Concept of Business Environment, Significance and Nature, Environment Scanning: Meaning, Nature and Scope the Process of Environmental Scanning, Interaction between Internal and External Environments, Basic Philosophies of Capitalism and Socialism with their variants, Concepts of Mixed Economy.

UNIT – II

Overview of Political, Socio-Cultural, Legal, Technological and Global Environment, An Introduction to MRTP, FEMA, SEBI Act., Consumer Protection Act., The Changing dimensions of these laws and their impact on business.

UNIT – III

Philosophy and Strategy of Planning in India; Industrial Policy in recent years; Policy with regard to small scale Industries; the monetary policy and fiscal policy, Stock Exchange-BSE-NSE. Depository system in India (Options, Futures and derivatives) RBI-role and functions, Banking structure reforms; Narasimha committee recommendations, Financial sector reforms.

UNIT – IV

E-Banking in India-objectives, Trends and practical uses-Recent Technological Developments in India Banking (ATM, Debit and Credit Cards, EMI, EFT). Consumerism, Social responsibility of business enterprises, New Economic Policy, Globalization, EXIM Policy, FDI Policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

SUGGESTED READINGS:

- (1) Mishra S.K. & Puri V.K.-Economic Environment of Business (Himalaya Publishing House, 3<sup>rd</sup> Edition).
- (2) Paul Justin-Business Environment Text and Cases (Tata Mc Graw Hill).
- (3) Shaikh & Saleem-Business Environment (Pearson, 1<sup>st</sup> Edition).
- (4) Suresh Bedi-Business Environment (Excel Book, 1<sup>st</sup> Edition).
- (5) Francis Cherunilam-Business Environment, Text and Cases (Himalaya Publishing House, 8<sup>th</sup> Edition).

## UNIT – I

Basic Concepts of Computers: Introduction and Definition of Computer, Functional Components of a Computer System-(Input unit, CPU, Memory and output unit), Types of memory and memory hierarchy, Functioning inside a computer; Characteristics, Advantages and Limitations of a Computer, Classification of Computers.

Essential Components of Computer

Hardware: (a) Input devices-keyboard, Printing devices, Voice speech devices, Scanner, MICR, OMR, Bar code reader, Digital Camera etc., (b) Output devices-Visual Display Unit, Printers, Plotters etc. (c) Storage Devices-Magnetic storage devices, Optical storage devices, Flash Memory etc.

Software: Introduction, Types of software with examples, Introduction to languages, Compiler, Interpreter and Assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, Tools and commands of windows operating system.

## UNIT – II

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-Power Point, Application of these software for documentation and making reports, Preparation of questionnaires, Presentations, Tables and reports (Practical).

Database Management System: Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

MS Access: Overview of MS-Access Creating tables, Queries, Forms and reports in MS-Access.

## UNIT – III

Computer Networks: Overview of Computer Network, Types of Computer Networks (LAN, WAN and MAN), Network topologies, Components of Computer Networks (Servers, Workstations, Network Interface Cards, Hub, Switches, Cables etc.).

Internet: Overview of Internet, Architecture & Functioning of Internet, Basic Services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search Engines, e-mail, Web browsing, Searching, Downloading & uploading from Internet.

## UNIT – IV

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce, Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production/Operations, Marketing, Human Resource, Finance and Materials Management.

## SUGGESTED READINGS:

- (1) Cyganski-Information Technology: Inside and outside (Pearson, 1<sup>st</sup> Edition).
- (2) Basandra S.K.-Computers Today (Galgotia, 1<sup>st</sup> Edition).
- (3) Leon A and Leon M-Introduction to Computers (Leon Vikas, 1<sup>st</sup> Edition).
- (4) Leon-Fundamentals of Information Technology, (Vikas).
- (5) Kakkar DN, Goyal R-Computer Applications in Management.

UNIT – I

**INTRODUCTION:** Role of Communication, Defining and Classifying Communication, Purpose of Communication, Process of Communication, Importance of Communication in Management, Communication Structure in Organization, Barriers & Gateway in Communication, 7 C's of Communication.

**EMPLOYMENT COMMUNICATION:** Writing CVs, Group discussions, Interview, Types of Interview, Candidates Preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication: Communication network, Intranet, Internet, E-mails, SMS, Teleconferencing Videoconferencing.

UNIT – II

**ORAL COMMUNICATION:**

What is Oral Communication, Principles of successful Oral Communication, Two sides of effective Oral Communication, Effective listening, Non-Verbal Communication, Body Language, Paralanguage.

**WRITTEN COMMUNICATION:**

Purpose of Writing, Clarity in Writing, Principles of effective writing, Writing Technique, Electronic Writing Process.

UNIT – III

**BUSINESS LETTERS AND REPORTS:**

Introduction to Business Letters, Types of Business Letter, Layout of Business Letter, Writing Memos, What is a Report Purpose, Kinds and Objectives of Reports, Writing Reports.

**CASE METHOD OF LEARNING:**

Understanding the Case Method of Learning, Different types of Cases, Overcoming the difficulties of the case method, Reading a case properly (Previewing, Skimming, Reading, Scanning), Case analysis approaches (Systems, Behavioral, Decision, Strategy), Analyzing the case, Dos' and don'ts for case preparation.

UNIT – IV

**PRESENTATION SKILLS:**

What is a Presentation; Elements of Presentation, Designing a Presentation, Advanced Visual Support for Business Presentation, Types of Visual Aid, Appearance & Posture, Practicing delivery of Presentation.

**GROUP COMMUNICATION:**

Meeting, Notice, Planning Meetings, Objectives, Participants, Timing, Venue of Meetings, Leading Meetings, Minutes of Meeting, Media Management, Press Release, Press Conference, Media Interviews, Seminars, Workshop, Conferences, Business Etiquettes.

**SUGGESTED READINGS:**

- (1) M.K. Sehgal & V. Khetrapal-Business Communication (Excel Books).
- (2) Rajendra Pal-Business Communication (Sultanchand & Sons Publication).
- (3) P.D. Chaturvedi-Business Communication (Pearson Education, 1<sup>st</sup> Edition 2006).
- (4) Lesikar R.V. & Pettit Jr. J.D.-Basic Business Communication: Theory & Application (Tata Mc Grow Hill, 10<sup>th</sup> Edition).
- (5) Tayler Shinley-Communication for Business (Pearson Education, 4<sup>th</sup> Edition).
- (6) Sharma R.C., Mohan Krishna-Business: Correspondence and Report Writing (Tata Mc Graw Hill, 3<sup>rd</sup> Edition)



## MBA-201 : MARKETING MANAGEMENT

### UNIT – I

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing-Needs, Wants, Demands, Customer, Consumer, Markets and Marketers, Marketing vs. Selling, Consumer Markets and Industrial Markets, Concept of Marketing Management, Marketing-Mix, Functions of Marketing Management, Marketing Organization, Qualities of Marketing Manager.

Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

### UNIT – II

Marketing Segmentation, Segmenting the Market, Benefits/Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

Market Targeting-Introduction, Procedure, Product Positioning-Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behavior-Introduction, Importance & Process.

### UNIT – III

Marketing-Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decision, Product Life cycle-Stages and Strategies for Different Stages of PLC.

### UNIT – IV

Pricing Decision, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/Industrial Products, Factors Affecting Channel Distribution, Management of Channels, Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

Promotion: Promotion-Mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relation. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing: B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

### SUGGESTED READINGS:

- (1) Kotler Philip-Marketing Management, Analysis, Planning Implementations and Control (Pearson Education 12 Edition).
- (2) Stanton William J-Fundamentals of Marketing (Mc Graw Hill).
- (3) Kotler, Philip and Armstrong Graw-Principles of Marketing (Pearson Education, 11<sup>th</sup> Edition).
- (4) Kotler Philip, Ketler Kevin Lane, Koshy Abraham and Jha Mithileshwar-Marketing Management: A South Asian Perspective (Pearson Education 12<sup>th</sup> Edition).
- (5) Ramaswamy V.S. and Namakumari S-Marketing Management-Planning, Implimentation and Control (Macmillian, 3rd Edition).
- (6) Etzel M.J., Walker B.J. and Stanton William J-Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill 13<sup>th</sup> Edition).
- (7) Mc. Carthy and Perreault-Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill 15<sup>th</sup>).
- (8) Kurtz and Boone-Principles of Marketing (Thomoson India edition, 2007).

UNIT – I

Introduction, Indian Contract Act, 1872-Meaning of Law, Objective4 of Law, Indian contract Act, 1872 Definition of contract, Valid contract, Offer and acceptance, Consideration, Capacity to contract, Free consent, Legality of object, Discharge of contract, Remedies for breach of contract, Quasi contract, Contract of Agency modes of creating an agency, Rights and duties of agent and principal, Termination of agency.

UNIT – II

Sale of Goods Act, 1930, Partnership Act, 1932, Consumer Protection Act, 1986 Sale of Goods Act, 1930-Essentials of a contract of sale, Conditions and warranties, Rights and duties of buyer, Rights of an unpaid seller and buyer's beware. Partnership Act, 1932 Concept of partnership and its major provision-Partnership deed, Incorporation and dissolution.  
Consumer Protection Act, 1986: Definitions, Objectives and commissions and provisions (District Forum, State commission and national commission).

UNIT – III

Negotiable Instrument Act, 1881 Definition, types and characteristics of promissory note, Bills of exchanges and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.

UNIT – IV

Indian Companies Act, 1956-Definition, Characteristics and kinds of company, Formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, Statement in lieu of prospectus, Right and liabilities of members of company.

Company Management-Appointment of directors, Power, Duties and liabilities of a director and managing director.

Intellectual Property Rights Acts-Meaning of IPR, The Patent Act, 1970-Introduction, History, Meaning of patent, Kinds, Procedure for grant of patent, Right of patentee, Infringement of patent.

The Copyright Act, 1957-Introduction, History, Meaning of copyright, Registration of copyright. Terms of copyright, Infringement of copyright.

SUGGESTED READINGS:

- (1) N.D. Kapoor-Mercantile Law-Sultan and Sons.
- (2) K.C. Garg, R.C. Chawla, Mercantile Law-Kalyani Publishers.
- (3) M.C. Kuchhal, Business Law-Vikas Publishing House Ltd.
- (4) A.K. Mazumdar & G.K. Kapoor, Corporate Law-Taxmann Publishers.
- (5) V.S. Datey, Corporate Law-Taxmann.

## MBA-203 : RESEARCH METHODOLOGY

### UNIT – I

Introduction: Concept of Research and its Application in various Functions of Management, Types of Research, Types of Business problems Encountered by the Researcher, Problems and precautions of the Researchers.

Process of Research: Steps Involved in Research Process, Research Design: Various Methods of Research Design.

### UNIT – II

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member.

Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precaution in Preparation of Questionnaire and Collection of Data.

### UNIT – III

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA), Measurement and Central Tendency, Measure of Dispersion and their Advantages.

### UNIT – IV

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report, Bibliography and Annexure in the Report: Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

### SUGGESTED READINGS:

- (1) Cooper and Schindler-Business Research Methods (Tata Mc Graw Hill, 9<sup>th</sup> Edition).
- (2) Saunders-Research Methods for Business students (Pearson Education, 2 Edition, 2007).
- (3) Panneer Selvan-Research Methodology (Prentice Hall of India, Edition 2008).
- (4) Gravetter-Research Method for Behavioral Sciences (Cengage Learning).
- (5) Beri G.C.-Marketing Research (Tata Mc Graw Hill, 4<sup>th</sup> Edition).
- (6) Kothari C.R.-Research Methodology Methods & Techniques (New Age International Publishers, 2<sup>nd</sup> Edition, 2004).

## MBA-204 : OPERATIONS RESEARCH

### UNIT – I

Operations Research: Uses, Scope and applications of operations research in managerial decision-making, Decision-making environments-Decision-making under certainty, Uncertainty and risk situations, Decision tree approach and its applications.

### UNIT – II

Linear Programming Mathematical formulations of LP Models for product-mix problems, Graphical and simplex method of solving LP problems, Sensitivity analysis, Duality.

Transportation problem Various methods of finding initial basic feasible solution and optimal solution, Assignment model: Algorithm and its applications.

### UNIT – III

Game theory: Concept of game, Two-person zero-sum game, Pure and mixed strategy games, Saddle point, Odds Method, Dominance method and graphical method for solving mixed strategy game.

Sequencing problem: Johnsons algorithm for n jobs and two machines, n jobs and three machines, Two jobs and m-machines problems.

### UNIT – IV

Queuing Theory: Characteristics of M/M/I queue model, Application of Poisson and Exponential distribution in estimating arrival rate and service rate, Applications of queue model for better service to the customers.

Replacement Problem: Replacement of assets that deteriorate with time, Replacement of assets which fail suddenly.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in project planning and control, Crashing of operations.

### SUGGESTED READINGS:

- (1) Vohra-Quantitative Techniques in Management (Tata Mc Graw-Hill, 2<sup>nd</sup> edition), 2003.
- (2) Kothari- Quantitative Techniques (Vikas 1996, 3<sup>rd</sup> Edition).
- (3) Taha Hamdy-Operations Research- An introduction (Prentice-Hall, 7<sup>th</sup> Edition).
- (4) Sharma J.K.-Operations Research (Pearson, 3<sup>rd</sup> Edition).
- (5) Kapoor V.K.-Operations Research (S. Chand, 4<sup>th</sup> Edition).

## MBA-205 : FINANCIAL MANAGEMENT

### UNIT – I

#### Introduction:

Concept of Finance, Scope and objectives of Finance, Profit maximization vs. Wealth maximization, Functions of finance manager in modern age, Financial management process, Finance function: Investment financing & dividend, Time value of Money, Risk and Return Analysis.

### UNIT – II

#### Investment Decision:

Appraisal of project, Concept, Process & techniques of capital budgeting and its applications, Risk and uncertainty in capital Budgeting, Leverage Analysis-Financial, Operating and combined leverage.

### UNIT – III

#### Financing Decision:

Long-term sources of finance, Potentiality of equity shares, Preference shares, Debentures and bonds as sources of long-term finance, Concept and approaches of capital structure decision: Cost of capital, Meaning & significance cost of equity, Preference shares, Debentures and retained earnings, Weighted average cost of capital and implications.

### UNIT – IV

#### Dividend Decision:

Forms of dividend, Concept of retained earnings and plough back of profits, Relevance and irrelevance theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model, Factors affecting dividend decision.

Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement, Working capital management: Management of cash, Inventory and receivables, Introduction to working capital financing.

Special topic in finance: International financial management, Financial planning and forecasting, Green finance, Venture capital finance, Financial engineering.

#### SUGGESTED READINGS:

- (1) Pandey I.M.-Financial Management (Vikas, 2004, 9<sup>th</sup> Edition).
- (2) Van Horne- Financial Management and Policy (Pearson Education, 2003, 12<sup>th</sup> Edition).
- (3) Knott G- Financial Management (Palgrave, 2004).
- (4) Khan & Jain- Financial Management (Tata Mc Graw Hill, 3<sup>rd</sup> Edition).
- (5) Prasanna Chand- Fundamentals of Financial Management (TMH, 2004).
- (6) R.P. Rustagi- Financial (Galgotia, 2000, 2<sup>nd</sup> revised Edition).
- (7) Lawrence J. Gitman- Principles of Managerial Finance (Pearson Education, 2004).
- (8) Ravi M. Kishor- Financial Management (Taxman, 1<sup>st</sup> Edition).
- (9) Damodaran- Corporate Finance- Theory & Practice (Wiley, 1<sup>st</sup> Edition).

UNIT – I

Operations Management-An overview, Definition of production and operations management, Production cycle, Classification of operations, Responsibilities of operations manager, New product development, Product design, Plant location, Layout planning.

UNIT – II

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and controlling forecasting models, Box-jenkins method. Productivity and work study, Method study, Work measurement.

UNIT – III

Production Planning Techniques, Routing Decision, Line of Balance, Scheduling Types & Principles, Master Production Schedule, Inventory Management- Objectives, Factors, Process, Inventory Control Techniques-ABC, VED, EOQ, SED, FSN Analysis.

UNIT – IV

Basic concepts of quality, Dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction-7QC tools and 7 new QC tools, ISO 9000-2000 clauses, Coverage QS 9000 clauses, Coverage six Sigma, Total Productive Maintenance (TPM).

SUGGESTED READINGS:

- (1) Adam Jr. Everell E.R.J.-Production and Operations Management (Prentice-Hall, 2000, 5<sup>th</sup> Edition).
- (2) Chary-Production and Operations Management (Tata Mc Graw-Hill, 1997, 9<sup>th</sup> Edition).
- (3) Hill T-Operations Management (Palgrave, 2000).
- (4) Johnston Retal- Cases in Operations Management (Pitman, 1993).
- (5) Mc Gregor D-Operations Management (Mc Graw-Hill, 1960).
- (6) Morton-Production and Operations Management (Vikas).
- (7) Haleem A- Production and Operations Management (Galgotia book, 2004).
- (8) Bedi Kanishka - Production & Operations Management ( Oxford University Press, 2<sup>nd</sup> Edition).

UNIT – I

Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Scope and Significance of HRM, Challenges before HRM in Present Changing environment.

UNIT – II

HR Planning, Job Analysis, Recruitment, Methods and Techniques of Selection, Induction Internal Mobility and Separation of Employees Transfer, Promotion, Demotion and Separation of employees.

UNIT – III

HRD Concept, Objectives & Importance, Training-Concept, Training Process, Methods, Performance Appraisal- Concept, Process, Appraisal Techniques.

Managing employee relations-Industrial Relations, Trade Unions, Dispute and their Resolution, Collective Bargaining, Employee Welfare a Brief Introduction, Employee Grievances and their Redressal, Worker's Participation in Management.

UNIT – IV

Other contemporary issues in HRM-Employee Compensation- Concept, Factors Affecting Employee Compensation, Components of Employee Pay, HR Audit, Human Resource Information System, Strategic HRM- Overview of SHRM, Integrating HR Strategy with HR, Corporate & functional strategy.

SUGGESTED READINGS:

- (1) Main Text Gary Dessler-A framework for Human Resource Management, Pearson Education Ltd.
- (2) K. Aswathappa, Human Resource and Personnel Management, Tata Mc-Graw Publishing.
- (3) V.S.P. Rao, Human Resource Management, Excel Books.
- (4) Edwin B. Flippo, Personnel Management, Mc Graw Hill.

UNIT – I

Introduction:

Basic Concept & Philosophy of Supply Chain Management; Essential Features, Various flow (Cash, Value and Information), Key issues in SCM, Benefits and case examples.

UNIT – II

Logistics Management:

Logistics as part of SCM, Logistics costs, Different Models, Logistics Sub-System, Inbound and Outbound Logistics, Bullwhip effect in Logistics, Distribution and Warehousing Management, Purchasing & Vendor Management: Centralized and Decentralized Purchasing, Functions of Purchase department and Purchase Policies, Use of Mathematical Model for Vendor Rating/Evaluation, Single Vendor concept, Management of stores, Accounting for materials.

UNIT – III

Inventory Management:

Concept, Various costs associated with inventory, Various EOQ Models, Buffer Stock (Trade-off between stock out/working capital cost), Lead time reduction, Re-order Point/Re-order Level Fixation, Exercises-numerical problem solving, ABC, SDE/VED Analysis, Just-in-Time & Kanban System of inventory management.

UNIT – IV

Recent issues in SCM:

Role of computer/IT in Supply Chain Management, CRM Vs. SCM, Benchmarking-concept, Features and Implementation, Outsourcing-basic concept, Value addition in SCM-concept of Demand Chain Management.

SUGGESTED READINGS:

- (1) Raghuram G. (I.I.M.A.)-Logistics and Supply Chain Management (Macmillan, 1<sup>st</sup> Edition).
- (2) Krishnan Dr. Gopal-Material Management (Pearson, New Delhi, 5<sup>th</sup> Edition).
- (3) Agarwal D.K.-A Text Book of Logistics and Supply Chain Management (Macmillan, 1<sup>st</sup> Edition).
- (4) Sahay B.S.-Supply Chain Management (Macmillan, 1<sup>st</sup> Edition).



UNIT – I

Principles of Quality Management, Definitions of Quality, Quality Philosophies of Deming, Juran and Cross by, Concept of cost of Quality, Dimensions of Quality, Service vs. Product Quality, Customer Focus, Quality and Business Performance, Vision, Mission Statements and Quality Policy.

UNIT – II

Total Quality Management, Evolution of TQM, TQM Models, Human and System Components, Continuous Improvement Strategies, Deming wheel, Customer Concept, Customer Satisfaction Index, Quality Circle, 5S Principle, Top Management's Commitment and Involvement.

Quality Management Tools for Business Applications, Principles and Applications of Quality Function Deployment, Failure Mode and Effect Analysis, Taguchi Techniques, Seven Old QC tools, Seven New Management tools, Statistical Quality Control Techniques, Mistake Proofing, Capability Analysis-Reliability Prediction Analysis, Total Productive Maintenance.

UNIT – III

Quality Imperatives for Business Improvement, Leadership for Quality Management, Quality Planning, Designing for Quality and Manufacturing for Quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality Award, Quality Assurance and ISO 9000, QS 9000 certification, ISO 14000.

UNIT – IV

TQM Implementation Strategies, Organizational Structure and Mindset of Individuals, Motivational Aspects of TQM, Change Management Strategies, Training for TQM, TQM Road Map, Quality Improvement Index, Bench Marking, Contemporary issues in Quality-Benchmarking, JIT, Six Sigma.

SUGGESTED READINGS:

- (1) Joseph M. Juran and A. Blanton Grodfrey, Juran's, Quality Handbook, McGraw Hill.
- (2) Glen H. Besterfield and Mary Besterfield-Total Quality Management, Pearson Education.
- (3) D.D. Sharma, Total Quality Management; Principles, Practice and Cases.
- (4) Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh, The Six Sigma Way, McGraw Hill.

UNIT – I

Evolution and concept of Entrepreneurship, Concept of Entrepreneur, Manager, Entrepreneur, Individual and Corporate Entrepreneurs, Characteristics of successful Entrepreneurs, Need of Entrepreneurship Development, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through Change, Entrepreneurship as a career, Entrepreneurship as a style of Management, The Changing Role of the Entrepreneur.

UNIT – II

Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social Change by Everett Hagen, Entrepreneurial Traits, External Influence on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal, Entrepreneurial success and failure: Reasons and remedies, Scope of Small Business activities; Place in National Economy, Institutional Support Programmes; Role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs etc; Entrepreneurship Development Programmes and Management Education for Entrepreneur Women Entrepreneurs Challenges to woman Entrepreneurs, Achievements of woman entrepreneurs, Role Models of woman Entrepreneurs.

UNIT – III

Different aspects of Entrepreneurial Organization, Entrepreneurship and Management, Training and Development Programme; Evaluation of Entrepreneurship Development; Development of Support System, Need of license, Capital issues and Legal Environment of Business, Entrepreneurial Planning and Monitoring, Entrepreneurship Development during Planned Economy.

Creating Entrepreneurial Venture-Entrepreneurship Development Cycle, The Business Plan as an Entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of Product/Idea, Marketing, Finance, Organization & Management, Ownership, Critical Risk Contingencies of the Proposal, Scheduling and Milestones, Project Management-Technical, Financial, Marketing personnel and Management Feasibility Reports, Financial Schemes offered by various Financial Institutions like-Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist.

UNIT – IV

Role of Central Government and State Government in promoting Entrepreneurship with various incentives, Subsidies, Grants etc.-with special reference to 'Export Oriented Unites'.

Role of the following Agencies in the Entrepreneurship Development:

1. DIC-District Industrial Center, 2. SISI-Small Industries Service Institute, 3. EDII-Entrepreneurship Development Institute of India, 4. NIESBUD-National Institute of Entrepreneurship and Small Business Development, 5. NEDB-National Entrepreneurship Development Board.

SUGGESTED READINGS:

- (1) Dynamics of Entrepreneurship Development-Vasant Desai.
- (2) Entrepreneurship: New Venture Creation-David H. Holt.
- (3) Entrepreneurship Development New Venture Creation-Satish Taneja, S.L. Gupta.
- (4) Project Management-K. Nagarajan.
- (5) Entrepreneurship: Strategies and Resources-Marc J. Dollinger.

## MBA-(MK)-01 : CONSUMER BEHAVIOUR

### UNIT – I

Introduction to Consumer Behaviour:

Nature and Importance of CB, Application of CB in Marketing.

Consumer Research Process:

Various Methods and Techniques of Consumer Research, Consumer Research Process, New Developments in the fields of Consumer Research.

### UNIT – II

Individual Determinants of CB:

Perception: Elements of Perception, Dynamics of Perception, Consumer Imagery, Learning, Principles, Theories, Personality: Theories, Personality and understanding Consumer Diversity, Brand Personality, Self and Self Image, Attitude: Structural Model of Attitude, Attitude Formation & Change, Motivation: Needs/Motives & Goals, Dynamic.

Group Determinants of CB:

Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept, Family: Functions of Family, Family Decision Making, Family Life Cycle (FLC), Opinion Leadership and Personal Influence, Diffusion of Innovation: Adoption Process, Diffusion Process.

### UNIT – III

Communication and Persuasion:

Components of Communication, The Communication Process, Designing Persuasive Communication.

Consumer Decision Making Process:

Problem Recognition, Information, Search and Evaluation, Outlet Selection and Purchase Post Purchase Behaviour, Customer Satisfaction and Customer Commitment.

### UNIT – IV

Models of CB:

Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior: Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input Process Output Model.

Industrial Market & Consumer Behavior-Meaning, Scope and Characteristics of Industrial Buying Process Markets Factors Affecting Industrial Buying, Participants in Industrial Buying, Industrial Buying Process.

### SUGGESTED READINGS:

- (1) Loudon D.L. and Bitta Della-Consumer Behaviour (Tata Mc Graw Hill, 4<sup>th</sup> Edition).
- (2) Schiffman Leon G. and Kanuk Leslie Lazer-Consumer Behavior (Pearson/Prentice Hall, 9<sup>th</sup> Edition).
- (3) Hawkins; Best and Coney-Consumer Behavior (Tata Mc Graw Hill, 9<sup>th</sup> Edition).

### UNIT – I

#### Introduction:

Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

#### Goals in Sales Management:

Goal Selling Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

### UNIT – II

#### Sales Force Management:

Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales force, Sales Contests, Evaluation and Analysis.

### UNIT – III

#### Introduction to Distribution Management:

Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

### UNIT – IV

#### Channel Management:

Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

### SUGGESTED READINGS:

- (1) Donaldson B-Sales Management: Theory and Practice (Palgrave).
- (2) Jobber David and Lancaster Geoff-Selling and Sales Management (Pearson Education).
- (3) Spiro-Sales Force Management (Tata Mc Graw Hill, 11<sup>th</sup> Edition).
- (4) Still Richard R. Cundiff Edward W. and Govoni Norman A.P.-Sales Management: Decisions, Strategies and Cases (Pearson Education, 5<sup>th</sup> Edition).
- (5) Rosenbloom-Marketing Channels (Cengage Learning, 7<sup>th</sup> Edition).
- (6) Johnson and Marshall-Sales Force Management (Tata Mc Graw Hill, 8<sup>th</sup> Edition).
- (7) Coughlan A.T., Stem Louis W., EL-Ansary A.I. and Anderson E-Marketing Channels (Prentice Hall of India, 6<sup>th</sup> Edition).

UNIT – I

Framework of Indian Financial System

Financial System-Significance, Components, Designs, Nature and Role Financial System & Economic Development.

Financial Markets-Money and Capital Market, Recent Trends in Indian Money Market and Capital Market, Derivative Market.

UNIT – II

Factoring and Forfeiting-Distinctive Functions of Factors, Types, Difference between Factoring and Forfeiting, Legal Aspects, Advantages, Factoring vs. Bills Discounting, International Factoring.

UNIT – III

Consumer Finance and Lease Financing.

Bills Discounting-Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills, Credit Cards-Functioning of Credit Cards.

Lease Financing: Meaning and Types, Financial Evaluation from Lessor & Lessee Point of View, Economic Aspect of Lease.

Hire Purchase: Meaning and Legal Aspect/Position, Hire Purchase V/s. Lease Finance, Hire Purchase V/s. Installment Payment.

UNIT – IV

Financial Intermediaries

Insurance: Introduction, Significance, IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund and Pension Plans Today.

Mutual Funds: Significance Types & Organization, Association of Mutual Funds in India, UTI Disinvestment of PSUs.

Credit Rating: Need, Rating Methodology, Rating Symbols, Credit Rating Agencies-CRISIL, CARE, MOODY, Standard & Poor's fifth rating.

SUGGESTED READINGS:

- (1) Pathak, Indian Financial System, Pearson Publication.
- (2) S. Guruswamy, Financial Market and Instruments, Thomson.
- (3) Mishkin, Financial Market & Institutions, Pearson Publication.
- (4) M.Y. Khan, Financial Services, Tata Mc-Graw Hill.
- (5) L.M. Bhole, Financial Institutions & Markets, Tata Mc-Graw.

UNIT – I

Introduction Concepts of Investment-Financial and Non-Financial Forms of Investment-Objectives of Financial Investment, Types of Instruments, Financial Markets-Primary and Secondary Markets Major Players and Instruments in Secondary Market-Functioning of Stock Exchanges, Trading and Settlement Procedures at NSE & BSE, Functions of SEBI, International Stock Exchange.

UNIT – II

Utility Analysis:

Analysis of Risk & Return, Types of Risk, Valuation-Bond and Fixed Income Instruments Valuation-Bond Pricing Theorems, Duration of Bond and Immunization of Interest Risk, Term Structure of Interest Rate, Determination of Yield Curves, Capital Allocation between Risky & Risk Free Assets-Utility Analysis.

UNIT – III

Investment Analysis Fundamental & Technical Analysis of Equity Stock, Concept of Intrinsic Value, Objectives and beliefs of Fundamental Analysis, Economy-Industry-Company Framework, Economic Analysis and Forecasting, Theory of Technical Analysis, Points and Figures Chart, Bar Chart, Contrary Opinion Theory, Confidence Index RSA, RSI, Moving Average Analysis, Japanese Candlesticks, Behavior of Stock Market Prices-The Market Mechanism, Testable Hypothesis about Market efficiency, Implications of Efficiency Market Hypothesis for Security Analysis and Portfolio Management, Assets Pricing Theories CAPM & Arbitrage Pricing Theories.

UNIT – IV

Modern Portfolio Theory Asset Allocation Decision, Dominant & Efficient Portfolio-Simple Diversification, Markowitz Diversification Model, Selecting an Optimal Portfolio-Sharpe Single Index Model, Determination of Comer Portfolio, Process of Portfolio Management-International Diversification.

Portfolio Performance Evaluation Sharp & Treynor & Jensen's Measure, Portfolio Revision-Active and Passive Strategies & Formula Plans in Portfolio Revision, Mutual Funds-Types, Performance Evaluation of Mutual Funds, Functions of Asset Management Companies.

SUGGESTED READINGS:

- (1) Investment Analysis & Portfolio Management-Reily-8/e-Thomson/Cengage.
- (2) Security Analysis & Portfolio Management-Fisher and Jordan, 6/e Pearson, PHI
- (3) Investment Science-David G. Luenberger, Oxford.
- (4) Portfolio Management-Barua, Verma and Raghunathan (TMH), 1/e, 2003.
- (5) Portfolio Management-S. Kevin-Prentice Hall India.
- (6) Practical Investment Arrangement-Strong-Thomson/Cengage Learning 3/e.

## MBA-(HR)-01 : HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT

### UNIT – I

HRD Concept & Definition, Goals of HRD, Importance of HRD, History of HRD in India, HRD Departments and their Tasks, Qualities of HRD Professional, Present Status of HRD in India.

### UNIT – II

Interventions of HRD-Role-Concept & Analysis, Performance Management System, 360 Degree, Feedback, Training and Development.

### UNIT – III

Interventions of HRD-Potential Appraisal, Competency Mapping, Career Planning and Development, Mentoring, Assessment Centers.

HRD Audit-Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score Card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India.

### UNIT – IV

Organization Development-Concept and Definition, Objectives, Process of OD, Interventions of OD-Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Inter-group Development, Appreciative Inquiry, case Studies.

### SUGGESTED READINGS:

- (1) TV Rao and Udai Pareek, Designing and Managing HR Systems, Oxford & IBH Publishing Co. Pvt. Ltd.
- (2) Gareth R. Jones, Organizational Theory, Design and Change 5<sup>th</sup> Edition, Pearson Educations.
- (3) Wendell L. French and Cecil H. Bell, Organizational Development 6<sup>th</sup> Edition, Prentice Hall.

## MBA-(HR)-02 : LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (PART-I)

### UNIT – I

The Factories Act, 1948-Major Provisions of Factories Act with Licensing, Registration Health Safety and Welfare, Working Hours of Adult, Penalties and Procedure.

### UNIT – II

Trade Union Act, 1926-Definition of a Trade Union, Registration of Trade Union, Right and Duties of Registered Trade Union, Regulation, Penalties.

### UNIT – III

The Industrial Dispute Act, 1947-Concept, Settlement of Industrial Dispute-Procedure, Power and Duties of Authorities Strikes and Lockouts, Retrenchment and Lay off Provisions.

### UNIT – IV

The Employee Provident Fund Act, 1952.

Industrial Employment (Standing Orders) Act, 1946-Certificate, Applicability, Interpretation Appeal, Disciplinary Action and Grievance Procedure.

The Apprentices Act, 1961.

### SUGGESTED READINGS:

- (1) P.K. Padhi-Labor and Industrial Law, Prentice Hall of India Ltd.
- (2) P.L. Malik-Handbook of Industrial Law, Eastern Book.
- (3) N.D. Kapoor-Handbook of Industrial Law, Sultan Chand & Sons.
- (4) Sinha, Sinha & Shekhar-Industrial Relation, Trade Union and Labor Legislation, Pearson Education.
- (5) Ratna Sen-Industrial Relation in India, Mac Millan India.
- (6) V.G. Goswami-Labor and Industrial Law, Central Law Agency.



## MBA-(IB)-01 : INTERNATIONAL MARKETING

### UNIT – I

Overview of World Business and Framework of International Marketing:

Definition of International Marketing, International Dimensions of Marketing, Domestic V/s. International Marketing, Process of Internationalization, Benefits of International Marketing.

World Market Environment:

Political Environment-Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk, Legal Environment-Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch V/s. Subsidiary, Counterfeiting, Gray Market.

Cultural Environment-Culture and its Characteristics, Influence of Culture on (a) Consumption, (b) Thinking, (c) Communication Process, Cultural Universals.

### UNIT – II

Planning for International Marketing:

Marketing Research, Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies-Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones.

### UNIT – III

International Marketing Decisions – I :

Product Policy and Planning-Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy-Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment International Channels of Distribution-Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution.

### UNIT – IV

International Marketing Decisions – II :

International Promotion Strategies-Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations.

International Advertising-Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized International Advertising.

International Organizational Control.

### SUGGESTED READINGS:

- (1) Onkvisit, S., Shaw J.-International Marketing (Pearson, 3<sup>rd</sup> Edition).
- (2) Cherunilam F.-International Trade and Export Management (Himalaya, 2007).
- (3) Varshney R.L.-Bhattacharya B.-International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Edition).
- (4) Czinkota-International Marketing (Thompson, 8<sup>th</sup> Edition).
- (5) Cateora Graham-International Marketing (TMH, 10<sup>th</sup> Edition).
- (6) Jain S.-International Marketing (Thompson).

MBA-(IB)-02 : INTERNATIONAL BUSINESS ENVIRONMENT  
AND FOREIGN EXCHANGE ECONOMICS

UNIT – I

An Overview of International Business Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

UNIT – II

International Business Theories:

Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.

Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-Dumping Policy.

UNIT – III

Foreign Exchange Determination Systems, Basic Concept: Relating to Foreign Exchange, Various Types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

UNIT – IV

International Institution:

UNCTAD, its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration:

Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS:

- (1) Agarwal Roj-International Trade (Excel, 1<sup>st</sup> Edition).
- (2) Hill C.W.-International Business (TMH, 5<sup>th</sup> Edition).
- (3) Daniels-International Business (Pearson, 1<sup>st</sup> Edition).
- (4) Black J.-International Business Environment (Prentice Hall).
- (5) Bhaila V.K.-International Business Environment (Anmol).

## MBA-401 : STRATEGIC MANAGEMENT

### UNIT – I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

### UNIT – II

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

### UNIT – III

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/Expansion, Diversification, Stability, Retrenchment & Combination Strategy, Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

### UNIT – IV

Strategy Implementation through structure, through Human Resource Management through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Case Study related to the Entire Syllabus.

### SUGGESTED READINGS:

- (1) Lawence R. Jauch, Glueck William F.-Business Policy and Strategic Management (Frank Brothers).
- (2) Pearce II John A. and Robinson J.R. and Richard B.-Strategic Management (AITBS).
- (3) Wheelen Thomas L.-Hunger J. David and Rangaragjan Krish-Concepts in Strategic Management and Business Policy (Pearson Education, 1<sup>st</sup> Edition).
- (4) Budhiraja S.B. and Athreya M.B.-Cases in Strategic Management (Tata Mc Graw Hill, 1<sup>st</sup> Edition).
- (5) Kazmi Azar-Business Policy and Strategic Management (Tata Mc Graw Hill, 2<sup>nd</sup> Edition).
- (6) Thomson-Strategic Management: Concepts and Cases (Tata Mc Graw Hill).
- (7) Cliff Bowman- Business Policy and Strategy (Prentice Hall of India).
- (8) Mc Carthy D.J. Minichiello Robert J. and Curran J.R.-Business Policy and Strategy (AITBS).

UNIT – I

An Overview MIS-Definition of MIS, MIS as an evolving concept, MIS and other Academic Disciplines, subsystems of an MIS, Operating Elements of an Information System, MIS Support for Decision Making.

UNIT – II

Management Information System Structure Based on Management Activity-Hierarchy of Management Activity, Information Systems for Operation Control, Information Systems for Management Operation Control, Information systems for Strategic Planning Based on Organizational Function-Sales and Marketing Subsystems, Production Subsystem, Logistics Subsystem, Personal Subsystem, Financial and Accounting Subsystem, Information Processing Subsystem, Top Management Subsystem, Synthesis of MIS Structure, Some Issues in MIS Structure.

UNIT – III

Concept of Information:

Definition, Information Presentation, Quality Information, Value of Information in Decision Making and Other Value, Age of Information Human as an Information Processor-General Model, Newell Simon Model, Limits and Characteristic of on Human Information Processing Managers as Information Processors.

UNIT – IV

System Concepts:

Definition, General Model and Types of System, Subsystems, System Stress, System Change, Preventing System Entropy, System Concept and Organization, System Concept Applied to MIS. Systems Analysis and Design:

System Development Life Cycle Stages-Initiation/Planning, System Analysis, Design, Coding and Testing Implementation and Training, Prototyping, Rapid Application Development (RAD), End-User Computing, Object Oriented Programming.

SUGGESTED READINGS:

- (1) Gordan B. Davis and Margrethe H. Olson, Management Information Systems-Conceptual Foundation, Structure and Development, Mc Graw Hill.
- (2) D.P. Goyal, Management Information Systems, McMillan.
- (3) E.M. Awad, System Analysis and Design.

UNIT – I

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business:

Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning Attitude, Motivation and Perception.

UNIT – II

Situational Analysis:

Retail Institutions by Ownership, Retail Institutions by Store-based Strategy-Mix, Web, Non store based and other Forms of Non Traditional Retailing, Targeting Customers and Gathering Information, Communicating with Customers, Promotional Strategies used in retailing.

Choosing a Store Location:

Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising And Atmospherics.

UNIT – III

Managing Retail Business:

Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimension, Managing Retail Services, Service Characteristics, Branding, Perceptions of Service Quality.

UNIT – IV

Delivering the Product:

Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

International Retailing:

Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management.

SUGGESTED READINGS:

- (1) Newman A.J. and Cullen P-Retailing: Environment and Operations (Vikas 1<sup>st</sup> Edition).
- (2) Berman B. and Evans J.R.-Retail Management (Pearson Education, 9<sup>th</sup> Edition).
- (3) Michael Levi M. and Weitz BW-Retailing Management (Tata Mc Graw Hill, 5<sup>th</sup> Edition).
- (4) Dunne Patrick M., Lusch Robert F. and Griffith David A-Retailing (Cengage Learning, 4<sup>th</sup> Edition).
- (5) Cox Roger and Brittain Paul-Retailing: An Introduction (Pearson Education, 5<sup>th</sup> Edition).
- (6) Newman and Cullen-Retailing (Cengage Learning, 1<sup>st</sup> Edition).
- (7) Vedmani G. Gibson-Retail Management-Functional Principles & Practice (Jaico Publication, 1<sup>st</sup> Edition).

UNIT – I

Basic of Services:

Service Sector and Economic Growth, Service Concept, Characteristics And Classification of Service, Challenges & Strategic Issue in Service Marketing Segmentation, Differentiation and Positioning of Services.

UNIT – II

Marketing Mix In Services Marketing:

Product, Price, Place, Promotion, People, Physical Evidences and Process Decision.

UNIT – III

Service Management Process:

Internal, External and Interactive Marketing Strategies Consumer Behavior in Service Encounter, Demand Management in Services.

Managing Service Quality and Productivity:

Concept, Dimensions and Process, Service Quality Models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.

UNIT – IV

Applications of Service Marketing and CRM:

Marketing of Financial, Hospitality, Health, Educational and Professional Services Marketing for Non-Profit Organizations and NGOs; Relationship Marketing (CRM) and Customer Satisfaction Measure.

SUGGESTED READINGS:

- (1) M.K. Rampal and S.L. Gupta: Service Marketing Concepts, Applications and Cases.
- (2) Zeithmal, Bitner, Service Marketing (SIE), 4e Tata Mcgraw Hill.
- (3) Hoffman, Marketing of Service 1<sup>st</sup> 2008 Cengage Learning.
- (4) Lovelock, Wright, Principles of Service Marketing and Management Prentice Hall.
- (5) Nimit Chowdhary, Service Marketing, McMillan India.
- (6) H.V. Verma, Services Marketing: Test and Cases, Pearson Education.

UNIT – I

Project Management:

Meaning of Project Management, Forms of Project Organization, Project Planning, Project Control, Human aspects of Project Management, Project Life Cycle, Pre-Requisites for Successful Project Implementation and its Stages, Role and Responsibilities of Project Manager.

UNIT – II

Generation and Screening of Project Ideas:

Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Scanning for Project Ideas, Preliminary Screening SCBA-Rationale and Approaches to it (UNIDO and L.M. Approach).

UNIT – III

Project Formulation and Network Techniques:

Project Formulation-Marketing Technical, Financial Aspects of Project-Formulation, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, CPM Mode.

Project Review and Administrative aspects-Initial Review, Performance Evaluation, Administrative Aspects of Capital Budgeting, Evaluating the Capital Budgeting System of Organization and Economic Life of Projects.

UNIT – IV

Financial Analysis:

Cost of Project, Means of finance, Working Capital requirement and its financing, Profitability projections and projected cash flow statement and balance sheet.

SUGGESTED READINGS:

- (1) Prasanna Chandra-Project Planning Analysis Selection Implementation and Review-Tata McGraw Hill Publishing Co. Ltd.
- (2) Supplementary Text-H.P.S. Pahwa-Project Reports and Appraisals-Bharat Law House.
- (3) Vasant Desai-Project Management-Himalaya Publishing House.
- (4) Bhavesh M. Patel-Project Management-Vikas Publishing House.
- (5) K.R. Sharma-Project Management, National Publishing House.
- (6) G.B. Goel-Project Management (Principles and Techniques) Deep and Deep.

UNIT – I

Introduction:

Concept of Income and its Components, Concepts of Tax Planning-Tax Avoidance, Tax Evasion, Tax Management, Tax Planning with Reference to Location, Nature of Business, Forms of Business Organization.

UNIT – II

Tax Planning-Financial Management Decisions and Managerial Decisions:

Taxes Planning in respect of Capital Structure Decision, Dividend Policy, Inter Corporate Dividend, Bonus Share, Own of Lease, Make of Buy Decisions, Repair, Replacement, Renewal, Renovation of an Assets, Shut down or Continue Decision.

UNIT – III

Computation of Total Income:

Tax Liabilities of Companies, Minimum Alternate Tax, Dividend Tax and Dividend Tax on Mutual funds, Double Taxation Avoidance Agreements, Fringe Benefit Tax and Taxation of International Transactions.

Tax Provision:

Tax Provision Relating to FTZ, Infrastructure Sectors, Backward Areas, Tax Incentives to Exporters.

UNIT – IV

Tax Management:

Return of Income and Assessment Procedure, Tax Deducted at Source, Tax Collection of Source, Advance Payment of Tax, Collection and Recovery of Tax, Refund of Tax, Appeals and Revisions, Income Tax Authorities and their powers.

SUGGESTED READINGS:

- (1) Bhatia H.L.-Public Finance (Vikas, 1999, 20<sup>th</sup> Edition).
- (2) Lakhotia R.N.-How to Save Wealth Tax (Vision Book 2001, 9<sup>th</sup> Edition).
- (3) Prasad Bhagwati-Income Tax Law & Practice (Vishwa Prakashan).
- (4) Santaram R-Tax Planning by Reports (Taxmann, 1978).
- (5) Singhanian V.K.-Direct Taxes, Law & Practice (Taxmann, 40<sup>th</sup> Edition).
- (6) Datey V.S.-Indirect Taxes-Law & Practice (Taxmann, 20<sup>th</sup> Edition).



## MBA-(HRM)-03 : COMPENSATION PLANNING

### UNIT – I

#### Introduction:

Compensation-Concept, Factor Affecting Employee Compensation, Dimensions, New Trends in Compensation Management, The 3-P Compensation Concept, Components of Remuneration.

### UNIT – II

#### Wages and Salary Administration at Macro (national) Level:

Economic Objectives of Wage Policy, Social Objectives, Key Considerations, Wage Concept, Minimum Wages & ILO Five years plans and wage policy, Pay Commissions, Wage Boards, Adjudication, Pay Revision in Public Sector-Issues and Considerations, Industry's Compensation Policy (Micro Level).

Compensations, Strategy at Micro (Company) Level, Concept of Internal Equity and external Parity.

#### Job Evaluation:

Methods and Systems of Job Evaluation, Job Pricing, Designing Pay Ranges and Bands. Compensation Structure-Indian Practices.

Salary Progression, Methods of Payment.

### UNIT – III

#### Concept of Reward:

Financial and Non-Financial Compensation System.

#### Incentives:

Merits and Demerits of Incentives, Types of Incentives-Individual & Group.

Fringe Benefits-Need, Objective, Type.

### UNIT – IV

#### Wage Laws in India:

Performance and Skill Based Pay Systems.

Voluntary Retirement Scheme.

Managerial/Executive Remuneration.

### SUGGESTED READINGS:

- (1) George T. Mulkovich & Jerry M. Newmann, Compensation Planning, Mc Graw Hill Publishing Co.
- (2) B.D. Singh, Compensation and Reward Management, Excel Books.
- (3) N.D. Kapoor, Hand Book of Industrial Law, Sultan Chand and Sons.
- (4) Supplementary Text-Richard & Henderson, Compensation Management in a Knowledge based world, Pearson Education, Ltd.
- (5) K.N. Subramaniam, Wages in India.
- (6) A.M. Sharma, Understanding Wages System, Himalaya Publishing Co.

UNIT – I

Employee State Insurance Act, 1948.

UNIT – II

The Payment of Wages Act, 1936.

The Minimum Wages Act, 1948.

UNIT – III

The shops & Establishment Act.

The Workmen's Compensation Act.1923.

The Payment of Bonus Act, 1965.

UNIT – IV

The Payment of Gratuity Act.,1972.

The Maternity Benefit Act., 1961.

SUGGESTED READINGS:

- (1) P.K. Padhi, Labour and Industrial Law, Prentice Hall of India Ltd.
- (2) P.L. Malik, Handbook of Industrial Law, Eastern Book.
- (3) N.D. Kapoor, Handbook of Industrial Law, Sultan Chand & Sons.
- (4) Sinha, Sinha & Shekhar, Industrial Relation, Trade Union and Labour Legislation, Pearson Education Ltd.
- (5) Ratna Sen, Industrial Relation in India, MacMillan India.
- (6) V.G. Goswami, Labour and Industrial Law, Central Law Agency.

UNIT – I

Introduction to Export Management:

Introduction on, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing Sources of Export Information, Important Publication, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.

Selection of Products and Identification of Export Markets:

Choosing a Products, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

UNIT – II

Export Marketing Channels and Export Sales Contract:

Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

UNIT – III

Export Finance and Pricing:

Reshipment Finance, Post shipment Finance, Special Financial Facilities, Export Import Bank of India. E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

UNIT – IV

Formalities of registration and Export Documentation:

Naming the Enterprise, Form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC/CBs Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

SUGGESTED READINGS:

- (1) Cherunilam, F.-International Trade and Export Management (Himalaya, 2007).
- (2) Varshney R.L. Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Edition).
- (3) Govt. of India-Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- (4) Keegan J. Warren-Global Marketing Management (Pearson Pub.).

UNIT – I

Introduction to Logistic Management:

Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence.

UNIT – II

Structure of Shipping Industry and World Seaborne Trade:

Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company.

Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

UNIT – III

Freight Structure and Role of Intermediaries:

Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

UNIT – IV

Indian Shipping and Containerization:

Ports in India, Developments in India Shipping Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo.

Concept of Containerization, Classification of Constraints in Containerization, I.C.D.'s.

International Air Transport:

Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

SUGGESTED READINGS:

- (1) Johnson J, Wood D-Contemporary Logistics.
- (2) Khanna K.K.-Physical Distribution Management: Logistical Approach (Himalaya, 2007).
- (3) Krishnaveni Muthiah-Logistics Management and World Seaborne Trade (Himalaya, 2007).

UNIT – I

Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market. Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer Durables, Rural Communication-Challenges and Strategies, Types of Rural Communication.

UNIT – II

Rural Consumer's in India-Geographical Spread and Differentiation, Behavior of Rural Consumers, Rural Market Segmentation-Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

UNIT – III

Marketing of Agricultural Products-Agricultural Inputs and their types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.

UNIT – IV

Marketing Research, Major Techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report.

Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency-NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

SUGGESTED READINGS:

- (1) Warren M-Financial Management for Formers and Rural Managers (Blackwell d Publishing).
- (2) Prag P.A.-Rural Diversification (EG Books).
- (3) Thomer Daniel and Morner Alice-Land and Labour in India (Asia Publishing House).
- (4) Deu S.Mahendra and Basu K.S.-Economic and Social Development (Academic Foundation).
- (5) Gopalaswamy T.P.-Rural Marketing Environment, Problems and Strategies (Vikas, 1<sup>st</sup> Edition).

UNIT – I

Introduction and Scope of Insurance-Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz, Life Insurance and General Insurance Role of Insurance in Economic Development & Insurer's Obligation towards Rural and Social Sectors.

Principles of Life Insurance and Governance of Insurance Business.

UNIT – II

Financial Aspects of Insurance Management-Role of Financial Institutions, Insurance Companies, Financial Market, Structure and functions, Mutual Funds, Housing Finance.

Important Life Insurance Products and General Insurance Products.

Determination of Premiums and Bonuses.

Various Distribution Channels.

UNIT – III

Risk Management and Underwriting.

Role of Actuaries-Product framing, Underwriting guidelines, Re-insurance.

Preparation of Insurance Documents Policy Conditions.

UNIT – IV

Settlement of Claims.

Insurance Laws and Regulations with respect to following Acts.

Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874. Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies.

SUGGESTED READINGS:

- (1) Mishra M.N.-Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi).
- (2) Ganguly Anand-Insurance Management (New Age International Publishers, New Delhi).
- (3) Vaughan & Vaughan-Fundamentals of Risk & Insurance (John Wiley & Sons, New Delhi).
- (4) Shrivastava D.C., Shrivastava Shashank-Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi).
- (5) Kakkar, Bisen-Insurance & Risk Management (New Age Publication, New Delhi).

Jiwaji University, Gwalior  
A Foundation Course  
In  
Human Values & Ethics  
Syllabus for the Value Education Course to be introduced in JU  
Course Code : JU – 001  
For MBA (Full Time), BBA, MBA (PM), MBA (General), MBA (Part Time)

Content for Lectures:

Module 1: Course Introduction – Need, Basic Guidelines Content and Process for Value Education.

- (1) Understanding the need, basic guidelines, content and process for Value Education
- (2) Self-Exploration-What is it?, its contents and process: Natural Acceptance and Experiential Validation-as the mechanism for self-exploration.
- (3) Continuous Happiness and Prosperity-A look at basic Human Aspirations.
- (4) Right understanding, Relationship and Physical facilities-the basic requirement for fulfillment of aspirations of every human being with their correct priority.
- (5) Understanding Happiness and Prosperity correctly - a critical appraisal of the current scenario.
- (6) Method to fulfill the above human aspiration understanding and living in harmony at various levels.

Module 2: Understanding Harmony in the human Being-Harmony in Myself.

- (7) Understanding human being as a co-existence of the sentient I and the material body.
- (8) Understanding the needs of self ('I') and 'Body' - Sukh and Suvidha.
- (9) Understanding the body as an instrument of 'I' (I being the doer, seen and enjoyer).
- (10) Understanding the characteristics and activities of 'I' and harmony in 'I'.
- (11) Understanding the Harmony of I with the Body: Sanyam and Swasthya correct appraisal of Physical needs Meaning of Prosperity in detail.
- (12) Programs to ensure, Sanyam and Swasthya.  
-Practice to Exercises and Case Studies will be taken up in practice sessions.

Module 3: Understanding Harmony in the Family and Society-Harmony in Human-Human Relationship.

- (13) Understanding Harmony in the family-the basic unit of human inter union.
- (14) Understanding values in human-human relationship meaning of these and program for its fulfillment to ensure Ubhay-tripti: Trust (Vishwas) are Respect (Samman) as the foundational value of relationship.
- (15) Understanding the meaning Vishwas; Difference between intention and competence
- (16) Understanding the meaning of Samman, Difference between respect and differentiation: the other salient values in relationship.
- (17) Understanding the Harmony in the society (Society being and extension of family): Samadhan Samridhi. Abhay, Sah-astitva as comprehensive Human Goals.
- (18) Visualizing a universal harmonious order in society-Undivided Society (Akhand Samaj). Universal order (Sarvabhaum Vyawastha)-from family to world family. Practice Exercises and Case Studies will be taken up in practice sessions.

Module 4: Understanding Harmony in the Nature and Existence-Whole existence as Co-existence.

- (19) Understanding the Harmony in the Nature.
- (20) Interconnectedness and mutual fulfillment among the four order of nature- recyclability and self-regulation in nature.
- (21) Understanding Existence as co-existence (Sah-astiva) of mutually interacting units in all Pervasive space.
- (22) Holistic perception of harmony at all levels of existence
  - Practice Exercise and Case Studies will be taken up in practice sessions.

Module 5: Implications of the above Holistic understanding of Harmony on professional Ethics.

- (23) Natural acceptance of Human Values.
- (24) Definitiveness of Ethical Human Conduct.
- (25) Basic for Humanistic Education, Humanistic Constitution and Humanistic Universal Order.
- (26) Competence in professional ethics:
  - (a) Ability to utilize the professional competence for augmenting universal human order.
  - (b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems.
  - (c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
- (27) Case studies of typical holistic technologies, management models and production systems.
- (28) Strategy for transition from the present state to Universal Human Order :
  - (a) At the level of individual: as socially and ecologically responsible engineers technologists and managers.
  - (b) At the level of society, as mutually enriching institutions and organizations.

Extracts from Bhagwadgita, Guru Grantha Sahib, Quota and Billte.

Text Books and reference material:

(a) The text books

R.R. Guru, Sangal, G.P. Bagaria 2009, A Foundation Course in Human Values and Professional Ethics Excel Books Private Limited, New Delhi.

(b) Teacher a Manual:

R.R. Guru, Sangal, G.P. Bagaria 2009, Teacher's Manual: A Foundation course in Human Values and Professional Ethics, Excel Books Private Limited, New Delhi.



(c) Reference Books:

- (1) Ivan Illich, 1974, Energy & Equity. The Trinity Press. Worcester and Harper Collins. USA.
- (2) E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered. Blond & Briggs Britain.
- (1) Sussan George, 1976, How the Other Half Dies. Penguin Press. Reprinted 1986, 1991.
- (2) Donella H. Meadows Dennis L. Meadows Jorgen Randers, William W. Behrens III, 1972, Limits to Growth-Club of Rome's Report, Universe Books.
- (3) A Nasgmi, 1993, Jeevan Vidya ek parichay. Divya Path Sansthan, Amarkantak.
- (4) P.L. Dhar, R.R. Gaur, 1990, Science and Humanism, Commonwealth Publishers.
- (5) A.N. Tripathy, 2003, Human Values, New Age International Publishers.
- (6) Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) Krishi Tantra Shodh Amravati.
- (7) E.G. Seebauer & Robert L. Beny, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press.
- (8) M. Govindrajran, S. Natrajan & V.S. Senthil Kumar, Engineering Ethics (Including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
- (9) B.P. Banerjee, 2005, Foundation of Ethics and Management, Excel Books.
- (10) B.L. Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co. Lucknow. Reprinted 2008.

**MASTER OF BUSINESS ADMINISTRATION  
SYLLABUS AND EXAMINATION SCHEME  
( FOUR SEMESTER PROGRAMME )  
( with effect from July 2013 )**

**SEMESTER – I**

Paper Code	Course	Internal	External	Max. Marks
MBA-101	Principles & Practice of Management	30	70	100
MBA-102	Managerial Economics	30	70	100
MBA-103	Accounting for Manager	30	70	100
MBA-104	Organizational Behaviour	30	70	100
MBA-105	Business Statistics	30	70	100
MBA-106	Business Environment	30	70	100
MBA-107	Computer Application in Management	30	70	100
MBA-108	Communication for Management	30	70	100
TOTAL				800

**SEMESTER – II**

Paper Code	Course	Internal	External	Max. Marks
MBA-201	Marketing Management	30	70	100
MBA-202	Business Legislations	30	70	100
MBA-203	Research Methodology	30	70	100
MBA-204	Operation Research	30	70	100
MBA-205	Financial Management	30	70	100
MBA-206	Productions and Operations Management	30	70	100
MBA-207	Human Resource Management	30	70	100
MBA-208	Computer Viva-voce	50	50	100
JU 001	Human Values and Ethics*	50	50	100
TOTAL				800

\*J001, Human Values and Ethics is a qualifying course. Marks of JU001 will not be added and incorporated in mark sheets. Candidates failing to qualify in semester II may appear in semester III or semester IV.

### SEMESTER – III

Paper Code	Course	Internal	External	Max. Marks
MBA-301	Supply Chain Management	30	70	100
MBA-302	Total Quality Management	30	70	100
MBA-303	Entrepreneurship and Small Management	30	70	100
MBA-304	Specialization Group – 1 Elective 1*	30	70	100
MBA-305	Specialization Group – 1 Elective 2*	30	70	100
MBA-306	Specialization Group – 2 Elective 1*	30	70	100
MBA-307	Specialization Group – 2 Elective 2*	30	70	100
MBA-308	Summer Training Project Report	50	50	100
TOTAL				800

### SEMESTER – IV

Paper Code	Course	Internal	External	Max. Marks
MBA-401	Strategic Management	30	70	100
MBA-402	Information Systems Management	30	70	100
MBA-403	Specialization Group – 1 Elective – 3*	30	70	100
MBA-404	Specialization Group – 1 Elective – 4*	30	70	100
MBA-405	Specialization Group – 1 Elective – 3*	30	70	100
MBA-406	Open Specialization Elective (Any)	30	70	100
MBA-407	Research Project Report	50	50	100
MBA-408	Comprehensive Viva-voce	50	50	100
TOTAL				800

GRAND TOTAL 3200

## Elective Courses

### Specialization Group : Marketing (MK)

#### Sr. No. Course Code

1	MBA MK 01	Consumer Behaviour.....	(III Semester)
2	MBA MK 02	Sales and Distribution Management.....	(III Semester)
3	MBA MK 03	Retailing.....	(IV Semester)
4	MBA MK 04	Service Marketing.....	(IV Semester)

### Specialization Group : Financial Management (FM)

#### Sr. No. Course Code

1	MBA FM 01	Indian Financial System.....	(III Semester)
2	MBA FM 02	Security Analysis and Portfolio Management.....	(III Semester)
3	MBA FM 03	Project Management.....	(IV Semester)
4	MBA FM 04	Strategic Tax Planning & Tax Management.....	(IV Semester)

### Specialization Group : Human Resource (HR)

#### Sr. No. Course Code

1	MBA HR 01	Human Resource & Organizational Development.....	(III Semester)
2	MBA HR 02	Legal Framework Governing Human Relation (Part-I)...	(III Semester)
3	MBA HR 03	Compensation Planning.....	(IV Semester)
4	MBA HR 04	Legal Framework Governing Human Relation (Part-II)..	(IV Semester)

### Specialization Group : International Business

#### Sr. No. Course Code

1	MBA IB 01	International Marketing.....	(III Semester)
2	MBA IB 02	International Business Environment & Foreign Exchange Economics.....	(III Semester)
3	MBA IB 03	Export Management and Documentation.....	(IV Semester)
4	MBA IB 04	International Logistics Management.....	(IV Semester)

### Specialization Group : Open Specialization (Choose anyone in IV Semester)

#### Sr. No. Course Code

1	MBA OP 01	Rural Management.....	(IV Semester)
2	MBA OP 02	Insurance Risk Management.....	(IV Semester)