

## **MBA COURSE STRUCTURE**

### **MBA I SEMESTER**

101	Management Concepts
102	Managerial Economics
103	Accounting for Managers
104	Business Environment in India
105	Managerial Skill Development
106	Research Methodology and Quantitative Techniques
107	Computer Applications in Management
108	Viva-voce.

### **MBA II SEMESTER**

201	Organisational Behaviour
202	Human Resource Management
203	Marketing Management
204	Financial Management
205	Production Management
206	Management Science
207	Information Technology Resource Management
208	Viva-voce.

### **MBA III SEMESTER**

301	Comparative International Management
302	Management by Indian Ethos
303	Management Information System
304	Legal Framework of Business
305	Elective (Major) - I
306	Elective (Major) – II
307	Elective (Minor) - I
308	Summer Training Report & Viva-voce.

#### **MBA IV SEMESTER**

401	Business Policy & Strategic Management
402	Information Technology
403	Entrepreneurship & Small Business Management
404	Total Quality Management and Kaigen Strategies
405	Elective (Major) – I
406	Elective (Major) – II
407	Elective (Minor) - I
408	Viva-voce.

A- student will opt one of the following four electives as major and one from the remaining three electives as minor.

#### **ELECTIVE GROUP MARKETING**

M-305 Consumer Behaviour  
M-306 Global Marketing & Marketing Research  
M-405 Advertising and Sales Management  
M-406 Service and Industrial Marketing

#### **ELECTIVE GROUP FINANCE**

F-305 Capital Investment and Financing Decisions  
F-306 Security Analysis and Port-folio Management  
F-405 Financial Markets and Services  
F-406 International Finance and Capital Markets.

#### **ELECTIVE GROUP HUMAN RESOURCE MANAGEMENT**

HRM-305 Human Resource Development  
HRM-306 Labour Laws in India  
HRM-405 Industrial Relations  
HRM-406 Organisational Health

#### **ELECTIVE GROUP INFORMATION TECHNOLOGY**

I.T.-305 Data Base Management System  
I.T.-306 System Analysis and Design  
I.T.-405 Fundamentals of E-Commerce  
I.T.-406 Foundations of Information Technology.

**MBA I SEMESTER**  
**(ALL COMPULSORY PAPERS)**  
**101 MANAGEMENT CONCEPTS**

Course Contents :

**Unit-I THE FOUNDATION OF MANAGEMENT :**

Nature and significance of Management, The Evolution of Management thoughts. Approaches to Management. Functions of Manager, Social Responsibility of Management. Professionalisation of Management in India, Managerial Skills.

**Unit – II PLANNING :**

The Nature, significance and scope of Planning. Business objective, Management by objectives, Planning premises, steps in Planning. Structure of Plans, the process and Techniques of Decision making. Decision Models.

**Unit – III ORGANISING :**

Nature, Significance of Organising, Span of Management, Departmentation, Line and Staff Relationship. Delegation and Decentralisation, Formal and Informal Organisation, Determinants of effective organization, Different Patterns of Organisation structure virtual organization.

**Unit – IV STAFFING AND DIRECTING :**

Staffing – Recruitment, selection and Training, Directing – Concept, Nature, Scope, Principles and Techniques of Direction, Communication-Definition, the process and barriers. Building Effective Communication System.

**Unit-V CONTROLLING :**

Nature and scope of Control process, Control Techniques, Major Control Systems, Control by Exception. Nature, Scope, Principles and Techniques of Co-ordination.

**Reference Books :**

Koontz H	Essentials of Management
Tripathi PC and Reddy	Principles of Management
PN Prasad L.M.	Principles and Practice of Management
Singh RN	Management Thought and Thinkers (Sultan Chand)
Hampton	Management
Newman, Sumer Warren	The Process of Management Concept Behaviour and Practice.

## **102 MANAGERIAL ECONOMICS**

Course Contents :

### **UNIT – I INTROUTION :**

Scope and Nature of Managerial Economics, Fundamental Concepts. The concept of opportunity cost. The Incremental concept. Time perspective, Discounting Principle, Role of Managerial Economics.

### **Unit – II DEMAND ANALYSIS :**

Basic Concepts of Demand, Utility-Analysis, Indifference curve Analysis, Budget Line, Price, Income and substitution effects, Law of Demand, Demand Function. Elasticities of Demand, Demand Forecasting.

### **Unit-III COST OF PRODUCTION ANALYSIS :**

Production function. Laws of variable proportions and Returns to Scale. ISO – Product Curves, Classification of costs.

### **Unit-IV MARKET STRUCTURE AND PRICING :**

Perfect competition, Monopoly, Imperfect competition, Pricing under different market structures. Price discriminantation. Pricing Strategies.

### **Unit-V PROFIT MANAGEMENT AND BUSINESS FLACTUATIONS :**

Nature and concept of Profit, Measurement of Profit, P/V Patio. Concept of Risk and uncertainty. Profit Planning and Forecasting, Profit Policies. Phases, Causes and Central of business getes.

### **Reference Books :**

P.L. Mehta	Management Economics
D.N. Dwivedi	Managerial Economics
Varshney & Maheshwari	Managerial Economics
H.C. Petersen &	
W. Cris Lewis	Managerial Economics
G.S. Gupta	Managerial Economics
Dean, J.	Managerial Economics
Haynes, W.W. Mote, V.L.	Managerial Economics
Paul, S. Pal	

## **103 ACCOUNTING FOR MANAGERS**

Course Contents :

### **Unit-I INTRODUCTION :**

Accounting-need, Uses and Users of Accounting Information, Accounting Principles, Concepts, Conventions, Accounting Mechanics, Equations, (Basic) Identification of Accounts.

### **Unit-II ACCOUNTING MECHANISM :**

Journal, Ledger, Trial Balance, General Purpose Financial Statements, Depreciations, Reserves and Agusttuents to Financial Accounting.

### **Unit-III ACCOUNTING POLICIES :**

Accounting standards, Gaps in GAAP. Disclosure and Elusive art of Accounting, Legal frame work of Accounting for corporate sector.

### **Unit-IV ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS :**

Financial Statement- Forms, Analysis and Interpretation, Techniques of Analysis – Ratio, Preparation of Funds flow and cash flow Statements. Accounting for Price level changes.

### **Unit-V ACCOUNTING MACHANISM FOR CONTROL :**

Budgets and Budgetory control, Zero Base Budgetating, standard costing and variance analysis Marginal Cost and BEP Analise and differential cost analysis for decision making. Unit costing – Preparation of cost sheet.

### **Reference Books :**

Talsian P.C.	:	Financial Accounting
Khan and Jain	:	Management Accounting
Bhattacharya and Dearden	:	Accounting for Management
S.N. Maheshwari	:	Elements of Management Accounting.
		Financial Accounting.
Jawahar Lal	:	Financial Accounting
		Managerial Accounting
I.M. Pandey	:	Management Accounting
Porwal L.S.	:	Accounting Theory
Kemneddy and McMillen	:	Financial Statements : Forms Analysis & Interpretation.

## **104 BUSINESS ENVIRONMENT IN INDIA**

### **Course Contents :**

#### **Unit – I INTRODUCTION**

The Concept, Nature and Significance of Business Environment Industrial Sickness, Salient features of Capitalism, Socialism and Socialistic Pattern of Society, Concept of Mixed Economy, Emergence of Public Sector, Joint Sector and Cooperative Sectors.

#### **Unit-II SOCIO-CULTURAL ENVIRONMENT :**

Social Interests and Values – implications for Industrialisation and Economic Growth. Ecology and Social Responsibility. Consumerism as an emerging Environment Force, Ethics of Business.

#### **Unit-III INDUSTRIAL ENVIRONMENT :**

Role of State Participation in Business, Industrial Policy, Industrial Licensing Policy, Regulatory Mechanism after clearing post reforms period, Industrial Development during five year plans-Achievements and Impediments.

#### **Unit-IV ECONOMIC ENVIRONMENT :**

Policy of Economic Liberalisation, Globalisation, W.T.O. Multinationals and Government Policy towards them, Fiscal and Monetary Policies. Effects of Economic reforms.

#### **Unit-V TECHNOLOGICAL ENVIRONMENT :**

Choice of Appropriate technology, problems in Selecting Appropriate Technology, Technology Transfer, Issues in Asset Protection Multilateral Settlements consortium approach, External Relations Approach, Intellectual property rights.

### **Reference Books :**

Chosh P. & Kapoor, G.K.	Business & Society
Adhikari, M.	-A study of Business Environment
Cherunivalvam	Economic Environment of Business
Dasgupta.A, & Sengupta	Business Environment
I.C. Dhingra	A Business Environment & Society
George A. Steiner	The Indian Economy Environment and Policy
-Govt. of India	Business Government and Society
-Govt. of India	Five Year Plans
-RBI Bulletin.	India-A Reference Annual

## **105 MANAGERIAL SKILL DEVELOPMENT**

Course Contents :

### **Unit-I CONCEPTUAL FRAMEWORK :**

Meaning and significance of communication, Models and process of Communication, Types of Communication, Communication Network.

### **Unit-II INTERPERSONAL COMMUNICATION :**

Symbols, Media and Information Technology. Body Language. Communication and Impression Management. Listening and feedback. Barriers in interpersonal communication. Cultural differences and non-verbal communication.

### **Unit-III COMMUNICATION IN GROUPS :**

Group structure and communication networks, Developing effective work groups, Models of Communication in group decision making, Barriers in group communication, grapevine communication. Public Speaking Communication in meeting and conferences. Effective role presentation.

### **Unit-IV COMMUNICATION FOR ORGANISATIONAL EFFECTIVENESS :**

Communication and role conflict, counseling, Interviewing effectively, Effective oral presentation. Organisational barriers to information flow, communication load.

### **Unit-V BUSINESS COMMUNICATION :**

Essentials of written Communication, Precis writing, Dialogue writing, speech writing, Research Report Writing, Letter writing.

### **Reference Books :**

Fisher D.	Communication in Organisations.
Bala Subrahmaniam	Business Communication
Rai U.S. and Rai S.M.	Business Communication
Sharma	Business Correspondence and Report writing.
Harta A. Purthy, Jane Thomas	Effective Business Communication.

## **106 – RESEARCH METHODOLOGY AND QUANTITATIVE TECHNIQUES**

### **Unit-I RESEARCH METHODOLOGY :**

Research Procedure, Research Design, Types of Research Designs, Steps involved in Research. Data Collection, Questionnaire Designing.

### **Unit-II MEASUREMENT OF CENTRAL TENDENCY :**

Classification and Tabulation of Data, computation and Application of Mean, Median, Mode, Standard Deviation, Co-efficient of Variation, Co-efficient of variation.

### **Unit-III CORRELATION :**

Correlation and regression, Analysis of Time Series, Index Numbers.

### **Unit-IV PROBABILITY :**

Probability – addition AND multiplication Theorems, Bayes (Simple Problems), Binomial, Poisson and Normal Distribution.

### **Unit – V SAMPLING :**

Theory of Sampling, Tests of Significance for Large and Small Samples, T-Test, F-test and Chi-square test.

### **Reference Books :**

Suranjan Saha	Practical Business Mathematics and Statistics
Elhance D.N.	Fundamentals of Statistics
Elhance D.N.	Practical Problem in Statistics Decisions.
Raghavachari	Mathematics for Management
Levin & Kirth Gilpatrick	Quantitative Approach to Management.



## **107 - COMPUTER APPLICATION IN MANAGEMENT**

### **Course Contents**

#### **UNIT – I INTRODUCTION :**

Computer Fundamentals : Introduction, Block Diagram of Computer, Characteristics of Computers, Computer Generations Basic Computer Organization.

UNIT – II SOFTWARE CONCEPTS : Need and Types of Software Operating System & Office Automation: Booting Concept, Ms Dos/ Windows Operating System (2000/XP) – A Study, System Management Batch File Processing, Ms Office/ Lotus Smart Suite.

Overview of languages, compilers, Interpreters, Assemblers OOPs, JAVA (An Introduction)

#### **UNIT – III COMMUNICATION CHANNELS :**

LAN, MAN, WAN, internet, e-MAIL, FAX, Communication Channels., Multimedia Concept.

#### **UNIT-IV COMPUTER APPLICATIONS IN FUNCTIONAL AREAS :**

Computer Application in Personnel and Administration, Computer Application in Finance and Accounting (Accounting Information System), Computer Application In Marketing (Marketing Information System).

#### **UNIT – V DATA BASE MANAGEMENT SYSTEM :**

Data Base Management System (Foxpro) : Creating/Modification of Database files, Commands Study, Expression & Functions, Set Commands, Sorting / Indexing, SQL.

#### **Reference Books :**

Ron Mansfield

Working in Microsoft Office.

## **201 ORGANISATIONAL BEHAVIOUR**

### **Course Contents :**

#### **Unit – I INTRODUCTION :**

Concept, Nature and Scope of Organisational behaviour, organizational goals, models of organizational behaviour, Influence of Socio-cultural factors on organization.

#### **Unit-II INDIVIDUAL BEHAVIOUR :**

Individual Behaviour, Personality, Psycho- , perception, Learning, Motivation, Needs Hierarchy Theory, Theory XY, Maturity, Immaturity Theory, Hygiene Motivators theory, V rooms Expectancy Theory.

#### **Unit-III BEHAVIOURAL DYNAMICS :**

Interpersonal behaviour, Transactional Analysis Johari Window, Leadership theories and Leadership Styles in Indian organization.

#### **Unit-IV GROUPBEHAVIOUR :**

Informal organization and small group, Types of Group, Structure, Norms, Function, Identity and Development, Inter group problems in the organizations, group dynamics, Management of conflict.

#### **Unit-V MANAGEMENT OF CHANGE :**

Change and organizational Development, Organisational Effectiveness, Organisational Culture, Power and Politics in Organisation quality of Work Life.

### **Reference Books :**

Luthans Fred	Organisational Behaviour
Sharma R.A.	Organizational Theory and Behaviour
Sekaram Uma	Organizational Behaviour
Newstrom & Keith Davis	Organizational Behaviour
Stephen P Robbins	Organizational Behaviour
L.M. Prasad	Organizational Behaviour
Luarie J Mullins	Management & Organizational Behaviour.

## **202 - MANAGEMENT OF HUMAN RESOURCE**

Course Contents :

### **Unit – I INTRODUCTION :**

Concept, Nature Scope and significance of personnel Function in Modern Organisations. Evolution and Philosophy of Management of Human Resource, Dimensions of Human Resource Management Policies, Present Status of Human Resource Management in India.

### **Unit – II PLANNING AND STAFFING POLICY :**

Manpower Policy and Planning, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion and Discharge.

### **Unit-III DEVELOPMENT OF HUMAN RESOURCE :**

Nature, Objectives, Scope of Training and Development, Assessment of Training Needs for Managerial and Non-managerial, Personnel. Methods and Techniques of Training and their Evaluation. Performance Appraisal, Nature, Objectives and Methods.

### **Unit-IV COMPENSATION :**

Need – for Rational Wage Policy, Job Evaluation, Wage Structure, Fringe, Benefits, Financial and Non-Financial Benefits, Personnel Control-Research and Audit.

### **Unit-V INDUSTRIAL RELATIONS :**

Trade Union, Collective Bargaining, Industrial Disputes Causes and Settlement, Disciplinary action and grievance handling.

### **Reference Books :**

E. Flippo	Principles of Personnel Management
Monnappa & Saiyadin	Personnel Management
L.M. Prasad	Human Resource Management
Monnappa	Industrial Law
Ashwathapa	Human Resource Management and Personnel Management

## **203 MARKETING MANAGEMENT**

Course contents :

### **Unit – I INTRODUCTION :**

Concept of Marketing; Marketing Mix. Market Segmentation, Marketing Planning, Strategy and Approaches, Marketing System and Environment.

### **Unit – II CONSUMER BEHAVIOUR :**

Concept of consumer Behaviour, Buying Motives, Study of consumer Behaviour and Motivational Research. Marketing Information System, Marketing Research. Its Types, Nature, Scope, Role and Methods of conducting a Marketing Research. Interpretation of Marketing Trends.

### **Unit – III PRODUCT MANAGEMENT :**

Nature and Scope of Product Policy Decisions. Product-mix. Product life cycle, Product Planning and Development. Process of Developing the new products. Product Diversification, Product Improvement, Product Dropping, Branding and Packaging. Problems relating to marketing of Services.

### **Unit-IV PRICING AND LOGISTICS MANAGEMENT :**

Concept, Nature and scope of product Pricing Decision, Price Policy Considerations, Objectives and Strategies of Pricing, Selling below cost price, Dumping, Price Discrimination, Resale-Price maintenance, Government regulation of Pricing. Decision Relating to channels of distributio, Different channels of Distribution. Choice of Channels, Management of Physical Distribution, Promotion Mix.

### **Unit-V MARKETING CHALLENGES :**

An overview of Global Marketing, Rural Marketing and Marketing of Serives, On line marketing, Marketing Challenges in 21<sup>st</sup> Century.

### **Reference Books :**

Philip Kotler and Gray Amstrong	Principles of Marketing
Eric Borkowiz	Marketing
Ramaswamy and Kamakumari	Marketing Management
	Planning, Implementation and Control.
Rajan Saxena	Marketing Management
Stanton	Fundamentals of Marketing.

## **204 FINANCIAL MANAGEMENT**

Course contents :

Unit – I DIMENSIONS OF FINANCIAL MANAGEMENT :

Concepts, Nature of Financial Management, Goals of the Firms, Interface of the Finance Function with other functional areas; Finance Function. Time value of Money.

Unit- II FINANCING DECISION :

Capitalisation, Capital Structure, Leverage, Cost of Capital, Dividend Policies and Decisions.

Unit-III SOURCE AND FORMS OF FINANCING :

Instruments of Finance, Functioning and role of stock market, Role of Commercial Banks in Industrial Financing, Financial sector Reforms.

Unit-IV INVESTMENT DECISIONS :

- i) Working Capital Management, Concept, Objectives, Working Capital Policy, determinants of working capital, operating cycle approach, Cash Management, Inventory management, Receivable Management.
- ii) Capital Investment Decisions, Methods of evaluation of Investment Projects.

Unit-V TAX PLANNING :

Nature of scope of Tax planning, Tax planning and capital structure, Dividend Policy consideration, Tax concessions and incentives for corporate decisions. Tax planning for Depreciation, treatment of losses and unabsorbed Depreciation.

Reference Books :

Khan and Jain	Financial Management
Chandra Prasanna	Financial Management (Theory & Practice)
Chandra Prasanna	Fundamentals of Financial Management
James Van Horne	Financial Management and Policy
Pandey I.M.	Financial Management.

## **205 PRODUCTION MANAGEMENT**

### Course Contents

#### Unit – I INTRODUCTION :

Production Management – Concept, Importance, Historical background, continuous and intermittent systems of production, Job, batch and flow type of production for order and stock; plant location and layout.

#### Unit-II PRODUCTION PLANNING AND CONTROL :

Demand forecasting for production, Aggregate planning, Product analysis, Production process analysis, Production scheduling techniques and production control.

#### Unit-III QUANTITY AND QUALITY MANAGEMENT :

Inventory Management Introduction, functions and costs, basic inventory models and systems, quality management-introduction, statistical quality control, concepts in acceptance sampling and theory of control charts.

#### Unit-IV ELEMENTS OF WORK STUDY :

Introduction, method study – principles and applications, time study-principles and application, works sampling and development of production standards.

#### Unit-V MAINTENANCE :

Product development and productivity, Plant maintenance and types, product development and value engineering, Productivity ratio and measurement.

#### Reference Books :

Buffa, Elwood S.	Modern Production/Operation Management
Chary, S.N.P	Productions and Operations Management
Goel and Gupta	Production Management
Mayer, Raymond	Production and Operation Management
Lundy, J.N	Production Management
Prasad and Banerjee	Production Management
Moore, Franklin G.	Production Management
Raut, V.S.	Production Management in Developing Countries with Case studies.
Shore, Barry	Operation Management

## **206 MANAGEMENT SCIENCE**

Course Contents :

### Unit – I

Basic Concepts of Management science audits role in decision making. Meaning significance, scope, characteristics and limitation of OR, Methodology or OR. Decision making under certainty risk and uncertainty, Decision Tree.

### Unit –II

Linear programming, Problem formulation, graphical method simplex method including big M method.

Transportation problem: Solution by North-West Corner, VAM, Rowminima, Column-minima, Matrix-minima methods; Optimization by Stepping-Stone, MODI methods; unbalanced and Degeneracy in T.P.

### Unit-III

Games Theory : Game model, Pure and Mixed strategies, Two-Persons-Zero-sum Game, Saddle point, Dominance rule, graphical method.

Assignment Problems : Solution by Hungarian Assignment Method, Unbalanced Problem, Maximization case.

### Unit-IV

Queuing Models : Basic Components, Characteristics, Deterministic and probabilistic models.

Sequencing : Assumptions, processing n jobs on two machines, n jobs on three machines and two jobs on K machines.

### Unit-V

Network Analysis, Network diagrams, Dummy activities, CPM, PERT/TIME, PERT/COST, PERT/LOB.

Reference Books :

U.K. Srivastava	Quantitative Techniques
Leving & Kirkpartick	Quantitative Approaches to Management
Gupta and Sharma	Operations Research
Kanti Swaroop	Operations Research
Gillete	Introduction of Operations Research.

## **207 I.T. RESOURCE MANAGEMENT**

### **Unit – I COMPUTER ARCHITECTURE :**

Computer Architecture, Types of Computer, Computer Specification and hardware, Components, (Mother Board, SMPS, Cable and Connectors ) Memory.

### **Unit-II COMPUTER I/O DEVICES :**

Concept of Device Driver and I/O Interfacing, Types of I/O Devices. Installation of I/O Devices (Keyboard, Monitor, Mouse, HOD, FDD, CD ROM (R & W) Printer, Speaker, Microphone, Scanner, Digital Camera), Communication Ports (Serial, Parallel, USB etc.)

### **Unit-III COMPUTER SOFTWARE AND BASIC INFRASTRUCTURE :**

Power Supply UPS, (online/offline) CVT etc. Earthing, Air conditioning, Ergonomic Aspects.

Types of Software, Installation operating System and Application Software.

### **Unit IV COMPUTER SECURITY :**

Data Storage Devices. Data Storage and Backup Procedure. Data integrity management (FDD/HDD).

Network and information security. Virus, Spam/protection and Hacking. Cyber law under ITACT-2000.

### **Unit-V SYSTEM MAINTENANCE :**

Need and procedure for system maintenance & up gradation. Basic faults and trouble shooting techniques.

### **Reference Books :**

Mano	Computer System Architecture 3 <sup>rd</sup> Ed.
Hays	Computer Architecture
Microsoft	Manuals of Software (installation)
Ballard & Ratliff	Microsoft + Internet security and Acceleration
Woodcock	Setup to Networking
Stone & Poor	Troubleshooting year PC 1 <sup>st</sup> Ed.



## **301 COMPARATIVE INTERNATIONAL MANAGEMENT**

Course Contents :

Unit – I INTRODUCTION :

The concept of international Management, Global challenges, India's Attractiveness for International Business. Managing Cross cultural diversity, Managing International competitive advantage.

Unit-II INTERNATIONAL STRATEGIE ALLIANCES :

International Strategic Alliances-concepts of strategic alliance, reasons for strategic alliance concepts of merger and acquisitions, Results of merger and acquisitions. Transfer pricing in international management.

Unit-III RISK MANAGEMENT :

Political Risk Assessment – International conflict between the most country, the Home country and the multinational corporations various forms of host country intervention. Government instability, protection for multinational corporations, political risk assessment techniques and management. Indian Multinational corporations, multinationals and India's Policy. FDI Policy.

Unit-IV PROBLEMS OF INTERNATIONAL MANAGEMENT :

Organising and controlling for international competition. Problems in creating effective control system. Qualities, Characteristics, problems and challenges of the global manager.

Unit-V COMPARATIVE MANAGEMENT :

Concept, scope and models, A comparative study of management practices in USA, Japan and India.

Reference Books :

Thakur Burton and Srivastava                      International Management Concepts and Cases (Tata Mcgraw Hill)

Heinz Weihrich and Harold Kootz Management A Global perspective (Tata Mcgraw Hill)

## **302 - Management by Indian Ethos**

### **Unit-I MANAGEMENT IN INDIAN ENVIRONMENT :**

Model of management in the Indian Socio-Political Environment. Problems relating to stress in corporate Management Indian perspective Relevance of Values in Management. Need for value in global change- Indian Perspective. Values for Managers Holistic Approach for Managers in Decision Making.

### **Unit-II MANAGEMENT IN ANCIENT INDIA :**

Management as per ancient Indian wisdom and Insight, Holistic approach, Karma, Yoga Features of Indian Ethos, Management a Sadhana – Management Attitude, Humanising organizing, Interiorising Management, Self introspection, Meditation and Intuition, Managerial Effectiveness

### **Unit – III MANAGEMENT IN 21<sup>ST</sup> CENTURY :**

Business Values for 21<sup>st</sup> century, Dharma of Management, Moral and Ethical Virtues, Significance of Values, Values versus Skills. Values and quality of work Human response management, Need for value driven. Management, Indian culture and wisdom. Cultural Temperament of India. Ethical and Spiritual values.

### **Unit-IV CORPORATE GOVERNANCE**

Corporate Governance and Business Ethics work Ethics, Business Ethics and professional management. Corporate Responsibility, Relevance of Ethics today.

### **Unit –V MANAGEMENT ETHICS :**

Philosophical foundation of Ethics, Ethical values of Bhagwat Gita, Empirical versus Eternal Ethics, Ethical. Principles of Kautilya and Mahatma Gandhi, Ethical dimensions in Buddhism. Islamic culture, Ethics in Management functions.

1. Sherlekar : Management (HPH)
2. Banerjee : Ethics in Business & Management
3. AIMA : Corporate Governance & (HRH)
1. Swami Prabhupada : Journey of Self Discovery.
2. S.K. Chakraborty : Value and Ethics in Management
3. S.K. Chakraborty: Management & Ethics
4. Swami, Yuktananda : Values & ourselves.
5. Dave : Vedant & Management (Deep Deep)
6. Kautilya : Chanakya Shastra

### **303 MANAGEMENT INFORMATION SYSTEM**

Course Contents :

#### **UNIT – I INTRODUCTION :**

Meaning and role of Management Information System, Development of Management Information system, Organisation for Management Information System, Systems and user training; Top Management Support for Management. Information System.

#### **UNIT – II PLANNING OF MANAGEMENT INFORMATION SYSTEM :**

Meaning, needs and dimension of Management information system Plan, Strategic Planning for Management Information System, Step in Planning; Information System; Steps in Planning Information needs for short and long-range plans budgeting for management information system.

#### **UNIT – III DESIGN OF MANAGEMENT INFORMATION SYSTEM :**

Information elements and data sources; constraints in Management Information System design, Information flow charts; Documentation and Formats in Management Information System, Alternative Approaches to Design.

#### **UNIT – IV IMPLEMENTATION AND EVALUATION :**

Methods and tasks in implementation, Planning for implementation, Behavioural implications in Management Information System, Approaches and process of evaluation of Management Information System.

#### **UNIT –V COMPUTERS IN MANAGEMENT INFORMATION SYSTEM :**

Comparison of manual and computerized Information System, Selection of Computer System; System Software and Hardware, Managerial use of computerized information System. Enterprise Resources Planning, Opportunities and problems in ERP Selection and implementation . Role of Decision support System in Business.

Reference Books :

Brein James, O	:	Computer in Business Management An Introduction
Murdick, Robert G.		Information System for Modern Management
Contar Jesome		Management Information System
Bentley Trevoi		Management Information System and Data Process
Davis Gozdam B. & Doson		Modern Information System
Jawedekar W.S.		Management Information System
Schulthesis		Management Information System.

## **304 - Legal Framework of Business**

Unit-I : Indian Contract Act 1872 Essentials of valid contract, void Agreements, Performance of contracts and its remedies, Quasi contract, Indemnity, Guarantee contingency Bailment and Agency.

Unit-II The companies Act. 1956, Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Allotment of Shares, Share and Share capital, Membership, Borrowing Powers.

Unit-III The Sale of Goods Act 1930 – Formation of a contract, Rights of an unpaid seller, Condition and warranties. The Negotiable Instruments Act 1881, Nature and types, Negotiation and Assignment, Holder in due course, Dishonour and Discharge of Negotiable instrument.

Unit-IV Partnership Act 1932, Arbitration Act,

Unit-V Management and Meeting, Accounts and Audit, compromise Arrangements and Reconstruction Prevention of oppression and mis-management, winding up, Consumer Protection Act and Cyber laws.

Batra & Kalra	:	Merchantile Law
Chawla & Gang	:	Merchantile Law
J.P. Jain	:	Indian Contract Act
N.D. Kapoor	:	Merchantile Law
Taxmann	:	Merchantile Law

## 401-BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course contents :

### Unit-I INTRODUCTION :

Nature and objectives of business Policy, Process of strategic management, Concept of Strategy, Defining Business Purpose, Mission and Objectives.

### Unit-II ANALYSIS AND DIAGNOSTICS FOR STRATEGIC MANAGEMENT :

Components, Analysis and diagnosis of business environment, Factors, Analysis, and Diagnosis of Strategic Advantage and core competency. Experience curve, Value chain analysis.

### Unit-III STRATEGY FORMULATION :

Levels of strategy formulation Evaluation of Strategic alternatives, major types of strategies, strategic choice, determination of strategic plan.

### Unit-IV STRATEGY IMPLEMENTATION :

The process of strategy implementation, Resource allocation, organizational functional policy and leadership adoption, Organisational culture and strategy implementation.

### Unit-V STRATEGY EVALUATION AND REFORMULATIONS :

Control, evaluation and reformulation of strategy, Relevance of social responsibility and business ethics in strategic management. Ethical Models Chakraborty Model, Tattawajnananda Model, Ethical Dilemma.

### Reference Books :

Azhar Kazmi	Business Policy (Tata Mcgraw Hill)
P.K. Ghosh	Strategic Planning and Management (Sultan Chand and Sons)
Byars Ruo Zahar	Strategic Management, IRWIN Strategic Management, Concepts, Practice and Case
Hussey, David	Corporate Planning Theory and Practice (Pengamon Press)
Porter Michael	Comperitive Strategy, Macmillan.

## **402 INFORMATION TECHNOLOGY**

course contents :

### **Unit – I INTRODUCTION TO INTERNET :**

Internet concept, Internet, Web surfing, HTTP, WWW, E-mail, concept, sending & Receiving mail.

### **Unit-II**

E-commerce, Fundamentals of E-commerce, Establishing a We Storefront, Law and the Internet, Security in web store, payment Infrastructure.

### **Unit-III**

Ms-Project : Project Management concepts, Using Ms-Project, and Case Study.

### **Unit-IV**

Ms-Front Page : Issues in web page design, Fundamental concept, Basics of HTML Programming, Designing a Web page, Using Tables, Forms, etc. publishing a Web page.

### **Unit-V**

C<sup>++</sup> programming basics, Input-output statement, Decision, Statements (If..... else, witch), Operators, Loops (for, While) Classes and objects, constructors, Arrays (defining, initializing and accessing).

### **Reference Books :**

Bajaj & Nag	E-commerce.
Samantha Shurety	E-Business with Net Commerce
Rebert Lafore	Turbo C++
Herbert Schildt	C <sup>++</sup> complete Reference
Tauber	Mastering Ms Front Page-2000
Shubhash Metha	Understanding & Using Internet
Reilly	Internet in a Nutshell
Wesskept	Ms Front Page 2000, No experience Required
PCLL	Teaches Ms Project 4-0 for windows PCLL
Nelson	Teach Yourself Ms-Project for Windows-95
Atkins	Internet Security, Professional Reference
Anonymous	Maximum Security – A Hacker's Guide to protect your internet site & Network.

### **403 - Entrepreneurship and Small Business Management**

#### **Unit I AN OVERVIEW**

Concept and characteristics of Entrepreneurship, Economic, Social, Political cultural and Legal Environment, Factors Determining and Empeding the development of Entrepreneurship.

#### **Unit II ENTREPRENEURSHIP AND ENVIRONMENT:**

Classification of Entrepreneurs according to different bases, Entrepreneurial Skills, Qualities of Entrepreneurs, Women Entrepreneurs.

#### **Unit III ENTREPRENEURSHIP AND PROJECTMANAGEMENT :**

Project identification and formulation, Feasibility Analysis of Project, Profitability Analysis, Financial and Social Cost Benefit Analysis of a project. Appraisal of Project.

#### **Unit-IV Operation, preference appraisal and growth Strategies for Small Scale Enterprises.**

-Ownership Structure and organizational framework.

-Operations Management Issues in Small Scale Enterprises.

-Financial Management Issues in Small Scale Enterprises.

-Marketing Management Issues in Small Scale Enterprises.

Organisational Relations Management Issues in Small Scale Enterprises.

#### **Unit-V : Small Scale Analyses and their role in the Industrial Development of India Small Scale Enterprises.**

The new Small Scale Enterprises and Tiny sector policy of the government, Management of Small Units, Importance of Small Units and Government Policy, Export Units and Government Policy, Export potential of Small Scale Enterprises in India, Sickness of small enterprises problems and remedies.

- |    |                                  |  |
|----|----------------------------------|--|
| 1. | Vasant Desai :                   | Entrepreneurship Development.                        |
| 2. | C.B. Gupta :                     | Entrepreneurship Development                         |
| 3. | C.B. Gupta and N.P. Srivastava : | Entrepreneurial Development.                         |
| 4. | Prasanna Chandra :               | Projects Preparation, Implementations and Appraisal. |
| 5. | B.B. Goel :                      | Project Management                                   |
| 6. | T.F. Jones :                     | Entrepreneurship                                     |
| 7. | Vasant Desai :                   | Organisation and Management of Small Scale Industry. |
| 8. | Kenneth P.& Van Voorthin :       | Entrepreneurship and Small Business Mgt.             |

## **404 – Total Quality Management and Kaizen Strategies**

### **Unit-I OVERVIEW :**

Introduction to Quality, Managing quality, quality management philosophies, Focusing on customers, Process Management, Tools for process management.

### **Unit-II MANAGERIAL PROCESSOR FOR TQM :**

Leadership and Strategic planning for TQM Human Resource Development and Management for TQM. Organising for TQM.

### **Unit-III TOOLS & TECHNIQUES :**

Just-in-time system, Bench marking, Business process reengineering. Supply chain management, Total quality management in services.

### **Unit-IV TQM IMPLEMENTATION :**

World class Manufacturing, Reliability and Maintenance Building and Sustaining Total quality organization.

### **Unit-V KAIZEN STRATEGIES :**

Introduction, Kaizen environment, Biggu picture, implementing Kaizen. Using Kaizen as spring board. Kaizen in manufacturing in Japan. Exporting Kaizen. Adding western flauours. Kaizen for future. Kaizen in times of trouble. Learning and knowledge Management.

K.Shridhara Bhat : Total Quality Management



## M-305 CONSUMER BEHAVIOUR

Course Contents :

### Unit – I CONSUMER BEHAVIOUR : AN OVERVIEW :

Consumer Behaviour-Introduction Consumer, Needs and Buyer Motivation, Personality self concept and consumer behaviour, consumer perception, consumer attitudes, consumer as a learner, cases.

### Unit-II INDIVIDUAL FACTORS :

Consumer Psychographics, Psychographics vs. demographics. Group dynamics and consumer reference group, family as consuming unit, social class, influence of culture and subculture on behaviour. Consumer behaviour in international perspective.

### Unit-III CONSUMER DECISION MAKING :

Consumer Decision process pre and post purchase behaviour. Purchase process. Rationality in buying.

### Unit-IV MODELS OF CONSUMER BEHAVIOUR :

Models of Buyer Behaviour-Nicosie, Howardsheth, Engel, Blackwell Kollat Model, Organisational Buying Behaviour.

### Unit –V CASE / PROBLEMS :

Reference Books :

Schiffman and Kanuk	Consumer Behaviour Prentice Hall 4 <sup>th</sup> Ed.
Sharma and Kotler	Why people buy? Oxford University Press
Hill Roy W and Hillier	Organizational Buying Behaviour. List of readings and cases

will be announced in the class.

## **M-306 Global Marketing and Marketing Research**

### **Unit 1 INTRODUCTION :**

Nature Scope and importance of Global Marketing, Domestic vs. Global Marketing, Transnational Corporations and the Stages in their department.

Global Marketing Environment - Cultural, Political Legal and Regulatory Environment.

### **Unit 2 PRODUCT AND PRICING DECISIONS :**

Global product decisions, Product Development, Adoption and Positioning. International product life cycle, Product Adaptation. Segmentation

International Pricing Decisions - Alternative Pricing Strategies, Dumping and its Legal aspects Price distortion, Price Escalation, Adjustments, Transfer Pricing, Terms of Sale and Payment, Price Quotation.

### **Unit 3 CHANNEL AND PROMOTION MANAGEMENT ::**

International Channel Decisions - Direct and Indirect Selling Channels, Channels between nations, Foreign Distributors and Foreign Retailors.

International Promotion Decisions - Planning and Determining International Promotion mix.

Role of Advertising in International Marketing, International Marketing Research, Export procedure and Documentation.

### **Unit 4 MARKETING RESEARCH INTRODUCTION :**

Concept, nature, Scope and importance of Marketing Research, Research Procedure Research design and its types, Data collection methods, Questionnaire designing, Sampling procedure, Report writing and Scaling techniques. Statistical Evaluation of Sample results - Test of Significance - Chi-square test, t-test, z-test and f-test.

### **Unit 5 APPLICATIONS OF MARKETING RESEARCH :**

Applications of Marketing Research Product Research, Branding and Packaging Research, Motivational Research, Advertising Research, Advertising Research, Projective Techniques, Marketing and Sales Analysis research. Ethical Issues in Marketing Research, Role of Research Agencies, Organisation of Marketing Research Department.

### **Reference Books :**

Varshney and Bhattacharya	:	International Marketing
Subhash C. Jain	:	International Marketing Management
Philip R. Cateora	:	International Marketing
Warren J. Keegan	:	International Marketing
Miracle and Album	:	International Marketing Management
Byod & Others	:	Marketing Research
Luck, Rubin	:	Marketing Research

Tull & Hawkins

Sengeeta Agrwal  
Kinnear & Taylor  
Beri

Marketing Research, Measurement and Method.

Marketing Research  
Marketing Research  
Marketing Research.

### **M-405 ADVERTISING AND SALES MANAGEMENT**

#### **Unit-I ADVERTISING : AN OVERVIEW :**

Advertising as a management function, Role of Advertising in the marketing process. Consumer Orientation in Advertising. Objectives of Advertising. Advertising's Role in the Society, Criticism of Advertising social and Economic effects of Advertising. Consumerism and Advertising, Self Regulation in Advertising. Advertising Laws and Practices.

#### **Unit- II ADVERTISING PLANNING :**

Setting Advertising Objectives DAGMAR Approach Continuous Advertising Planning Programme. The adoption process of New Products and Role of Advertising. Planning the launch campaign for new products. Advertising budgets, models for setting advertising budgets,.

#### **Unit-III ADVERTISING CAMPAIGN :**

Procedure of advertising strategy formulation. Analysis of competitor's advertising Strategies, Contents Analysis. Communications Strategies copy strategy, Layout, Creative Strategy. Various appeals and execution styles in advertising. Tone and Manner of advertising. Media Strategy. Media planning models, Planning Media Mix for campaign.

Types of Media, Intermediate comparison media characteristics Media resources in India. Planning and executing the advertising campaign.

Advertiser- Agency role and functions, Methods of Selecting and Agency. Advertiser-Agency relationship. Types of Agencies. Measurement of Advertising Effectiveness.

#### **Unit-IV SALES MANAGEMENT :**

Concept, Objectives and Functions of sales Management, Role of Sales Executives as coordinator. Designing the Sales Force, Objectives Sales Force Requirements, Structure and size.

#### **Unit-V PERSONAL SELLING AND SALES PROMOTION :**

Meaning and Importance of Personal Selling, Status, Methods and Process of Personal Selling. Major decisions in Sales Promotion. Establishing the Sales Promotion Objectives, Selecting the Sales Promotion Tools, Developing, Pretesting, Implementing and controlling the Sales Promotion Programme.

#### **Reference Books :**

Zeigler et. Al.

Dirksen Kroeger and Nicossia

A. Borden and Marshall  
Mumbai.

Advertising : Mcgraw Hill Publications

Advertising Principles, Problems and Cases D.B. Taraporewala & Sons.

Advertising Management Text and Cases D.B. Taraporewala & Sons,

Welbahr, William M                      Advertising; Mac Millian Publishing Co.,  
Aaker, David A and John G. Myers      Advertising Management Prentice Hall of India, New Delhi  
Little Field James E and C.A.      Kripatrik Advertising : Mass Communication in Marketing Vakills,  
Feffer and Simon Pvt. Ltd., Mumbai.  
Ogilvy, David                                      Ogilvy on Advertising Pan Books London.

## **M 406 - Services and Industrial Marketing**

### **Unit-I OVERVIEW OF SERVICE MARKETING :**

Concept, Emergence, Growth and Importance of Services, Service classification, Consumer behaviour in Services, Marketing challenges in Services Business.

### **Unit-II FORMULATING SERVICE MARKETING STRATEGIES :**

Elements of Marketing Mix in Services, (7P's) Segmentation, Advertising and Branding of Services. Relationship Marketing, Retail Marketing, Marketing of Services in Various Business Areas, Marketing Research and MIS in Services.

### **Unit - III SERVICE QUALITY AND CUSTOMER FOCUS :**

Determinants of Service quality with core features, Factors influencing Customer satisfaction, Financial and Economic effects of Services. The integrated Gaps model of Service quality.

### **Unit - IV OVERVIEW OF INDUSTRIAL MARKETING :**

Meaning and special characteristic feature of Industrial marketing, Classification of Industrial products, Determinants of Industrial product mix, Advertising, Personnel selling, and Sales promotion in Industrial Marketing.

### **Unit - V CHANNEL, MANAGEMENT:**

Factors influencing channel Decision for Industrial products, channel alternatives, Segmentation and positioning of Industrial Buyer.  
Recruitment, Selection Training and Remuneration of salesman, Evaluation of Performance of Salesman.

### **Reference Books :**

- |                                |   |  |
|--------------------------------|---|--|
| 1. S.M. Jha                    | : | Services Marketing                       |
| 2. Harsh V. Verma              |   | Marketing of Services                    |
| 3. Ravi Shankar                |   | Service Marketing                        |
| 4. Christopher H. Louelock -   |   | Services marketing                       |
| 5. H.V. Verma                  | : | Marketing of Services                    |
| 6. Macdonald, Malcam & Payne A | : | Marketing of Services                    |
| 7. Zeithami V.A & Bituer M.J   | : | Marketing of Services                    |
| 8. Hell, Alexander, Cross      | : | Industrial Marketing                     |
| 9. Readan                      | : | Industrial Marketing                     |
| 10. Corey & Raymond            | : | Industrial Marketing cases and concepts. |

## **F-305 CAPITAL INVESTMENT AND FINANCIAL DECISIONS**

Course Contents :

Unit-I AN OVERVIEW :

Nature of the Investment of Capital Expenditure Decisions, Identification of Potential Investment Opportunities, Criteria for preliminary screening, Aspects of Project Appraisal

Unit-II FINANCIAL APPRAISAL OF A PROJECT :

Defining Costs and Benefits, Preparing Cash Flow Projection, Appraisal Criterion Pay Back Period, ARR, NPV, IRR, BCR,

Unit-III RISKS IN INVESTMENT DECISIONS :

Futurity-Uncertainty-Risks, Types and Sources of Risks, Types and Sources of Risks, Measurement of risk, Decision Trees, Sensitivity Analysis.

Unit-IV FINANCING OF CAPITAL INVESTMENTS :

Lease Financing, Venture Capital, Financing of Expansion-Internal and External, Acquisition and related problems.

Unit-V FINANCING THROUGH FINANCIAL INSTITUTIONS :

IFCI, IDBI, ICICI, State Financial Corporations.

Reference Books :

V.K. Bhalla	Investment Management
P. Hampton	Financial Decision Making-Concepts Problems and Cases.
R.M. Srivastava	Financial Decision Making-Concepts, Problems and Cases.
J. Satyanarayana	
K. Rama Krishna	Lease Financing.
Ramesh Gupta	Venture Capital and Indian Financial Sector.

## **F-306 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Course Contents :

Unit-I AN OVERVIEW :

Nature and Scope of Investment Decisions, Return and Risk, Valuation of Securities- The value price relationship, The Cootner Hypothesis, The Dynamic Valuation Process, Valuation of Fixed Income Securities, Valuation of Equity Shares.

Unit-II SECURITIES MARKET :

Functioning AND organization, regulation, options and futures, Warrants and convertible Debentures.

Unit-III ANALYSIS FOR EQUITY INVESTMENT :

Economy and Industry Analysis. Company Level Analysis, Technical Analysis, Efficient Market Hypothesis.

Unit-IV PORTFOLIO THEORY :

Portfolio Analysis and Models; Portfolio Selection, Capital Market Theory, Portfolio Revision.

Unit – V INSTITUTIONAL AND MANAGED PORTFOLIOS :

Performance evaluation OF managed portfolios, Investment Companies, Mutual Funds.

Reference Books :

Fischer and Jordon	Security Analysis and Portfolio Management
Dr P.R. Agrawal	Comprehensive Approach to T.F.

## **F-405 FINANCIAL MARKETS AND SERVICES**

Course Contents :

Unit-I MONEY MARKET IN INDIA :

Call Money Market, Treasury Bills, Commercial Paper and Certificate of Deposits, Money Market Mutual Funds, Government Securities Market-Primary, Secondary and Instrument.

Unit-II CAPITAL MARKET IN INDIA :

SEBI, Credit Rating, Underwriting, Pricing and Marketing of Public Issues, Right Issue and Private Placement,

Unit-III STOCK EXCHANGES :

Organisation and Functioning, Modernization of Stock Exchanges-Automation in Trading System, Screen Based Trading etc.

Unit-IV Capital Market Intermediaries and Their regulation, Introduction to Swaps, Introduction to Securitisation,

Unit-V AN OVERVIEW OF FINANCIAL SERVICES :

A critical study of lease financing venture capital factoring, Hire Purchase agreements and Merchant Banking.

Reference Books:

Bhole

Capital Markets in a Planned Economy

Financial Markets and Institutions,

Basu

Central Banking in Under developed Economics. An

Indian Experiment.

Kock

Central Banking.

Khan

Indian Financial System in India.

Srivastava

Management of Financial Institution.

Desai

The Indian Financial System.

## **F- 406 INTERNATIONAL FINANCE AND CAPITAL MARKETS**

Course Contents :

Unit-I Scope and Significance of International Financial Management, International Financial Institutions, Instruments in International Financial Markets.

Unit-II Theories of Exchange Rates :

Exchange risks-Hedging & Swaps; Techniques of Financing, Cross Border Finance, Tax Havens.

Unit-III Money and Banking in International Markets.

Unit-IV INTERNATIONAL CAPITAL MARKETS :

Globalisation of Capital Markets, International Capital Flows, U.S. Capital Markets.  
Asian Capital Markets.

Unit-V Investment in Foreign Securities; International risk and returns, Emerging opportunities,.

Reference Books:

Charless N. Henning Willam Figott. And Robett Heney Scott- International Financial Management.

Rita M. Rodriquez and D. Eugene Carter : International Financial Management.

Francis A Lass and Maximo Eng. International Financial Management.

Rayomond Vernon The Economic Environment of International Business.

Robert E. Aliber The International Money Game.



### **HRM-305 HUMAN RESOURCE DEVELOPMENT**

Course Contents :

#### **Unit-I INTRODUCTION :**

DRD Concept, Need and Mechanisms, HRD as a total system, principles of designing HRD system, HRD Commitment and culture. Theoretical Foundation-immaturity-Maturity model, Theory XY, Achievement Motive model.

#### **Unit-II INDIVIDUALS DEVELOPMENT :**

Personality, JOHARIS WINDOW, Transactional Analysis, Perception, Learning and Learning Curve, Sensitivity, Training and Empowerment.

#### **Unit-III TRAINING AND DEVELOPMENT :**

Identifying, Training needs, planning for training, Training Evaluation, Systems Approach to training, Executive Development Programmes, Career Planning, Role Analysis.

#### **Unit-IV PERFORMANCE APPRAISAL :**

Meaning, Objectives, Methods, Counselling, Performance Appraisal Techniques in India and their impact, potential Performane Appraisal.

#### **Unit-V ORGANISATION DEVELOPMENT AND INTERVENTION STRATEGIES :**

Meaning, Process, Tools-MBO, team building, Managerial grid Training, T.Q.M., Quality circles. HRD in Indian Industries (Case Studies).

#### **Reference Books :**

Shyam Chandra	Studies in Corporate HRD
Rao T.V., Verma KK	Alternative Approaches and Strategies of Human Resource Development.
Mathur B.L.	Human Resource Development-Strategic Approaches and Experiences.
Rao T.V.	HRD Audit
Rao T.V. & Peniara D.F.	Recent Experiences in HRD
Pareek V and Rao T.V.	Designing and Managing Human Resource System.

## **HRM – 306 LABOUR LAWS IN INDIA**

Course Contents :

Unit-I INTRODUCTION :

Principles involved in labour legislation in India, Impact of Industrial Revolution and Capitalism on labour problems. Origin and growth of labour legislation in India, classification of labour legislation in India.

Unit-II WAGES :

Payment of Wages Act, 1936. (Chapters – I, II & III)

Minimum Wages Act, 1948 (Chapters I and II)

Unit-III SOCIAL SECURITY :

Workmen's Compensation Act, 1923 (Chapters I, II & III)

Employees Provident Fund Act 1952 (Chapters I and II)

Employees State Insurance Act, 1948 (Chapters I, II, IV & V)

Payment of Gratuity Act, 1972

Unit-IV INDUSTRIAL DISPUTES :

Trade Unions Act, 1926 (Chapters I, II, III & IV)

Industrial Disputes Act, 1947 (Chapters I, II, V, VI, VII, VIII & IX)

Unit-V CONDITIONS OF WORK :

Industrial Employment (Standing Orders) Act, 1946

Factories Act, 1948 (Chapters I, II, III, V, VI, VII & VIII)

Reference Books :

State and Labour in India : A.N. Vaid, Asia Publishing House,

Labour Relations Law in India S.L. Agrawal

Law and Practice Relating to Lay off retrenchment and closure V.P. Oxford and IBH Publishing Co. Delhi.

Report of National Commission on Labour, Govt. of India.

The Indian Labour year Book (Latest issue) Ministry of Labour Govt. of India.

Labour Laws in India, By V.K. Kapoor,

The Relevant Acts (Govt. of India).

Labour Act Industrial Laws by S.N. Mishra, Central Law Publications, Allahabad.

### **HRM-405 INDUSTRIAL RELATIONS**

Course contents :

Unit-I INTRODUCTION :

Concepts of Labour and management and their roles in modern Economic System, Concept of Industrial Relations and its Scope, Major Indicators of Industrial Relations Absenteeism, Labour Turnover, State of Discipline, Grievance, Strikes and Lockouts.

Unit-II INDUSTRIAL RELATIONS SCENE IN INDIA :

Industrial Relations in India – A Historical Resume; A critical Evaluation of the Industrial Relations Scheme in India. Evaluation of the Labour Policy and Five year plans. Collective Bargaining,

The Concepts of Collective Bargaining and its usefulness as a mechanism of the settlement of Industrial Disputes, Pre-requisites for effective Collective Bargaining in India- its dominant features.

Unit-III WORKERS PARTICIPATION IN MANAGEMENT :

Its concepts, objective forms and significance; Schemes of workers (Participation in Management)-contents, functions and their evolution Workers, democracy in the world context.

Unit – IV TRADE UNIONISM IN INDIA :

A critical evaluation of the functions and role of Trade Unions in India.

Unit-V TECHNOLOGY AND INDUSTRIAL RELATIONS :

Introduction, concepts of Technological changes impact of technological change, Appropriate Technology, its relevance to the India context.

Reference Books :

Bhogoliwal, T.N.	Industrial Relations in India
Owen, W.V. and Finston, H.V.	Industrial Relations
H.P.M.	Personnel Management
Heckmann, IL & Hunuyager S.C.	Management of Personnel Function
Mehrotra, S.N.	Labour Problems in India.
Relevant Labour Acts.	

## **HRM – 406 ORGANISATIONAL HEALTH**

### Course Contents

#### Unit – I INTRODUCTION :

Nature and importance of Organisational Health. Organisational Effectiveness – Meaning and Approaches. Adaptive Coping Cycle, Effectiveness Vs. Efficiency.

#### Unit-II ELEMENTS OF ORGANISATIONAL HEALTH :

Job satisfaction, Labour Turnover, Absenteeism, Morale their concepts and measurement, Motivational Pattern of Managers and workers in India.

#### Unit – III MEASUREMENT OF ORGANISATIONAL HEALTH :

Human Resource Accounting- Methodology and Models, Responsibility Accounting – Methodology and Models Personnel Audit and Research.

QWL- Concept and Measurement.

#### Unit – IV JOB DESIGN AND WORK CULTURE :

Structure and its impact on Organizational Health. Job Enrichment and Job Enlargement. Work Culture and Organisational Climate in India. Stress and Burnout- concepts, Causes and Strategies Human Reengineering work processes.

#### Unit-V ORGANISATIONAL GROWTH :

Organisational Growth, Organisational Change, Process and Management. Management of Conflicts.

#### Reference Books :

Dwivedi R.S.  
Prospective.

Human Relations and Organisational Behaviour- A Global

Rao VSP

Human Resource Management – Text and Cases.

## **I.T. – 305      DATA BASE MANAGEMENT SYSTEM**

Course contents :

### **Unit-I INTRODUCTION :**

Data base system concepts and architecture, data models schemes and instances, data independence and data base language and interface, data definition languages, DML, overall data base structure.

Data Modeling using the Entity Relationship Model : ER Model concepts, notation for ER diagram, mapping constraints, keys, concepts of super key, candidate key, Primary key. Generalization, Aggregation, Reduction ER Diagrams to tables, extended ER Model, Relationships of Higher degree.

### **Unit – II RELATIONAL DATA MODEL AND LANGUAGE :**

Relational data model concepts, integrity constraints, keys, domain constraints, referential integrity, assertions, triggers, foreign key, relational algebra, relational calculus, triple and domain calculus, SQL, data definition queries and updates in SQL.

### **EXAMPLE (Oracle-8):**

Basic architecture, data definition and data manipulation, ISOL, PL, SQL, cursors, triggers, stored procedures etc. Linking with GUI/with visual basic).

### **Unit-III DATA BASE DESIGN :**

Functional dependencies, Normal forms, First, Second and third functional normal forms, BCNF multi valued dependencies fourth normal forms. Join dependencies and fifth normal forms inclusion dependencies loss join decompositions, normalization using FD, NVD and JDs, alternatives approaches to database design.

### **Unit-IV TRANSACTION PROCESSING CONCEPTS :**

Transaction System, Schedule and recoverability, Testing of Serializability, Serializability of schedules, conflict & view serializable schedule, Transaction processing in distribution database fragmentation, locking protocols for distributed databases, recovery from transaction failures, deadlock handling, long duration transactions, SAGA.

### **Unit-V CONVURENCY CONTROL TECHNIQUES :**

Looking techniques for concurrency control, Time stamping protocols for concurrency control, concurrency control in distributed database, estimation of cost & optimization of triple transfer for join distributed databases, validation techniques, multiple granularity, multi version schemes.

Reference Books :

Majumdar & Bhattacharya

‘Database Management System’

Korth, Silbertz, sudrashan Elmasari, Navathe	'Tata Mc-graw Hill' 'Database concepts, 'Mcgraw Hill Fundamentals of Data Base Systems Addision Wesley
Data CJ Ramakrishnan, Gekhre	An Introduction to Database System, Addision Wesley Database Management System, Mcgraw Hill

### **I.T. 306 SYSTM ANALYSIS AND DESIGN**

Course Contents :

#### **Unit-I SYSTEM CONCEPT AND INFORMATION SYSTEM ENVIRONMENT :**

The system concept, characteristics of system, elements of system, physical and abstract system, Open and classed system formal system, informal information system, computer based information system, management information system, decision support system, general business knowledge, problem solving skills interpersonal communication system.

#### **Unit-II THE SYSTEM DEVELOPMENT LIFE CYCLE :**

Role of system Analyst : Historical perspective the effort, what does it take to do system analysis, academic personal qualifications, the multifaceted role of the analyst, the analyst/user interface, behavioral issues.

Recognition of need, impetus for system change, feasibility study, analysis design, implementation, post implementation and maintenance.

#### **Unit-III SYSTEM PLANNING AND INITIAL INVESTIGATION :**

Strategies for determining information requirement problem, definition and problem initiation, back ground analysis, fact analysis, review of written documents, on sight observations, interviews and questionnaires fact analysis, performance analysis, efficiency analysis, service analysis. Information/ Data Collection.

What kind of system do we need? Information about the firms, information gathering tools, the art of interviewing, arranging the interview, guides to a successful interview, type of interview and questionnaires, the structured alternatives and unstructured alternatives.

#### **Unit-IV THE TOOLS STRUCTURED ANALYSIS :**

The data flow diagram, construction of DFDs, data dictionary decision trees and structured English.

Feasibility Study :

System performance, economic feasibility, technical feasibility, behaviour feasibility, steps in feasibility analysis.

Input/Output and form design:

Input design, CRT S-Reen design/ output design, form design, requirements of design.

#### **Unit- V HARDWARE AND SOFTWARE MAINTENANCE :**

The computer industry, the software industry, a procedure for hardware/ software selection major phases in selections, criteria for software selection, the used computer, computer A.M.C. (Annual Maintenance Control).

Reference Books :

Elis Awad

System Analysis & Design

'Galgotin Publication,

Hoffer

Modern System Analysis and Design

Whitten, Britney

System Analysis and Design Methods

Kendall

Introduction of System Analysis Design, Magraw Hill

## **I.T.-405 FUNDAMENTALS OF E-COMMERCE**

### Course Contents

#### Unit-I INTRODUCTION :

What is E Commerce, Forces behind E-Commerce, E-Commerce Industry Framework, Brief History of E-Commerce.

Inter Organizational E Commerce, Intra Organizational E Commerce, consumer to business E commerce, architectural framework.

#### Unit-II NETWORK INFRASTRUCTURE FOR E COMMERCE :

Network infrastructure for E Commerce, Market Forces behind I way, components of I way, Access Equipment, Global the information Distribution Network, Broad band Telecommunication, Mobile Commerce.

Introduction to Mobile Commerce, Mobile computing, Applications, Wireless Application Protocols, WAP Technology, Mobile Information Devices.

#### Unit-III WEB SECURITY :

Introduction to Web Security Firewall & Transaction Security. Client Server network Emerging client. Server Security Threats, Firewalls & Network Security.

#### Encryption :

-World Wide Web & Security, Encryption, transaction, Security Secret Key encryption, Public Key Encryption, Virtual Private Networks (VPN), Implementation and Management Issues.

#### Unit-IV ELECTRONIC PAYMENTS :

Overview of electronic payments, digital token based electronic payment system, smart cards, credit cards/debit cards based EPS, emerging Financial Instruments, Home Banking, Online Banking.

#### Unit-V NET COMMERCE :

EDI, EDI Application in business, Legal requirements in E Commerce, Introduction of Supply Chain Management, CRM, Issues in customer Relationship Management.

### Reference Books :

Ravi Kalakota, Andrew Whinston  
Wesley.

Frontiers of Electronic Commerce. Addison

Greenstein & Feinman  
Denial Amor  
Sokol  
Initiative

Bajaj & Nag  
Asset International

Electronics Commerce, TWH  
The Business Revolution Addison Wesley  
From EDI Electronic Commerce, A Business

The E Commerce : The cutting Edge of Business TMH  
Net Commerce, TMH

## **I.T. 406 FOUNDATIONS OF INFORMATION TECHNOLOGY**

Course Contents :

### **Unit-I FUNDAMENTAL CONCEPT OF INFORMATION :**

Information concept and processing Definition of information, Need of information, quality of information, Value of information, concept of information, Entropy category and level of information in business organization, Data concepts and data processing, Data Representation. Information Representation :

Information contents, Introduction of Information Representation in digital Media, Text, Images, Graphics, Animation, Audio, Video etc. Elementary Concepts of information preservice, Data compression, Huffman coding, Shannon Principles. Adaptive compression, LZW coding, Text, Images compression, Introduction to JPEG, MPGE and other IT industry standards.

### **Unit-II DIGITAL DEVICES AND COMPUTER SYSTEM :**

Digital fundamentals :

Various codes, decimal, binary, hexa decimal conversion, floating numbers, gates, flips, minization, adder, multiplexers etc.

Definition of electronic computer, History, Ceneration, Characteristics and Application of computers, classification of computers, RAM/ROM, Computer hardware, CPU, various I/O devices, peripherals, Storage media, Software definition, Role and categories, Firmware and human-ware.

### **Unit-III PROGRAMMING LANGUAGE CLASSIFICATION & PROGRAM METHODOLOGY :**

Computer Languages, Generations of Languages, Translators- Interpreters, Compilers, Chart, Dataflow diagram etc. Assemblers, Introduction to GLS, Software Development Methodology, Life Cycles, Software coding, Testing, Maintenance Industry standards. Introduction to ISO, CMM standards for It industry, Fundamental concepts of Software Engineering.

### **Unit-IV BASIC NET WORKING CONCEPTS :**

Need for data transmission over distances, Types of Data Transmission, Media for Data Transmission, Networking of Computers-Introduction of LAN and Van, network Topologies, Basic concepts in Computer Networks, Client Server



Architecture Introduction to advanced communication techniques, ISDN, ATM, Token based protocol, CSMA/CD/Mobile Communication.

Unit-V INTERNET AND WEB TECHNOLOGIES :

Internet & World Wide Web :Hypertext Markup Language, DHTML, WWW, gopher, FTP, Telnet, Web Browsers, Net Suffing Search Engines, Email, Basic concepts in E-Commerce, EDI, Electronic Payments, Digital Signatures.