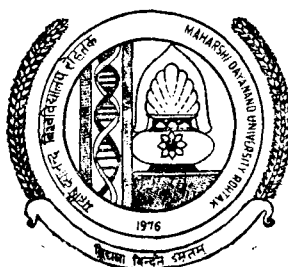


# Maharshi Dayanand University Rohtak



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## Syllabus and Courses of Reading for Two-Year M.B.A. (3rd & 4th Sem.) Examination

Session—1999-2000

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**Available from :**

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## SCHEME OF EXAMINATIONS AND SYLLABUS OF TWO YEAR FULL TIME MBA PROGRAMME

The two year full time Master's Programme in Business Administration will be of Two Years Duration Comprising of four Semesters.

The first year shall be known as Part-I of the Programme and it will have Ist Semester and IInd Semester Likewise the Second Year shall be known as Part-II of the Programme consisting of 3rd Semester and IV Semester.

**The Scheme and Syllabi of Part-I (Coordination of Two Year Full Time MBA Programme shall be as follows:-**

### **Part-I : Ist Semester**

Course No.	Nomenclature of Paper(s)	No. of Credits	Exa. Marks	Int. Marks	Duration of Exam
mba 201	Management Functions & Behaviour	3	75	25	3 Hours
mba 202	Quantitative Analysis for Managerial Application	3	75	25	3 Hours
mba 203	Managerial Economics	3	75	25	3 Hours
mba 204	Accounting for Managers	3	75	25	3 Hours
mba 205	Computers in Management	3	75	25	3 Hours
mba 206	Managerial Communication	3	75	25	3 Hours
mba 207	Managing Men	3	75	25	3 Hours
mba 208	Business Ethics & Values	3	75	25	3 Hours
<b>IInd Semester</b>					
mba 209	Economic, Social & Legal Environments	3	75	25	3 Hours
mba 210	Management of Information Systems	3	75	25	3 Hours
mba 211	Management of Machines and Materials	3	75	25	3 Hours
mba 212	Marketing Research	3	75	25	3 Hours
mba 213	Management Statistics	3	75	25	3 Hours
mba 214	Application of Research Methods in Management	3	75	25	3 Hours
mba 215	Financial Accounting	3	75	25	3 Hours
mba 216	Business Mathematics	3	75	25	3 Hours

Immediately after the completion of the Second Semester, the students shall proceed for their second examination (Term-II/SVI) of the first year. The students shall be permitted to apply for the completion of (SVI) during the second semester as a Compulsory Course.

Carried

The Schedule of papers prescribed for Part-II of Two Year Full Time MBA programme shall be as follows.

#### Part-II : 3rd Semester :

The Two years full time MBA Part-II: (3rd Semester) in addition to two compulsory courses, shall include elective course to be selected out of the courses offered by the Institute from which a student shall have to choose six courses.

#### Compulsory Courses

mba 217 Business Policy and Strategic Management	3	75	25	3 Hours
mba 218 Summer Vacation Training Report	3	75	25	3 Hours

#### Elective Courses

Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours

#### 3rd Semester

The Two year full time MBA Part-III (IVth Semester) in addition to four compulsory courses, shall include elective Courses offered by the Institute during the Semester from which a student shall have to choose four Courses.

#### Compulsory Courses (Four)

mba 219 Implementing Strategy	3	75	25	3 Hours
mba 220 International Business Procurement	3	75	25	3 Hours
mba 221 Project study Report	3	75	25	3 Hours
mba 222 Comprehensive Viva-voce	3	100	100	to be evaluated as per the provisions of the ordinance)

#### Elective Courses (Four)

Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours
Elective Course	3	75	25	3 Hours

**LIST OF COURSES**

**Accounting & Finance Area**

Course No.	Nomenclature of Paper(s)	Exam Credits	Ext. Marks	Int. Marks	Duration of Exam
mba 2001	Contemporary Accounting	3	75	25	3 Hours
mba 2002	Cost Administration	3	75	25	3 Hours
mba 2003	Taxation Law	3	75	25	3 Hours
mba 2004	Excise & Custom Duties	3	75	25	3 Hours
mba 2005	Working Capital Management	3	75	25	3 Hours
mba 2006	Capital Investment & Financing Decision	3	75	25	3 Hours
mba 2007	Management Control System	3	75	25	3 Hours
mba 2008	Security Analysis and Portfolio Management	3	75	25	3 Hours
mba 2009	International Financial Management	3	75	25	3 Hours
mba 2010	Management of Financial Institutions	3	75	25	3 Hours
mba 2011	Management of Projects	3	75	25	3 Hours
mba 2012	Corporate Buy and Management	3	75	25	3 Hours
mba 2013	Merchant Banking and Financial Services	3	75	25	3 Hours
mba 2014	Stock Market Operations in India	3	75	25	3 Hours
mba 2015	International Accounting	3	75	25	3 Hours
<b>Marketing Area</b>					
mba 2201	Consumer Behaviour	3	75	25	3 Hours
mba 2202	Sales & Distribution Management	3	75	25	3 Hours
mba 2203	Advertising Management	3	75	25	3 Hours
mba 2204	International Marketing	3	75	25	3 Hours
mba 2205	Marketing of Services	3	75	25	3 Hours
mba 2206	Marketing Research	3	75	25	3 Hours
mba 2207	Competitive Marketing	3	75	25	3 Hours
mba 2208	Sales Force Management	3	75	25	3 Hours
mba 2209	Sales Promotion Management	3	75	25	3 Hours
mba 2210	Industrial Marketing	3	75	25	3 Hours
mba 2211	Marketing of Non-Profit Organizations	3	75	25	3 Hours
mba 2212	Management of Public Distribution System	3	75	25	3 Hours

<b>Organizational Behaviour and Human Resource Management Area</b>					
mba 2301	Control Processes and Behavioral Issues	3	75	25	3 Hours
mba 2302	Human Resource Development Strategies, Design & Performance	3	75	25	3 Hours
mba 2303	Human Resource Planning	3	75	25	3 Hours
mba 2304	Management of Industrial Relations	3	75	25	3 Hours
mba 2305	Comparative Industrial Relations	3	75	25	3 Hours
mba 2306	Organizational Change and Intervention Strategies	3	75	25	3 Hours
mba 2307	Compensation Management	3	75	25	3 Hours
mba 2308	Factory Act	3	75	25	3 Hours
mba 2309	Management of Training, Process and Techniques	3	75	25	3 Hours
mba 2310	Counselling Skills for Managers	3	75	25	3 Hours
mba 2311	Managing Across Cultures	3	75	25	3 Hours
mba 2312	Industrial Disputes and Domestic Enquiries	3	75	25	3 Hours
mba 2313	Labour Administration	3	75	25	3 Hours
mba 2314	Manpower Development for Technological Change	3	75	25	3 Hours
<b>Manufacturing and Materials Management Area</b>					
mba 2401	Operations Research	3	75	25	3 Hours
mba 2402	Production Planning & Control	3	75	25	3 Hours
mba 2403	Materials Management	3	75	25	3 Hours
mba 2404	Quality, Reliability and Maintainability Management	3	75	25	3 Hours
mba 2405	Statistical Decision Theory	3	75	25	3 Hours
mba 2406	Transportation Management	3	75	25	3 Hours
mba 2407	Goal Programming and Management	3	75	25	3 Hours
mba 2408	System Analysis & Design	3	75	25	3 Hours
mba 2409	Technology Management	3	75	25	3 Hours
mba 2410	Management of Obsolescence of Stores and Spares	3	75	25	3 Hours
<b>Information Technology and System Management Area</b>					
mba 2501	Applied Information Technology	3	75	25	3 Hours
mba 2502	Software Engineering	3	75	25	3 Hours
mba 2503	Data Base Management Systems	3	75	25	3 Hours
mba 2504	Strategic Information Systems	3	75	25	3 Hours
mba 2505	Computer Networks & Internet	3	75	25	3 Hours

mba 2506 Artificial Intelligence	3	75	25	3 Hours
mba 2507 IT in Strategic Management	3	75	25	3 Hours
mba 2508 IT in Finance & Control	3	75	25	3 Hours
mba 2509 IT in Marketing	3	75	25	3 Hours
mba 2510 IT in Operations Management	3	75	25	3 Hours
mba 2511 IT in HR Management	3	75	25	3 Hours
mba 2512 Object-oriented Programming	3	75	25	3 Hours
mba 2513 Advanced Computer Networks and Web Programming	3	75	25	3 Hours

**General Management, Small Business and Entrepreneurship Development Areas**

mba 2601 Govt. Business Interface	3	75	25	3 Hours
mba 2602 Entrepreneurial Development and New Enterprises Management	3	75	25	3 Hours
mba 2603 Management Development	3	75	25	3 Hours
mba 2604 Total Quality Management	3	75	25	3 Hours
mba 2605 Organizational Effectiveness & Change	3	75	25	3 Hours
mba 2606 Competitive Strategy	3	75	25	3 Hours
mba 2607 Public Enterprise Management	3	75	25	3 Hours
mba 2608 Technology Management	3	75	25	3 Hours
mba 2609 Quality, Planning & Analysis-I	3	75	25	3 Hours
mba 2610 Quality, Planning & Analysis-II	3	75	25	3 Hours
mba 2611 Negotiation Skills	3	75	25	3 Hours
mba 2612 Small Business Environment and Management	3	75	25	3 Hours

**INTERNATIONAL BUSINESS AREA**

**MBA 2 Year 3rd Sem./MBA 5 Year 9th Semester**

- Paper 1 mba 2701 International Trade Theory and Policy  
 Paper 2 mba 2702 Export Import Procedures and Documentation  
 Paper 3 mba 2703 Foreign Exchange Management  
 Paper 4 mba 2704 International Marketing

**MBA 2 Year 4th Semester/MBA 5 Year 10th Semester**

- Paper 5 mba 2705 International Strategic Management  
 Paper 6 mba 2706 International Financial Management

**I Process of Internal Assessment**

The Internal Assessment shall be strictly based as per the details given hereunder :-

- Ten Marks shall be assigned for the Internal Test to be conducted by the teacher concerned. For the purpose Two surprise tests shall be conducted in each Course by the concerned teacher(s) carrying 5 Marks each.
- Five Marks shall be assigned for the written Case Analysis.
- Five Marks shall be assigned for the Class participation, Seminar Presentation, Role playing or any other Home Assignment given by the teacher.

- c) Five Marks shall be assigned for the punctuality in attending the Class and his overall conduct in the Class Room and in the Institute in particular and M.D. U. in general.

The entire record of the Internal Assessment shall be deposited by the concerned teachers in the office of the Institute within a weeks time from the date concerned semester(s) come(s) to an end.

#### **II Instructions to the External Examiners**

- a) The external examiner will set 8 questions in all selecting not more than two questions from each Unit.
- b) The candidates will be required to attempt 5 questions in all selecting atleast one question from each Unit.
- c) In case a 'Case Study' is included in the question paper then it will carry marks equivalent to two questions.

**III** From out of the different areas of Specializations, the students shall be required to select their Selective courses from the areas of Specializations/list of courses that may be offered by the Institute depending upon the availability of the necessary infrastructure and facilities for imparting instructions. In this regard a decision will be taken by the Director of the Institute in the meeting of the Committee of the Institute's Faculty which will be displayed on the Notice Board at the appropriate time or at the beginning of the different semesters.

M.B.A. COURSE

**BUSINESS POLICY AND STRATEGIC MANAGEMENT**

mba-217/mba 313/imba-917

Maximum Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hrs

**Objectives :** The objective of this course is to develop a wholistic perspective of an enterprise critical from the point of view top executives and making conversant the students in respect to the strategic environment process and formulation of corporate strategy (ies).

**Course Contents :**

- Unit 1 Introduction :** Meaning, Nature and Objectives of the Course on Business Policy; Origin, Development and value of the Course, Forecasting, Long Range Planning, Strategic Planning and Strategic Management; Strategic Management Process-Vision: Mission, Establishment of Organisational Direction, Corporate Strategy, Strategic Activation, Evaluation and Control; Importance of the Policy Perspectives.
- Unit 2 Top Management :** Constituents of Top Management- Board of Directors, Sub-Committee, Chief Executive Officer; The Task, Responsibilities and Skills of the Top Management; Role and Skills of Chief Executive Officer (CEO)
- Unit 3 Formulation of Strategy :** Meaning and Nature of the Statement of Strategy, Kinds of Strategies, the Nature of the Company's Environment and its Analysis; Analysis of Internal Environment-Identification of Strengths and Weaknesses; Assessment of External Environment-Identification of Opportunities and Risks; Evaluating Multi-national Environment: Identifying Corporate Competence and Resources; Principles and Rules of Corporate Strategy; Strategic Excellence Positions. (SEPs).
- Unit 4 Strategic Analysis & Choice :** BCG Growth/Share Matrix: Stop Light Strategic Model; Directional Policy Matrix Model: Grand Strategy Selection at the Business level-Grand Strategy Selection Matrix, Model of Grand Strategic Clusters; Behavioural Considerations affecting Strategic Choice; Contingency Approach to Strategic Choice.



**Suggested Readings**

1. John A Pearce II and Richard B Robinson Jr., 'Strategic Management : Strategic Formulation and Implementation'; 3rd Edn. AITBS Publishers and Distributors (Regd.) 1996 Delhi. 2 C. Roland Christensen, atl., Business Policy Text & Cases, 6th Edn., 1987, Trwin Homewood Illions; 3. Cuno Pumpin, 'The Essence of Corporate Strategy', 1937 Gower Publishing Co., Ltd : England. 4. P.K. Ghosh, Business Policy: Strategic Planning and Management, 6th Edn., 1997, Sultan Chand & Sons, New Delhi. Aside the above the list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question paper, it will carry marks equivalent to two questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**IMPLEMENTING STRATEGY**

mba 219/mba 315/imba 1019

External Marks : 75

Internal Marks 25

Duration of Examination : 3 Hours

**Objectives :** The objective of this course is to develop an understanding about the policy considerations involved in implementing the organizational strategy (ies).

**Course Contents :**

- Unit 1 **Introduction** : Meaning and Nature of Strategy Implementation; Contrast and Interdependence of Strategy Formulation and Implementation; Operationalizing the Strategy-Annual Objective, Developing Business and Functional Strategies; Developing and Communicating Concise Policies.
- Unit 2 **Institutionalizing the Strategy** : Structural Considerations-Simple and Functional Organizational Structures, Divisional Organizational Structure, Strategic Business Units Matrix Organization; the Role of Structure Linking Structure to Strategy; Organizational Leadership-Role of the CEO; Organizational Culture-the Strategy-Culture connections and its managing; Establishing Strategic Controls; Operational Control Systems; Monitoring Performance and Evaluating Deviations; Reward Systems : Motivating Execution and Control.
- Unit 3 **Functional Strategies** : Developing Key Functional Strategies in Marketing in relation to Product (or Service), Price, Place and Promotion; Key Functional Strategies in Finance in relation to Capital Acquisition, Capital Allocation, Dividend and Working Capital Management, Mergers and Acquisitional policy Issues involved in Research & Design and Production/Operations Decision areas; Functional Strategies in Personnel-Employee Recruitment, Selection and Orientational Career Development and Counselling, Performance Evaluation and Training & Development; Compensation; Labour/Union Relations; Discipline, Control and Evaluation.
- Unit 4 **Review and Evaluation** : Process and Criteria of Evaluation of the Strategy; the case Method of Study-Meaning and Kinds of Cases; Preparation and Role of the Instructor in Case Discussion; the Strategic Management Audit; Financial Analysis for Strategic Management

**Suggested Readings**

1. John A. Pearce II, Richard B. Robinson Jr., 'Strategic Management : Strategy Formulation and Implementation', 3rd Edn. 1996, AITBS Publishers and Distributors (Regd), Delhi.

2. Fred R. David, 'Strategic Management', 3rd Edn. 1991. McMillan Publishing Co., New York.
3. Luis Ma. R. Calingo, 'Strategic Management in the Asian Context : A Case book in Business Policy and Strategy', 1st Edn. 1997, John Willey & Sons, New York.
4. S. B. Budhiraja and M.B. Athreya, 'Cases in Strategic Management', 1st Edn. 1996, Tata MacGraw Hills. Publishing Co., New Delhi. Aside the above the list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher

**Note :**

1. The External Examiner shall set 8 questions in the Question paper selecting at least 2 questions form each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**INTERNATIONAL BUSINESS ENVIRONMENT**

mba 220/Ptmba 1020

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The basic purpose of this Course is to acquaint the students to the multi-global trends in business environment.

**Course Contents**

**Unit-1** International Business; An Overview and Types of International Business; The External Environment; The Economic and Political Environment; The Human and Cultural Environment; Influence on Trade and Investment Patterns.

- Unit-2 Trade and Investment Government Influence on Trade and Investment, Determination of Trading Partner's Independence, Interdependence and Dependence, UNC-TAD, GATT & WTO.
- Unit-3 Foreign Exchange Market Management : Determinent of Exchange Rates, Euro Currency Markrt, Offshore Financial Centres, Foreign Investment.
- Unit-4 Balance of Payments, Adjustment Policy, Fixed and Managed Exchange Rate Systems, Forms of Foreign Involvement Licensing, Frenchising, Joint Ventures, Management Contracts & Turkey Operations, Negotiating the International Business, Multi Lateral Settlements, External Relations Approach.

**Suggested Readings :**

The list of the Books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of lunching of the course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 unit.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all including the case study.

**CONTEMPORARY ACCOUNTING**

mba 2001/ptmba 3001/imba 5001

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The purpose of this Course is to acquaint the students about the contemporary development that have taken place in the field of Accounting.

**Course Contents**

- Unit-1 Accounting Standards—Nature, Need and Significance of Indian and International Accounting Standards; Inflation Accounting—Concept, Need and Objectives of preparing Price –Adjusted Accounts, Methods for reflecting effect of change in Prices in the Financial Statements.**
- Unit-2 Social Accounting and Human Resource Accounting – Objectives and Practices involved in Social and Human resource Accounting; Models of Human Resource Accounting; Implications of Human Capital Reporting; Human Resource Accounting in India.**
- Unit-3 Lease Accounting and Reporting Current Accounting and Reporting Practices : IAS-17, Tax Implications; Accounting treatment for Finance Lease, Operating Lease and Lease Hold land and buildings; Depreciation Allowance; Rental Income of Leasing and Sale Tax and Leasing; International Accounting and Taxation; Accounting for FOREX transaction and derivatives, Transfer Pricing; Consulation of MNCs Accounting, International Taxation.**
- Unit-4 Contemporary Issues in Management Accountancy-Value Chain Analysis, Activity Based Costing, Target Costing, Life Cycle Costing, Cost Audit, Practice of statutory Cost Audit, Just in Time Concept, Management Audit.**

**Suggested Readings :**

The list of the books, cases and other specific references including recent articles will be annouced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 unit.

3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

### **COST ADMINISTRATION**

mba 2002/ptmba 3002/imba 5002

**External Marks : 75**

**Internal Marks : 25**

**Duration of Examination : 3 Hours**

**Objectives :** The prime objective of this course is to develop an understanding among the students in respect to the various elements of cost and techniques in order to facilitate appropriate managerial decision making in the area of Management of Costs of products and Services.

#### **Course Contents :**

- Unit 1 Introduction : Cost Administration Meaning, Nature and Significance; Elements of Cost; Financial Vs. Cost Accounting; Types of Costing; Installation of Costing System.
- Unit 2 Material and Labour Cost and Control : Nature, Need and Objectives of Material Control; Purchase Functions and Methods of Valuing Materials; Classification and Control over Labour Cost.
- Unit 3 Overhead Costs and Methods of Costing : Classification; Allocation apportionment, and absorption of Overheads; Methods of Costing; Specific Order Costing and Operation Costing.
- Unit 4 Marginal and Standard Costing : Meaning; Relationship and use of costs and profits with Volume, CVP and Break-Even Analysis with their limitations, Decision involving alternative choices. Standard Costing and Variance Analysis.

#### **Suggested Readings :**

The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teachers at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all. including the case study.

**TAXATION LAW**

mba 2003/ptmba 3003/imba 5003

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hours

**Objectives :** To provide an understanding to the participant of the legal provisions related to the Indian Income Tax Act.

Unit 1 Basic Concept of Income Tax: Residential Status and Tax Incidence; Income exempted from Tax.

Unit 2 Income on Salaries; Income from House Property  
Income from Profits and Gains of Business  
vis-a-vis Profession; Capital Gains; Income from other  
Sources.

Unit 3 Set off and carry forward of Losses; Clubbing of Income;  
Deduction from Gross Total Income.

Unit 4 Assessment of Individuals, HUF and Firms.

**Suggested Readings :**

R.N. Lakhotia, Income Tax Law and Practice, V.K. Singhanian, Director Tax Law and Practice, Bhgwan Parshad, Direct Taxes and H.C. Mehrotra, Direct Tax Law and Practice. Besides this, the list of books, cases

and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 Questions in all selecting atleast one question from each unit. The 5th Questions can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**EXCISE AND CUSTOM DUTIES**

mba 2004/ptmba 3004/imba 5004

**External Marks : 75**

**Internal Marks : 25**

**Duration of Examination : 3 Hours**

**Objectives :** The purpose of this Course is to develop understanding about the Management of Central Excise and Custom Duties in India.

**Course Contents**

Unit-1 Central Excise Tarrif : Act Scope and Coverage ; Classification of Goods and Types of Excise Duty; Computation and levy Concession and Permissible deductions.

Unit-2 MODVAT : Meaning, Scope, objectives and Coverage of MODVAT Scheme; Management of MODVAT; Procedure of Computation; Exemption to Small Scale Units; Appraisal of MODVAT Scheme.

Unit-3 Customs Act : Scope and Coverage of Customs Act; Nature and Types of Custom Duty, Procedure for Exports and Imports; Export Incentives, Exemptions Remission, Recovery and Refund in Customs.



Unit-4 Documentation : Central Excise, MODVAT Scheme and Custom Schemes.

**Suggested Reading :**

The list of Books, cases and other suggested readings including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note-:**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all including the case study.

**WORKING CAPITAL MANAGEMENT**

External Marks : 75  
mba 2005/ptmba 300 5 imba 5005 Internal Marks : 25  
Duration of Examination : 3 Hours

**Objectives :** The objective of this Course is to make the participants learn about arranging and efficiently managing the Working Capital for the organization.

Unit-1 Introduction : Concept and need of Working Capital; Determining the Financial mix; estimating the Working Capital requirements; Working Capital Finance. Recommendations of Tondon Committees, Chore Committee, Dahejia Committee; Lending Norms; Working Capital Policy.

- Unit-2 **Management of Cash and Marketable Security :** Facets of Cash Management; Motives for holding cash Planning and Models; Managing Cash Flows; Investment in Marketable Securities.
- Unit-3 **Management of Receivables :** Objectives of Credit Management; Aspects of Optimal Credit Policy; Collection Procedure.
- Unit-4 **Management of Inventories :** Inventory : Meaning, Motives importance, Objectives, Inventory Control Techniques : EDQ Model and ABC Analysis : Role of Financial Managers.

**Suggested Readings**

The list of the books, cases and other specific references including recent articles will be announced in the class by concerned teacher at the time launching of the course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidate will be required to attempt 5 Questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 Unit.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study he/she will be required to attempt four Questions, in all, including the case study.

**CAPITAL INVESTMENT AND FINANCING DECISIONS**

mba 2006/ ptma 3006/ imba 5006

External Marks : 75

Internal Marks ; 25

Duration of Examination 3 Hours

**OBJECTIVES :** The objective of this Course is to impart indepth knowledge of the Finance Area pertaining to long term Financing Decisions.

- Unit 1 Long Term Financial Decisions; Capital Investment Decisions, Nature Scope and Objectives.
- Unit 2 Long Term Financing; Financing through Capital Markets; Financing through Financial Institutions; New in Long Term Finances.
- Unit 3 Appraisal of Projects; Project Evaluation under Risks and Uncertainty; Analysis of Non-Financial Aspects.
- Unit 4 Capital Structure Decisions; Capital Structure Theories; Cost of Capital and Capital Structure, Dividend Decision and Models.

SUGGESTED READINGS : Pandey IM, Financial Management, PHI. New Delhi.

Khan MY & Jain, Financial Management, Tata McGraw Hill, New Delhi.

Chandra, Prasanna, Financial Management, Tata McGraw Hill Besides this, the list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course.

**Note :**

1. The External Examiner will set 3 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**MANAGEMENT CONTROL SYSTEM**

mba 2007/ptmba 3007/imba 5007

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The Course intends to acquaint the students with the Theory and Practice of Management Control

on the one hand and to impart knowledge as to how the Organization should Design and use its Management Control System.

- Unit 1 Introduction :** An overview of Management Control— Nature, Scope and Organizational context of Management Control System; Adoptive Control System; Designing Managerial Control, Organizational Climate, Infrastructure Organizing for an Adoptive Control System; Key Success Variables and Performance Measurement.
- Unit 2 Control Process :** Programming, Budget Process Budgetary Control, Flexible Budgeting, Zero Based Budgeting; Performance Budgeting; Analysis and Reporting Finance Performance; Profit Budget and Control Process.
- Unit 3 Control Structure :** Responsibility Accounting; Responsibility Centre; Expense Centre; Profit Centre Transfer Pricing; Measurement of the Divisional Performance; Investment Centre.
- Unit 4 Behavioural Aspects of Management Control :** Motivation and Moral; Goal congruence, Participative and Responsive Management; Reward System; Management Information needs for control; Continuous Process Improvement Methods.

**Suggested Readings :**

The list of the Books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 question from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.

3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

mba 2008/ptmba 3008/imba 5008

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The objective of this Course is to acquaint the students in respect to the Investment Decisions, the risks involved, and to make them aware about the functioning of Securities Market alongside the Theories and Concepts involved in Portfolio Management.

**Unit-1** Investment : Meaning, Nature and Scope, Decision Process; Environment; Investment Risks-Interest Risk, Market Risk, Inflation Risk, Default Risk etc; Valuation of Securities.

**Unit-2** Primary and Secondary Markets, Stock Markets in India; OTCEI; Securities Market Regulations-Primary Market, Secondary Market, SEBI-Establishment Objectives-Functions and Progress.

**Unit-3** Economy, Industry and Company Analysis; Technical Analysis Efficient Market Hypothesis.

**Unit-4** Portfolio Theory; Portfolio Analysis; Portfolio Selection Capital Market Theory; Portfolio Revision; Performance Evaluation of Managed Portfolios.

**Suggested Readings :**

Reilly, Frank K., Investment Analysis & Portfolio Management, Hinsdale, Illinois : The Dryden Press., Fuller Russel J. and Farvell, James L. Modern Investments and Security Analysis, New York; McGraw Hill Book Co.

Fisher, Donald E., and Jordan, Ronald J., Security Analysis and Portfolio Management; PHI, New Delhi, Frederick Amling, Investments : An Introduction to Analysis and Management, PHI,

N.J., Alexander, Grodon J and Sharpe, William F., Fundamentals of Investments PH Inc. NJ. Reading Material published by IGNOU on (MS-44) 'Securities Analysis and Portfolio Management'. Besides this the list of books, cases and other specific references including recent articles will announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th Question can be attempted by them from any of the 4 units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempt case study, he/she will be required to attempt four questions, in all, including the case study.

**INTERNATIONAL FINANCIAL MANAGEMENT**

mba2 009/ptmba 3009/imba 5009 External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** This Course is to aid the students in having an overall view of the International Financial System.

**Course Contents**

- Unit 1 International Financial Environment : International Economic Issues and Dimensions; Finance Function in a Multi National Firm; International Financial Flows The Balance of Payment Framework; International Financial System and Institutions.
- Unit 2 Forex Risk Management : Forex Markets and Instruments; Exchange Rate : Determination and Forecasting; Managing Accounting Exposure; Managing Transaction Exposures.

**Unit-3** International Working Capital Management : Financing Foreign Trade; International Cash Management; International Receivable and Inventory Management.

**Unit-4** International Financial Regulation and Strategies : Forex Regulation and Control; International Financing Decision and International Investment Strategy.

**Suggested Readings :**

The list of the Books, Cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the the Question Paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the four units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**MANAGEMENT OF FINANCIAL INSTITUTIONS**

mba 2010/ptmba 3010/imba 5010

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hours

**Objectives :** To acquaint the students about the varied financial Institutions functioning in India alongside their origin, growth, functions, operational policies and their impact on the Indian Financial System.

**Unit-1 Financial System :** Meaning, Nature and its Role in Economic Growth; Origin and Development of Financial Institutions in India; Role of Financial Institutions in the Process of Capital Formation of the country.

- Unit-2 Establishment, Organizational Structure, Functions and Progress of Indian Financial Institutions-Industrial Development Bank of India, Industrial Finance Corporation of India, Industrial Credit and Investment Corporation of India, Industrial Investment Bank of India, Infrastructure Development Finance Company Ltd. State Financial Corporation, Unit Trust of India and NABARD. Export Import Bank of India and Export Credit and Guarantee Corporation of India. Small Industries Development Bank of India.
- Unit-3 Commercial Banks-Evolution, Structure, Growth and Progress of Indian Commercial Banks; Public and Private Sector Banks; Promotional Role of Commercial Banks; Financial Assistance to the Priority Sectors and to the weaker Sections of the Society; Profitability Management.
- Unit-4 Reserve Bank of India and establishment, Objectives, Functions and its Monitoring and Credit Policy; Supervision and Control of Commercial Banks; Rating Services; Concept of Credit Rating, Credit Rating Agencies and their Methodology Interest Rate-Expectation and segmentation Hypothesis of Term Structure of Interest Rates; Mutual Funds-Evolution, Organizational Structure Performance and their Regulation.

**Suggested Readings :**

Khan, M.Y, Indian Financial System, Tata Mcgrow Bhole, L.N. Financial Institutions and Marketing, Tata Mcgrow Hill and Srivastva R N. Management of Indian Financial Institutions. Annual Reports of IDBI, IFCI, ICICI SFCs, LIC UTI AND GIC, RBI Report on Currency and Finance. Besides the above the list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit.



2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from and of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts 'case study,' he/she will be required to attempt four Questions in all, including the case study.

### MANAGEMENT OF PROJECTS

mba 2011/ptmba 3011/imba 5011

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The purpose of this paper is to develop understanding among the students about the project formulation appraisal and its financing.

**Unit-1** Project Formulation, Appraisal and Evaluation; Social Cost Benefit Analysis; Appraisal Procedures of Financial Institutions.

**Unit-2** Project Capital Cost Estimation; Sourcing of Finance and their appropriate Mix; Issue Management; Loan Syndication; Consortium Financing; Vanture Capital; Credit Rating etc.

**Unit-3** Assessment of Short Term Funds Requirement; Projects and Analysis; Short Term Financial Policies; Service Packages; Instrumental Institutional Mechanisms; Short Term Financing : Trends and Practices

**Unit-4** Project Control : Project Management Techniques; Project Implementation Life Cycle; Project Implementation. Problem of Time and Cost Over-Run; Project Implementation Practices in India.

#### **Suggested Readings :**

The list of the Books; Cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each Unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**CORPORATE TAX MANAGEMENT**

mba 2012/p/mba 3012/ 5012

External Marks : 75

Internal Marks : 25

Duration of Exam. 3Hours

**Objectives :** The objective of the Course is to acquaint the participant with the implications of tax structure and corporate profit planning in Operational as well as in strategic terms.

- Unit-1 Basic Concepts of Income Tax; Assessment of Companies and Computation of their Tax Liability.
- Unit-2 Meaning and Scope of Tax Planning; Differentiation Between Tax Planning, Tax Evasion and Tax Avoidance; Objectives and Importance of Tax Planning Areas and Essentials of Tax Planning.
- Unit-3 Setting up of New Businesses-Tax Planning; Various Deductions available to New Industrial Undertakings; Tax Planning in cases of Amalgamation Mergers and Takeovers.
- Unit-4 Specific Managerial Decision-Make or Buy Own or Lease; Closure or Continuance; Choice of a System of Accounting; Employee Compensation Package.

**Suggested Readings :** The list of the books, cases and other specific references including recent articles will be

announced in the class by the concerned teacher at the time of launching of the course.

- Note :**
1. The External Examiner will set 8 questions in the the Question Paper selecting atleast 2 questions from each unit.
  2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit, The 5th Question can be attempted by them from any of the 4 Units
  3. If a case study included in the Question Paper, it will carry marks equivalent to 2 Questions, If a candidate attempts case study, he/she will be required to attempt four Questions. in all, including the case study.

### MERCHANT BANKING AND FINANCIAL SERVICES

mba 2013/ptmba 3013/imba 5013

External Marks : 75

Internal Marks : 25

Duration of Exam. 3 Hours

**Objectives :** To develop an understanding about the functions and role played by Merchant Banking and financial services institutions.

**Unit-1 Introduction :** Origin, Meaning, Need, Functions and Growth of Merchant Banking Institutions in India; Qualities of a Good Merchant Banker; Steps involved in the establishment of Merchant Banking Outfit; Regulatory Frame Work of Securities Exchange Board of India (SEBI) relating to Merchant Bankers.

**Unit-2 Activities :** Merchant Banking Activities with special emphasis on Issue Home Activities, Project Counselling and Appraisal, Corporate Counselling, Loan Syndication etc.

**Unit-3 Hire Purchase and Leasing: Non-Banking-Finance Companies (NBFCs) Meaning, Types and Services rendered by NBFCs.**

**Unit-4 Factoring: Bill Discounting and Venture Capital.**

**Suggested Readings :** The list of the Books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

**STOCK MARKET OPERATIONS IN INDIA**

mba 2014/ptmba 3014/imba 5014

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** To acquaint the students about the manner in which the Stock Exchanges in India are operating.

**Course Contents :**

- Unit-1 Introduction, Origin, History, Scope and functions of the Stock Market in India: Regulatory framework of the Stock Exchanges in India with special reference to the Securities and Exchange Board of India, the Govt. and the Stock Exchange Authorities Rules and Regulations regarding Stock Brokers and Sub-Brokers, Insider trading etc. : SEBI-Constitution, its rules and regulations.
- Unit-2 Corporate Securities and Instruments : Types of Corporate Securities and Instruments including the functioning of Primary Market and Procedure for the issue of Capital in brief, the role of Capital Market, Financial Institutions vis-a-vis Stock Exchanges.

Unit-3 Other Institutions and Intermediaries : Stock Holding Corporation of India Ltd: OTC Exchange of India Ltd.: Mutual Funds, Portfolio Management Services; Merchant Bankers and registration of Intermediaries. Venture and Credit Rating Agencies.

Unit-4 Mechanics of Market Operations : Mechanics of Operation of Secondary Market and its procedure relating to the non-Specific and Specific Shares: new concepts and systems of recent origin in the Securities Market such as Computerisation, Circuit Breaker, Safety Net, Settlement Method, Stock Investment Scheme: National Stock Exchange and National Stock Market System.

**Suggested Readings :** The list of the Books, Cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

- Note :**
1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
  2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
  3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

#### INTERNATIONAL ACCOUNTING

mba 2015/pt mba 3015/imba 5015

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** This Course intends to acquaint the student with the Accounting Needs of International Financial Markets and to finalize the Accounting Measurement and Reporting Issues.

**Course Contents :**

- Unit-1 Unique Global Business Transaction; International Dimensions of Accounting : Conceptual Development and Comparative Development Patterns; Currency Transactions.
- Unit-2 Managing International Information Systems; International Perspectives on Inflation Accounting; Financial Reporting and Disclosure
- Unit-3 Analysing Foreign Financial Statements; Financial Management of Multi-National Entities.
- Unit-4 Transfer Pricing and International Accounting : International Standards and Multi National Corporations.

**Suggested Readings :** The list of the Books, Cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

- Note :**
1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
  2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
  3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

**CONSUMER BEHAVIOUR**

mba 2201/ptmba 3201/imba 5201

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hrs.

**Objectives :** This Course aims at developing among the students an understanding about the consumer decision making process and its applications in making function of Firms.

**Course Contents :**

Unit-1 **Issues Concepts** : Nature, Scope and Application of Consumer Behaviour Studies; Psychographics and Life—Styles Marketing, Consumer Needs and Motives.

Unit-2 **Individual and Group Influences** : Perceptions, Consumer Motivation and Involvement, Attitudes & Attitude Change, Learning and Memory, Personality and Self Concept, Preference Group Influence & Group Dynamics Family Buying Influences, Family Life Cycle, Cultural and Sub-Cultural Influences

Unit-3 **Buying Process** : Problem Recognition and Information Search Behaviour; Information Processing, Alternative Evaluation; Purchase Process & Post Purchase

Unit-4 **Models** : Models of Consumer Decision Making Process; Models of Consumer Behaviour; Howard Shet Models; Recent Developments in Modeling Buyer Behaviour.

**Suggested Readings** : The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidate will be required to attempt 5 Questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4Unit.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

**SALES AND DISTRIBUTION MANAGEMENT**

mba 2202/ptmba 3202/mba 5202

External Marks : 75

Internal Marks : 25

Duration of Exam. 3 : Hours

**Objectives** : The Objective of this Course is to develop an understanding among the students about the selling function, distribution system and logistics.

**Course Contents**

Unit-1 **Sales Management** : Personal Selling Function Sales and Distribution Strategy, Personal Selling, Sales Organization, Selection, Recruitment and Compensating the Sales Force, Monitoring and Performance Appraisal of Sales Force.

Unit-2 **Planning Sales Effort** : Sales displays and Cultures, Forecasting, Quotas and Territory Allocation, Sales Budgeting and Control.

Unit-3 **Distribution System and Logistics** : Indian Distribution System, Distribution Logistics, Distribution Cost and Control.

Unit-4 **Distribution Planning and Control** : Role and Functions of Intermediaries Selection and Motivation of Intermediaries Distribution Analysis, Control & Management.

**Suggested Readings** : The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.



## ADVERTISING MANAGEMENT

mba 2203/pt mba 3203/imba 5203

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** This Course is to familiarize the students with the concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

### Course Contents

- Unit-1 Role and Objective of Marketing Communication in the Marketing Programme; Stimulation of Primary and Selective Demand Role of Advertising in the Marketing Mix; Process of Marketing Communication.
- Unit-2 Determination of Target Audience; Cultural Demographic, Social Class, Consumer Attitudes; Definition of Advertising Goals; Building of Advertising Programmes Message, Theme, Headline, Layout, Copy Logo, Appeals.
- Unit-3 Promotional Scene in India-The Media, Media Users; Media Planning; Managing and Evaluating Promotion Strategy; Managing Sales Promotion-Advertising Expenditure, Advertising Effectiveness, Rationale Testing, Opinion and Attitude Test, Recognition, Recall and Controlled Experience in the Field.
- Unit-4 Advertising Planning and Execution; Managing Client Agency Relations, Message Designing and Development, Media Selection, Planning and Scheduling; Appraisal of Commission Systems; Legal Ethical and Social Aspects of Advertising.

### Suggested Readings :

The list of books, cases and other specific references including recent articles and other materials will be announced in the class by the concerned teacher at the time of launching of the Course.

### Note :

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.

2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each Unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

### INTERNATIONAL MARKETING

mba 2204/pt mba 3204/imba 5204

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hours

**Objectives :** The prime objective of this course is to acquaint the participants with environmental, Procedural, Institutional and decisional Aspects of International Marketing.

#### Course Contents

- Unit-1 **Introduction :** Nature and Scope of International Marketing; Size of International Markets; Conceptual and Institutional Frame Work; Environmental of International Business-Cultural, Social, Legal, Economic and Political Global Marketing.
- Unit-2 Policy and Procedural Aspects, Import-Export Policy; Import-Export Documentation: Import and Export Policy of India.
- Unit-3 International Marketing Mix : Product Policy and Planning; Advertising and Promotional Management; International Pricing Policy; Distribution and Sales Policy.
- Unit-4 International Market Planning; International Market Selection and Segmentation: International Market Research; International Market Planning; Co-ordination and Control; Marketing of Joint Ventures and turn Key Projects; Export-Import Finance and Guarantee Arrangements.

#### Suggested Readings :

The list of books, cases and other suggested readings including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each Unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**MARKETING OF SERVICES**

mba 2205/ptmba 3205/5202

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The purpose of this course is to develop insight in to the emerging trends in the Services Sector in developing Economies and tackle issues involved in management of their services.

**Course Contents**

Unit-1 **Marketing of Services** : Conceptual Framework, Basic issues involved in Marketing of Services Designing Strategy for Marketing; **Marketing of Financial Services** : The Indian Scene; Branding and Advertising of Financial Services; Consumer Banking ; Experiences of Indian and Foreign Banks, Credit Cards.

Unit-2 **Hospitality and Health Services** : Marketing of Hospitality and Tourism services; Management and Marketing of Tourism in India; Health Services, the Indian; Health Services, the Indian Scene; Marketing of Family Planning.

Unit-3 **Educational Services** : Marketing of Educational Services; Marketing of Professional Education; Marketing of Professional Support Services : Implications for Advertising Agencies.

Unit-4 **Public Utilities** : Marketing of Logistics; Marketing Approach in India; Is the Customer Always Right ? Cases of Marketing of Services of Indian and Foreign Banks, Travel and Tourism Agencies and Hospitals and Telecom Organizations.

**Suggested Readings-** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course.

- Note :**
1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
  2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 units.
  3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he, she will be required to attempt four Questions, in all, including the case study.

#### MARKETING RESEARCH

mba 2206/ptmba 3206/imba 5206

External Marks : 75

Internal Marks : 25

Duration of Exam : 3 Hours

**Objectives--**This Course is to provide an insight into the scope and extent of application of marketing research as an information-providing activity for the purpose of management decision making aside equipping the students with the basic understanding of the research methodology and the learning of analytical tools.

#### Course Contents

Unit-1 Meaning, Importance and process of Marketing Research  
Organization of Marketing Research in India; Research Design; Data Collection; Sampling; Questionnaire Design and Development; Attitude Measurement and Scaling.

Unit-2 Meaning, Scope and Methodologies of Qualitative Research; Data Processing Coding, Tabulation, Data Presentation; Description and inference from Simple Data; Analysis of Association.

Unit-3 Multiple Regression Analysis; Discriminant Analysis; Conjoint Analysis.

Unit-4 Factor Analysis; Cluster Analysis; Multi Dimensional Scaling; Case Studies on the Application of Marketing Research in India.

**Suggested Readings**--The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course.

- Note :**
1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
  2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 Units.
  3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

#### COMPETITIVE MARKETING

mba 2207/pt mba 3207/imba 5207

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The purpose of this Course is to develop Skill for analysing marketing competition and design appropriate competitive marketing strategies for higher and larger market share.

#### Course Contents

Unit-1 Analysing Market Situation, Analysis of Competitor's Strategies and estimating their Re-action Pattern, Competitive Positions, Market Leader Strategies, Expanding the Total Market & Protecting Market Share, Expanding Market Share.

Unit-2 Market Challenger Strategies : Designing an Attack Strategy, Market Inflation Follower Strategies, Market Nicher Strategies.

Unit-3 Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries, Balancing Customer Competitor Orientations, Industry Segmentation and Competitive Advantage.

Unit-4 Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit, The 5th questions can be attempted by them from any of the four Units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.

### SALES FORCE MANAGEMENT

mba 2208/ptmba 3208/imba 5208

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The objective of this Course is to acquaint the students with the concepts which are helpful in developing a sound sales policy and in organizing and managing the sales force.

**Course Contents**

Unit-1 Introduction to Sales Management, Personnel Selling and Salesmanship: Basic Marketing Planning for the Sales Manager, the Sales Role in the Marketing Mix, Determining Sales related Marketing Policies,

Unit-2 Nature and Scope of Personnel Selling, Setting Personnel Selling Objectives, Recruiting and Selecting Sales Personnel. Developing and Conducting Sales Training Programmes.

Unit-3 Designing and Administering Compensation Plan, Supervision of Salesman, Motivating Sales Personnels, Sales Meetings and Sales Contests.

Unit-4 Designing Territories and allocating Sales Efforts, Objectives and quotas for Sales Personnel, Developing and Managing Sales Evolution Programmes and Sales Cost and Cost Analysis.

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempt case study, he/she will be required to attempt four questions in all, including the case study.

**SALES PROMOTION MANAGEMENT**

mba 2209/ptmba 3209/imba 5209

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** This course intends to develop among students an understanding about concepts, methods and strategies of sales promotion.

**Course Contents :**

- Unit 1 Sales Promotion and Marketing Mix; Nature and Types of Sales Promotion; Consumer Behaviour and Sales Promotion; Deal Prone Consumers.
- Unit 2 Economic Theories of Promotion; Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments.
- Unit 3 Choice and Purchase Timing Models; Manufacture Promotion Planning Process; Retailer Promotion Planning Process.
- Unit 4 Strategic Issues and Promotion Strategies Substantive Findings and Issues on Coupons; Trade Dealings and Retail Promotions.

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.



## INDUSTRIAL MARKETING

mba 2210/ptmba 3210/imba 5210

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The purpose of this Course is to develop an understanding among the students of the Complex Dimensions related with the Industrial Marketing and to equip the students with the latest developments in the field of Management Science in Dealing with problems being faced currently in industrial marketing.

### Course Contents

- Unit 1 Nature of Industrial Marketing : Industrial Vs. Consumer Marketing Management; Industrial Marketings Myths; Industrial Marketing Concepts; Management Sciences in Industrial Marketing; Understanding Industrial Market.
- Unit 2 Nature of Industrial Buying; Dynamics of Industrial Buyer Behaviour; Industrial Marketing Strategy; Assessing Marketing Opportunities; Industrial Marketing Segmentation; Targeting Market and Positioning.
- Unit 3 Product Strategy in Industrial Marketing; Formulating Channel Strategy; Role of Industrial Distributer in Industrial Marketing Strategy.
- Unit 4 Formulating Marketing Communication Planning; Personal Selling; Managing Advertising; Sales Promotion and Publicity Strategy and Pricing Strategy; Pricing Decision Analysis; International Industrial Marketing.

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**MARKETING FOR NON-PROFIT ORGANIZATIONS**

mba 2211/pt mba 3211/imba 5211

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 hrs

**Objectives :** The purpose of this Course is to acquaint students with the application of **Marketing Principles, Tools and Techniques** in the **Non-Profit Organizations** specifically in the context of developing countries like India.

**Course Contents**

- Unit 1 Scope and Applications of Marketing in the context of Non-Profit Organizations: Non-Profit Institutions in Indian Market Context-Police, Public Service, Hospitals etc; Setting Marketing Objectives.
- Unit 2 Analysing Socio-Cultural Environment Affecting Non-Profit Organizations: Analysing Beneficiary Behaviour; Market Segmentation and Customer Targeting.
- Unit 3 Planning of Marketing Strategy in a Non-Profit Organization: Concept of Product Service Life Cycle; Market Segmentation and Related Issues; Elements of Marketing Mix: Product and Service Decisions.
- Unit 4 Pricing Decisions; Distribution and Delivery Strategy; Promotional and Public Relations Strategy; Role of Institutional Image; Monitoring and Review of Marketing Programme.

**Suggested Readings :** The list of books, cases and other specific reference including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note:**

1. The External Examiner will set 8 questions in the question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 unit.
3. If a case study is included in the question Paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**MANAGEMENT OF PUBLIC DISTRIBUTION SYSTEM**

mba 2212/pmmba 3212/imba 5212

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 hrs

**Objectives :** This course intends to develop an understanding among the students about the functioning and management of public distribution System in the context of developing Economy like India.

**Course Contents**

- Unit 1 Meaning and Importance of Distribution in the Marketing of Goods and Services: Distribution Channels: Public Distribution Systems and its relevance in Developing Economy: Objectives of Public Distribution commodities.
- Unit 2 Structural Aspects of Indian Market: Types of Distribution System: Administration of Public Distribution System: Logistics Planning in National Distribution System.

Unit-3 Cost Control and Economics of Mass Distribution; Maintenance of Quality Standards; Legal and Regulatory Frame Work; Administer Prices and Public Distribution System; Role of Materials Handling and Storage Technology in Mass Distribution.

Unit-4 Conflict Management in Large Scale and Distribution System; Case Studies on Mass Distribution of Essential Commodities, Seeds, Family Planning, Cement, Steel, Agricultural Inputs, etc.

### **Suggested Readings**

The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

### **Note :**

1. The External Examiner will set 8 questions in the question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 unit.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all including the case study.

### **SOCIAL PROCESSES AND BEHAVIOURAL ISSUES**

m ba 2301/pt mba 3301/imba 5301

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The Objective of this Course is to acquaint the students with Social Organizational Cultures, Intra- and Inter-Personal Processes, Group and Industry Group Processes and Organizational Processes in order to facilitate Decision Making pertaining to Human Resource Management Function.

- Unit-1 Social and Organisational Cultures :** India Environment-Perspective on Cultural Process and Social Structures; Society in Transition; Organizational and Managerial Values and Work Ethic.
- Unit 2 Intra- and Inter-Personal Processes :** Understanding Human Behaviour; Rendering; Participation; Stress and Coping; Helping; Communication and Feed Back; Inter-Personal Styles.
- Unit 3 Group and Industry Group Processes :** Group Formation and Group Process; Organizational Communication Team Development and Team Functioning; Conflict Collaboration
- Unit 4 Organizational Processes :** An overview of Major Concept and Emerging Trends; Integration and Control; Organizational Climate; Organizational Effectiveness.

**Suggested Readings :**

The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 unit.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**HUMAN RESOURCE DEVELOPMENT : STRATEGIES,  
DESIGN & EXPERIENCE**

mba 2302/pt mba 3302/imba 5302

External Marks . 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The objectives of this Course is to facilitate an understanding of the Concepts, Methods and Stra-

tegies for Human Resource Development, aside making them learn how to Institutionalise Human Resource Development in the Organizations.

**Course Contents**

- Unit-1 Human Resource Development – An Overview of Human Resource Development (HRD); Strategies for HRD Experience in HRD.
- Unit-2 HRD and the Supervisor; Line Managers and HRD; Task Analysis; Motivational Aspects of HRD; Developmental Supervision; Counselling and Monitoring.
- Unit 3 Comparative HRD Experiences : HRD Overview in Government and Public System; HRD for Health and Family Welfare; HRD in other Sectors; Defence, Police, Non-Governmental Organizations (NGOs), HRD in Service Industry; HRD Practices in Business Organizations.
- Unit-4 Vital Issues in HRD—HRD Culture and Climate; HRD for Workers, HRD/OD Approach to Industrial Relations (IR) Re-organizing for HRD, Emerging Trends & Perspectives.

**Suggested Readings :**

The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teachers at the time of launching of the Course.

**Note-:**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each Unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all including the case study.

## HUMAN RESOURCE PLANNING

mba 2303/pt mba 3303/imba 5303

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** This course aims at acquaint the students with Concept Methods and Techniques Involved in Human Resource Planning as also to make them understand its pertinent issues.

### Course Contents

**Unit 1 Human Resource Planning (HRP) Macro Level Scenario; Concept of Human Resource Planning; Concept and Processes involved in HRP; Methods and Techniques of Forecasting, Demand and Supply of Manpower.**

**Unit 2 Job Evaluation : Concepts, scope and Limitations; Job Analysis and Job Descriptions; Job Evaluation Methods.**

**Unit 3 Issues and Experiences : Selection and Recruitment; Induction & Placement Performance and Potential Appraisal; Transfer, Promotion and Reward Policies; Training and re-Training.**

**Unit 4 Information System and Measurement : Human Resource Information System; Human Resource Audit and Human Resource Accounting.**

### Suggested Readings

The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course.

### Note :

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question paper, it will carry marks equivalent to two questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

## MANAGEMENT OF INDUSTRIAL RELATIONS

mba 2304 pt mba 3304,imba 5304

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The Course intends to acquaint the students with the Conceptual and Practical Dimensions of Industrial Relations in the Indian Context with a view to ensure organizational Productivity, Efficiency and Effectiveness.

### **Course Contents**

Unit-1 Concept, Scope, Objectives : Approaches to Industrial Relations; Role of State in Industrial Relations: Emerging trends in Industrial Relations.

Unit-2 Trade Union-Functions and Objectives, Development of Trade Unions in India: Pattern of Trade Unions in structure, Central Trade Union Organisation, Registration and Recognition of Trade Unions; Leadership and Management of Trade Unions: Problems of Indian Trade Union Movement: White collar and Managerial Trade Unions: Employers Associations.

Unit 3 Dynamics of Industrial Conflicts: Industrial Conflict Resolution: Grievance Handling Procedure: Nature and Types of Collective Bargaining: Negotiation Skills and Process: Emerging Concerns in Bargaining: Tripartite Consultations and Gandhian Trusteeship System for Industrial Relations.

Unit 4 Workers Participation in Management Concept, Significance and Historical Development: Types of WPM Practices/Level of Participation: Models in WPM: Forms of WPM: Issues in Participation: Strategies and Planning for Implementing WPM effectively.

### **Suggested Reading :**

The list of Books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.



**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 Questions in all selecting atleast one question from each unit. The 5th Questions can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**COMPARATIVE INDUSTRIAL RELATIONS**

mba 2305 pt mba 3305 imba 5305 External Marks : 75

Internal Marks : 25

Duration of Examination : 3 hours

**Objectives :** This Course aims at familiarizing the Concepts with Industrial Relations Systems and Practices as are found operative in different Economic, Political and cultural Contexts

**Course Contents**

- Unit 1 Dunlop's Industrial Relations Model: Industrial Relations Environment in U.S.A., UK, Germany, Japan, France and India; Role of State in the Industrial Relations of these Countries
- Unit 2 Historical Development of Trade Unions in USA, UK, Germany, Japan and India; Pattern of Trade Unions Structure; Central Trade Union Organisation; Management of Trade Unions; Employers' Associations in USA, UK, Germany, Japan and India.
- Unit 3 Dynamics of Industrial Disputes: Settlement of Industrial Disputes in these countries, Role of Compulsory Arbitration; Collective Bargaining, Wage Negotiation and Job Regulations in USA, UK, Japan, Germany, and India; Productivity Agreements.

Unit 4 Worker's Participation in Management in USA, UK, Germany, France, Japan and India: Joint Consultative Machinery: Code termination in Germany, Work Committees in France and Joint Consultation in UK.

**Suggested Readings :** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

#### ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

mba 2306/ptmba 3306/imba 5306

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 hours

**Objectives :** This Course aims at acquaint the students with the Concept, Process and Models related to Organizational Change and Organizational Development apart highlighting the Vital OD Intervention.

#### **Course Contents**

- Unit 1 Organizational Change – Nature and Process of Organizational Change; Key Roles in Organizational Change; Culture and Change; Managing Resistance to Change; Effective Implementation of Change; Lewis's Model of planned change.
- Unit 2 Models of Organizational Change –Some Models of Organizational Change; Role of Individuals and Teams, in Organizational Change; Organizational Change and Process Consultation.

Unit 3 Organizational Development: Nature, Objectives, Variants and Assumption in OD; Process of OD; Role and Qualities of External and Internal Consultants; Issues in Client-Consultant Relations.

Unit 4 OD Interventions: Major Intervention Strategies: Life-Career Planning Role Analysis, Techniques, Sensitivity Training, Transaction Analysis, Third-Party Peace-Making; Role-Negotiation Techniques; Team Building; Role of Organizational Mirroring; Confrontation Meeting Grid OD Quality of Working Life.

### **Suggested Readings**

The list of the books, cases and other specific references including recent articles will be announced in the class by concerned teacher at the time launching of the course.

### **Note :**

1. The External Examiner will set 5 questions in the Question Paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.

### **COMPENSATION MANAGEMENT**

mba 2307/pt mba 3307/imba 5307

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 hrs

**Objectives :** The Course is designed to promote understanding on the issues related to reward Management in Corporate Sector and acquaint them with the Statutory Provisions governing varied Components of Compensation.

### **Course Contents**

Unit 1 Employee Compensation-Concept and Components of Employees Compensation; Need for a Rationale Wage Policy; Factors Influencing Employee Compensation; Criteria for determining Employee Compensation; Methods of Payment of Wages.

- Unit-2 Incentives and Benefits-Nature and Role of Incentives: Pre-requisites for an Effective Incentive System; Linkage of Incentives to Performance; Types of Incentives: Individual Incentive Plan, Group Incentive Plans, Organisation Wide Incentive Plans, Productivity-Linked-Bonus, Profit Sharing System, Stock Option Scheme; Non-Financial Incentives; Employee Benefits and Services Objectives, Types and Administration.
- Unit-3 Statutory Provisions Governing Different Components of Compensation: Payment of Wages Act 1936, Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976; Working of Different Institutions Related to Compensations-Wage Boards, Pay Commissions, etc.
- Unit-4 **Executive Compensation**— Aims, Factors Affecting Compensation Level, Components of Executive Compensation Package; Perquisites and Special Features; Extent of Pay; Pay Structure; Pay Progression; Pay Reviews? Pay Differential Compensation Strategies.

**Suggested Readings :**

The list of the books, cases, and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th Question can be attempted by them from any of the 4 units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempt case study, he/she will be required to attempt four questions, in all, including the case study.

**FACTORIES ACT**

mba 2308/pt mba 3308, imba 5308

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hours

**Objectives :** To impart detailed knowledge about the various provisions of the Factories Act 1948 as amended till date.

**Course Contents**

- Unit 1 **The Factories Act, 1948** : Introduction to the Factories Act, 1948: Definition: Approval, Licensing and Registration of Factories.
- Unit 2 **Health, Safety and Welfare** : Provision relating to Health. Provisions relating to Safety: Provisions relating to Hazardous Processes: provisions relating to Welfare of the Workers.
- Unit 3 **Duties, Responsibilities and Powers** of Certifying Surgeons, Labour Welfare Officer, Factories Inspector, Working Hours and Employment : Working hours of Adults Employment of Young Persons: Employment of Women: Annual Leave with Wages.
- Unit 4 Special Provisions: The Third Schedule: Penalties and Procedure: Appeals.

**Suggested Readings :**

The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

- Note :**
1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit.
  2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit, The 5th Question can be attempted by them from any of the 4 Units.
  3. If a case study included in the Question Paper, it will carry marks equivalent to 2 Questions, If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

**MANAGEMENT OF TRAINING, PROCESS AND  
TECHNIQUES**

mba 2309/pt mba 3309/imba 5309

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hrs.

**Objectives :** The purpose of this Course is to provide an in-depth knowledge of the Role of training in human resource development (HRD) and to equip the students to independently handle the training process.

**Course Contents**

- Unit-1 Training Concept : Role of Training in HRD: Learning Process and Principles.
- Unit-2 Process and Dynamics of Training : Assessment of Training Needs; Training Methods; Designing Training Programmes.
- Unit-3 Developing the Group & Training Climate: The Travel and Journey Styles.
- Unit-4 Learning Styles: Management of Training System: Evaluation of Training: Action Research for Better Training Programme.

**Suggested Readings** : The list of the Books, Cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

- Note** :
1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
  2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
  3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

**COUNSELLING SKILLS FOR MANAGERS**

mba 2310/ptmba 3310/imba 5310

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hrs.

**Objectives** : This Course aims at developing basic skills among students to independently handle a wide range of employee counselling and performance counselling.

**Course Contents**

- Unit-1 An overview of Counselling: Models of Counselling: Types of Counselling--Personalized Family & Group.
- Unit-2 Counsellors Attitudes and Skills of Counselling: Assessing Client Problem.
- Unit-3 Selecting Counselling Strategies and Interventions: Follow up.
- Unit-4 Special Problems in Counselling: Applications of Counselling to Organizational Situations, Performance Counselling.

**Suggested Readings :** The list of the Books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting at least 2 questions form each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

**MANAGING ACROSS CULTURES**

mba 2311/pt mba 3311/imba 5311

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hours

**Objectives :** This Course will aid the students in developing and understanding about the diverse Nature of Behavioural patterns and the issue involved in Managing the Organizations found operating in Multi Variant Values and Cultural Systems.

### **Course Contents**

- Unit-1 Changing Scenario of Business, Globalization; Business dealings under different Cultural backgrounds, Factor in International Management, Impact of Cultural Differences for Managerial Behaviour and Personnel Practices, Behavioural Issues in Joint Ventures, Mergers, Acquisition and Technical Collaborations.
- Unit-2 Organization Systems : Similarities and Variations, Cross-national Differences in Personnel & Organisations and Managers and Management in USA, Japan, UK, Germany, South East Asian Countries.
- Unit-3 Evolution of Business Norms, Work Ethices, Managerial Values, Socio-cultural Environment Cultural Alliance & Cultural Shocks, Psychological and Social Adjustments, Analysing and Diagnosing Cultural Differences, Work Values, Cultural Symbols.
- Unit-4 Managing Global Personnel : Global Staff-Recruitment, Selection, Repatriation, Transfer, Designing Global Staff Policies, Training and Development of Global Staff, Role of Women in Global Management, Compensation and Appraisal of Global Staff.

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

#### **Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 Unit.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study he/she will be required to attempt four Questions, in all, including the case study.



**INDUSTRIAL DISPUTES & DOMESTIC ENQUIRIES**

mba 2312/ ptmba 3312/imba 5312

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives** : To develop an understanding about the nature and causes of Industrial Disputes and carrying out of Domestic Enquiries.

**Course Contents**

- Unit-1 **Object & Scope** : Authorities for investigation and settlement of Industrial Disputes, Powers of Government, Instruments of Economic Coercion, Strike, Picketing, Gherao, Lock Outs, Unfair labour Practices.
- Unit-2 Layoff, Management's right to layoff, Retrenchment : Employers Obligation and duties in retrenching employees, closure : Employer's right to close down, Procedure, Compensation to workman in case of Closing down of the undertaking.
- Unit-3 Misconduct in Employment, Charge Sheets for Misconduct, Suspension, right to suspend an employee and payment of Suspension Allowance.
- Unit-4 Domestic Enquiries : Purpose & Scope: clarifications on Domestic Enquiry, Appointment of an Enquiry Officer, Intimation to workman, Rights of workman in a domestic Enquiry, Evidence in Enquiry, Enquiry Report, Punishment.

**Suggested Readings :**

The list of the Books: Cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each Unit. The 5th question can be attempted by them from any of the 4 Units.

3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

### LABOUR ADMINISTRATION

mba 2313/pt mba 3313/imba 5313

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** To acquaint the participants about the vital Provisions of important Industrial and Labour Laws which govern the functioning of the Industrial Enterprises. Welfare and Social Security aspects of the Labour Force engaged in these enterprises.

#### Course Contents

- Unit 1 Industrial Disputes Act, 1947; Industrial Employment (Standing Order) Act; Trade Unions Act, 1926.
- Unit 2 Legal and Conceptual Framework of Social Security: The Workmen's Compensation Act, 1923; Equal Remuneration Act, 1976, Employees State Insurance Act, 1948; The Employees Provident Funds and Miscellaneous Provisions Act 1952.
- Unit 3 The Payment of Gratuity Act, 1972; The Maternity Benefit Act, 1961; Payment of Bonus Act 1965.
- Unit 4 Personal Injuries (Compensation) Act 1963; Contract Labour (Prohibition & Regulation) Act 1986; Child Labour (Prohibition and Regulation) Act 1986; The Apprentice Act, 1961.

**Suggested Readings :** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

#### Note :

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.

2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 questions. If a candidate attempts 'case study,' he/she will be required to attempt four Questions in all including the case study.

### MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

mba 2314/pt mba 3314/imba 5314

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** This Course aims to focus on issues and strategies required to Develop Manpower Resources and to Interface Technological Changes and Manpower Development.

#### **Course Contents :**

- Unit-1 Status of Manpower in India: Changing Trends in Work Environment: Manpower Profile.
- Unit-2 Characteristics and Role of New Technology : Managing Technological: Innovation; Matching Technological Development with the Manpower Planning.
- Unit 3 Strategic and Managerial Implications of New Technology: Impact of Technology on Job Design, Job Description, Job Enrichment and Job Enlargement, Selection and recruitment, Training and Development Motivational Systems, Performance Appraisal, Promotion Transfer and Demotion.
- Unit 4 Methods and Techniques of Manpower Development! Quality of Work, Life and Productivity.

**Suggested Readings :** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, He/she will be required to attempt four questions, in all, including the case study.

**OPERATIONS RESEARCH**

mba 2401 ptmba 3401 imba 5401

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hours

**Objectives :** The Course is designed to acquaint the student to the Principles of the Operations Research Techniques and their application in decision making.

**Unit-1 Overview of Operations Research :** Concept: Evolution and Mechanism of Operations Research. Models used in Operations Research.

**Unit-2 Linear Programming :** Solution of Linear Programming Problem by Simplex method. Duality in Linear Programming. Sensitivity and post optimality analysis. Integer Programming: Goal Programming, Dynamic Programming.

**Unit-3 Net Work Analysis :** Introduction to PERT CPM. Computation of Critical Path EST EFT LST & LFT and Float. Time Cost considerations, Resource Allocations and Levelling. Probability Considerations in PERT Analysis.

**Unit-4 Reliability Theory and Replacement Models :** Application of Simulation in forecasting, PERT and Inventory Decisions.

**Suggested Readings :** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempt case study, he/she will be required to attempt four questions in all, including the case study.

**PRODUCTION PLANNING AND CONTROL**

mba 2402/ptmba 3402/imba 5402

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hours

**Objectives :** This Course is to develop an understanding among students in respect to the Mechanism of Production Planning and Control and its role in reducing the Production costs.

**Course Contents**

- Unit-1 Production Planning and Control : Meaning, Importance Objectives, Elements and Procedure: Demand Forecasting.
- Unit-2 **Aggregate Planning** : Meaning and Techniques; Master Production Scheduling; Assembly Line Balancing, Sequencing and Assignment Problems.
- Unit-3 Production Planning and Control for Intermittent and Continuous Production System : Planning and Control of Projects: Just in Time Production Systems: Job Shop Planning and Control Systems.
- Unit-4 PPC and Inventory Control: Role of PPC in Optimum Resource Utilization and Reducing Production Costs: Planning and Scheduling Service Operations.

**Suggested Readings :**

Charrey SN 1995 Theory and Problems in Production and Operations Management. Tata McGraw Hill Pub. N. Delhi. Charrey, SN 1996 'Production and Operations' Mgt. McGraw. Gaither, Norwan 'Production and Operations Mgt. 'The Dryden Press, Florida.

Buffa, Elwood S. & Taubert WH 'Production Inventory Systems 1994 Richard D Irwin, Homewood (Illinois).

Caubang, Tad C. 'Readings on Production Palinning and Cont. of' ILO Geneva.

Green James H 'Production & Inventory Control Handbook' Me Grow Hill, New York.

Beside the above list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

**MATERIALS MANAGEMENT**

mba 2403 pt mba 3403 imba 5403

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** To acquaint the students with Decision Making in Effective Purchase Storage and Flow of Materials in Manufacturing and Service Organization. The Course is to emphasize on Cost Reduction Techniques in Pre-Purchase, Purchase, Post-Purchase, Storage and Disposal System.

**Course Contents :**

- Unit-1 Role of Purchasing and Materials Management, Objectives of Organization, Materials Requirement Planning (MRP): Significance and Position of Materials Management in an Organization.
- Unit-2 Importance, Objectives and Function of Purchasing; Purchase Procedure, Forms and Records; Types of Purchasing; Quality Descriptions and Specifications; Make or Buy Decisions.
- Unit-3 Sources of Supply : Information and Development; Sources of Supplier Information: Buying Locally, Nationally, Internationally, Manufacturer, or Distributor Evaluating Potential Supplier: Principles of Pricing.
- Unit 4 Functions and Types of Inventories, EOQ, Model and ABC Analysis: JIT and MRP Inventory Systems: Two Bin System Responsibility of Receiving and Stores: Storage Methods and Equipments Receiving Procedure and Control: Codification Simplification and Standardisation: Value Analysis.

**Suggested Readings :**

- Ammer, Dean S. "Materials Management and Purchasing 1982, Richard D. Irwin, Homewood (Illinois).
- Dobler, D.W. and Burt D.N. "Purchasing and Supply Management" 1996 MacGraw Hill Publishing Co., New Delhi.
- Dutta A.K. "Integrated Materials Management" 1986 Prentice Hall of India, New Delhi.
- Gopalkrishnan, P. and Sundarashan M. Material Management 1995 Prentics Hall of India, New Delhi.
- Besides the above the list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting at least 7 questions form each unit.

2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the four units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.

**QUALITY, RELIABILITY AND MAINTAINABILITY  
MANAGEMENT**

mba2404 ptmba 3404 imba 5404

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The Course is intended to impart advanced knowledge and Practical Applications of related Concepts of quality, Reliability and Maintainability in order to Emphasize on total Product Assurance.

**Course Contents**

- Unit-1 Basic Concept of quality of Design, Conformance and Performance; Components of a Total Quality Control Approach; Quality Circles; Zero Defect Programmes, World Class Systems Management (WCSM).
- Unit-2 Stat. Quality Control (SQC) : Role of attitudes and Variables Acceptance Sampling and OC Curve; Quality Control Charts; Concept of Natural Process Tolerance; Process Control and outgoing quality and its Audits, International Quality Standards: ISO 9000 Series.
- Unit-3 Maintenance : Nature, Significance Objectives and Types: Preventive Versus Break Down Maintenance Elements of Preventive Maintenance Programme, and Total Production Maintenance: Optimum Maintenance Policy: Application of Queing Theory in Maintenance
- Unit-4 Concepts of Re-liability, Maintainability and Availability, Product Reliability Programme, Series and Parallel Systems for Reliability, Failure Analysis, Optimum Stand by Machines and Maintenance Crew Size.



**Suggested Readings :**

Charrey S.N 1995 Theory and Problems in Production and Operations Management, Tata Mc Grow Hill Pub. N Delhi

Charrey SN 1996 Production and Operations Mgt " Tata Mc Grow Hill Pub. New Delhi. Gaither, Norman Production and operation Management 1994, The Dryden Press. Carruba ER Gorden RD 1991 Product Assurance, Principles.

Design Assurance and Quality Assurance Mc Grow, Ireson, WG and Coombs CF Handbook of Reliability Engg. Mc Grow and Quality Circle Forum of India 'Excellence Through Participation : Quality the Only Way' 1991 QCFI Hyderabad. Besides the above, the list of the books cases and either specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all, selecting atleast one question form each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**STATISTICAL DECISION THEORY**

mba 2405/ptmba 3405/imba 5405

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** This Course is designed to develop an understanding about the Managerial Decision Making under certainty and uncertainty and employing the concept of probability in Solving Business Problems.

- Unit-1 Business Decisions, Decision and Probability, Model Building Techniques, Conditional, Marginal and Joint Probability Addition Multiplication and Bayes Theorems Probability trees, Random Variable and Probability Distributions. Mean and Variance of a Random Variable.
- Unit-2 Basic Concepts of Decision Making and Decision Theory Certainty and Uncertainty in decision Making, Condition Value, Expected Monetary Value, Expected Opportunity loss, Expected Value of Perfect Information, Decision Tree Analysis, Decision Criterion, Bayes Decision rule, Decision Making using Certainty Equivalents.
- Unit-3 Decision Making Using Experimental and Sample Information : Prior and Posterior analysis of the decision Decision Making using Strategies, Decision Making with Prior and posterior analysis, Decision Making with sample mean, Decision Theory and Traditional Statistics.
- Unit-4 Decision Making Using Normal Distribution : Normal Probability distribution and tables, Normal Prior Probabilities and the value of Information, Structure of Decision making the normal distribution and Using opportunity losses, Revision of prior probabilities.

**Suggested Readings :**

Lapin, Lawrence L, 'Quantitative Methods for Business Decisions', 1994 Dryden Press, USA. Bearman, Holder, Banini CP and Hasnan WH 'Quantitative Analysis for Business Decisions' 1973.

Besides the above the list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.

2. The candidates will be required to attempt 5 questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

### TRANSPORTATION MANAGEMENT

n. br. 2406 ptmba 3406 imba 5406

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The focus of this Course is to acquaint the students with the problems faced in Planning, Policy executing the Transportation System.

#### **Course Contents :**

- Unit-1 Growth of Organization and Problems of Transportation : Transport—Challenges and Limitation, Government Activities in Transportation.
- Unit-2 Transportation Systems Planning, Operation and Management, Trip Generation and Distribution, Load Planning.
- Unit-3 Transportation Modes and their Selection, Sequential Trouble, Demand Forecasting Models.
- Unit-4 Future Developments in Transportation, Moto Vehicle Act 1988 and its Impact on Urban Transport System.

**Suggested Readings-** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course.

#### **Note :**

1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 Units.

3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

### GOAL PROGRAMMING AND MANAGEMENT

mba 24 07 / ptmba34 07 / imba 5407

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hrs.

**Objectives :** This Course intends to acquaint the students with the Concepts, Solution Methods and Applications of Goal Programming to real Life-Problems.

#### **Course Contents :**

- Unit-1 Decision Analysis-Goal Programming : Formulations, Graphical, Simplex Methods Integer Goal Programming, Post-Optimal Sensitivity Analysis.
- Unit-2 Parametric Goal Programming; Goal Programming under Uncertainty.
- Unit-3 Application of Goal Programming in Functional Areas of Management including Public Utilities; Medical Care Planning; Research and Development.
- Unit 4 Implementation of Goal Programming; Introduction to Some Application Softwares such as SAP, People Soft and Oracle Financials.

**Suggested Readings :** The list of books, cases and other specific reference including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course

#### **Note:**

1. The External Examiner will set 8 questions in the question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.

3. If a case study is included in the question Paper, it will carry marks equivalent to 2 questions. If candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

### SYSTEM ANALYSIS AND DESIGN

mba 2408 ptmba 3408/imba 5408

External Marks : 75

Internal Marks : 25

Duration of Exam. 3 Hours

**Objectives :** The Course is bent to develop an understanding of Systems Approach to Business Data Processing and Familiarize the students with Basic Tools and Techniques of analysing, Designing and Developing Data Processing Systems with the state of the Art Technology.

#### Course Contents

- Unit-1 Introduction to Structured Programming; Programming Languages for Development of Data Processing Systems; Programme Development Methodology; Logic Flow Charting; Documentation of Programmes; Coding, Debugging and Walk Throughs; File Design and Record Designing.
- Unit-2 Systems Analysis and Designing; System Development Cycle; Tools for Analysis of Computer Based Data Processes. Need for a Structured Approach; Data Flow Diagramme Expansion, Explosion and Normalization; Design of Input and Output Definitions; System Documentation-its Role and Types; Tools for Documentation; Updation of Documentation.
- Unit-3 Management of System Analysis and Design; Various Problems faced during Analysis and Design; Acceptance Testing for Systems; User Involvement.
- Unit-4 Managing Data Processing in an Organization; Data Processing Setup Project Management Techniques for Managing Software Projects; Computer Hardware and Software Selection; Control, Audit and Security of Systems.

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :** 1 The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.

2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 Units.

3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

### TECHNOLOGY MANAGEMENT

mba 2409 ptmba 3409/imba 5409

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** To acquaint the students about the various Aspects of Technology viz. the Environment, Forecasting, Generation and Development etc. which help them in understanding the importance of Technology in the present day scenario.

#### Course Contents

Unit-1 Meaning, Role and Importance of Technology Management, Technological Management in India, Technological Change, Transformation and Alternatives, Technology Policy & Planning, Technology and Socio-Economic Planning and Techniques.

Unit-2 Need and Role of Techniques of Technology forecasting, Technology Generation and Development, Models and Routes of Technology Transfer, Pricing of Technology, Technology Transfer Arguments, Government's Role in Technology Transfer.

- Unit-3 Concepts and constraints in technology Absorption; Technology Impest and Absorption in India, Benefits & Future thrust: Concept, Methods and Management of Technology Assessment, Technology Evaluation, Concept Importance and major issues in diffusion: Developing a Diffusion Strategy.
- Unit-4 Development of Science and Technology in India. R & D Infrastructure and Industrial Research; Foreign Collaboration; Science and Technology Policy; Industrial, Trade and Education Policies, Technology support and modernisation in Small Scale Sector; National and International S & T Institutions; Trade Agreements and Industry Association; Venture Capital and Technology Upgradation.

**Suggested Readings :** Dodgeon. Mark-1989 Technology Strategy and the Firm : Longman Pub., UK. Sharif, Nawaj-1986 'Technology Policy Formulation and Planning' A Reference Manual. AP CTT Bangalore.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit, The 5th questions can be attempted by them from any of the four Units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.

**MANAGEMENT OF OBSOLESCENCE OF STORES AND SPARES**

mba 2410/ptmba 3410/imba 5410

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** To acquaint the students in respect to the Management Obsolescent Stores and Management of Spares.

**Course Contents**

- Unit-1 Obsolescent Stores, Inactive Item and Scrap-Their Arising, Management Control and Disposal; Costs of Obsolescence and Remedies.
- Unit 2 Arising of Scrap, Survey and Condemnation of Plant Equipment and Machines; Return of Scrap and Condemned Stock. Their Accounting and Disposal; Invitation of Sale Tenders: Disposal through Auctions: Auctioneering Contract, Conducting of Auctions: Terms and Conditions of Auction Sales and their Accounting.
- Unit-3 Nature and Types of Spares in the Context of Business and non Business Organizations: Problems related to Spare Parts Management Piling up of out dated spares: Accounting Standards and the Real Life Accounting Practices in respect to outdate Spares.
- Unit-4 Management of Spares : Nature, Objectives and Measure Techniques

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting at least 2 questions form each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**APPLIED INFORMATION TECHNOLOGY**

mba 2501/ptmba 3501/Imba 5501

External Marks : 75

Internal Marks : 25

Time : 3 hours

**Unit 1 Introduction Data Base Management Systems :**

- Various types of Data Base organisations. Series of generation languages, SQL.



**Unit 2 Data** integrity, data security, concurrent operations: role of DBMS in integrated MIS.

**Unit 3 Artificial intelligence** and expert systems: knowledge representation: applications of expert systems in business NLP: Pattern recognition and Image processing.

**Unit 4 DSS** and their use in business: Comparison of DSS and MIS systems: Components of DSS; Development of DSS in an organisation.

Note 1. The External Examiner will include 8 questions in the Question Paper selecting atleast two from each unit. In case a Case Study is included it will carry marks equivalent to two questions.

2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units. In case a student attempts a Case Study, they will be required to attempt 4 questions in all.

3. The internal assessment will be carried out by the concerned teacher on the basis of practical.

## SOFTWARE ENGINEERING

External Marks : 75

Internal Marks : 25

mba 2502/ptmba 3502/imba 5502

Time 3 hours

**Unit 1 Concept** of software engineering, software characteristic, software metrics and models : process and product metrics, size metrics (Mc Cabe's Cyclomatic complexity), Halstead theory, function point analysis.

**Unit 2 Software development.** Phases, process models, role of metrics and measurement, software quality factors, cost estimations, COCOMO. Project scheduling, quality assurance plans, project monitoring plans.

**Unit 3 System Design.** Design objectives, effective modular design (functional independence, coupling, cohesion), design tools and techniques, prototyping, structured programming.

**Unit 4 Coping.** Verification, monitoring and control. Testing. Testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Note 1 The External Examiner will include 8 questions in the Question Paper selecting atleast two from each unit. In case a Case Study is included, it will carry marks equivalent to two questions.

2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units. In case a student attempts a Case Study they will be required to attempt 4 questions in all.

3. The internal assessment will be carried out by the concerned teacher on the basis of practical.

#### DATA BASE MANAGEMENT SYSTEMS

mba 2503/pt mba 3503/imba 5503

External Marks : 75

Internal Marks : 25

Time : 3 Hours

Unit-1 Concept of data base: Objectives of data base: Advantages and disadvantages of data base: entities and attributes: schema and subschema.

Unit-2 Data Models : Relational, hierarchial; and network; Normalization: Functions of data base management system, SQL, E-R Model.

Unit-3 Data Independence : Logical and physical: Data base administration; Data Compaction.

Unit-4 Satellite based information network: awareness with the equipment and methodology; use of various equipment.

#### Note :

1. The External Examiner will include 8 questions in the question paper, selecting atleast two from each unit. In case a Cases Study is included, it will carry marks equivalent to two questions.

2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each Unit. The 5th question can be attempted by them from any of the 4 Units. In case a student attempts a Case study they will be required to attempt 4 questions in all.
3. The internal assessment will be carried out by the concerned teacher on the basis of practical.

### STRATEGIC INFORMATION SYSTEMS

mba 2504/pt mba 3504/imba 5504

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 hrs

**Objectives :** The Information age has generated an explosion of Information and Technology. Hence, this Course is intended to sharpen the skills necessary to seize the pace towards emerging out of this explosion.

#### Course Contents

- Unit 1 Introduction : Discovering a Problem and Opportunities; Developing the necessary Frame Work; Setting Goals and Striving for results.
- Unit 2 People and Information Proficiency : Understanding Information Age; Changes to Organizations and Developing Information Proficiency; Measuring and Analysing Information Proficiency; Implementing Information Proficiency Enhancement Programmes.
- Unit 3 Information Resources Management : Understanding Information, Managing Information as a Resource; Energizing the Information Resources Community : Awareness, Assessment, Activation and Achievemens.
- Unit 4 Information Systems and Technology : Re-engineering Information Systems Projects; Anticipating and Measuring the Benefits of Projects; Ensuring Information Proficient Information Systems; Anticipating New Technology; Acquiring Technology and Services; Putting It together.

**Suggested Reading :**

Information Proficiency by Thomas J. Bukwitz Van Nostrand Reinhold, New York 1995. Beside this the list of the Books, Cases and other specific reference including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question paper, it will carry marks equivalent to two questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**COMPUTER NETWORKS & INTERNET**

mba 2505/pt mba 3505/imba 5505

External Marks : 75

Internal Marks : 25

Time : 3 Hours

- Unit-1 Computer Networks, Concepts of data transmission, data carriers, half duplex and full-duplex transmission, MODEMS, ATM and synchronous transmission mode, fundamental of communication theory, Shannon Hartley Theorem, channel speed and bit rate, bandwidth and frequency spectrum, time division multiple access system, network components, network topology-bus, star, ring, mesh, hybrid.
- Unit-2 Reference Models. OSI and TPC/IP reference models; introduction to layers, cryptography.
- Unit-3 Internet Begining and current state. hardware and software requirement, ISP and internet accounts, web-home page URL. browser, security, searching tools and search engine, e-mail, FTP, Gopher, Telnet.

**Unit-4** Web-authoring using HTML, creating a web page, methods of linking, publishing HTML, text formatting and alignment, font control, arranging text in lists, images on web page, backgrounds and colour control, interactive layout with frames

**Note :**

1. The External Examiner will include 8 questions in the question paper, selecting atleast two from each unit. In case a Case Study is included: it will carry marks equivalent to two questions.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each Unit. The 5th question can be attempted by them from any of the 4 Units. In case a student attempts a Case Study they will be required to attempt 4 questions in all.
3. The internal assessment will be carried out by the concerned teacher on the basis of practical.

**ARTIFICIAL INTELLIGENCE**

mba 2506/pt-mba 3506.imba 5506

External Marks : 75

Internal Marks : 25

Time : 3 Hours

**Unit-1** Application areas of artificial intelligence, Solving problems. State space search, Breadth first search, depth first search.

**Unit-2** Heuristic search techniques: Generate and test, Hill climbing, Best first search, Problem reduction, Constraint satisfaction. Mean-end analysis.

**Unit-3** Knowledge representation: Predicate logic, Resolution in predicate logic. Semantic nets, Frames, Conceptual dependency.

**Unit-4** Symbolic reasoning under uncertainty, Learning, Introduction to NLP and Neural networks.

**Note :**

1. The External Examiner will include 8 questions in the Question Paper selecting atleast two from each unit. In case a Case Study is included, it will carry marks equivalent to two questions.

2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th questions can be attempted by them from any of the 4 units. In case a student attempts a Case Study they will be required to attempt 4 questions in all.
3. The internal assessment will be carried out by the concerned teacher on the basis of practical.

### IT IN STRATEGIC MANAGEMENT

mba 2507/ptmba 3507/imba 5507

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 hours

**Objectives :** The purpose of this Course is to impart practical learning in the use of Information Technology in the area of Strategic Management.

#### Course Contents

- Unit 1 Strategic Management Elements. Internal and External Environment: Assessment of Corporate Strengths, Weaknesses and Opportunities and Threats.
- Unit 2 Planning and Deployment of Capital Assets, Profit Planning and Control Functions Problems: Pressures, Responsibilities and Limits of the Chief Executives Officer.
- Unit 3 Evaluation of One's Own Business Undertaking: Formulating Objectives. Strategies. Policies and programmes for improving Company's present situation: personnel strength and Implementation of the Policies and programmes. Development, Implementation, Evaluation and Control of Strategies.
- Unit 4 Management Style and Behaviour, Corporate Style, Behaviour and Culture.

#### Suggested Readings

The list of Books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. Emphasis will be on the Operational use of the available/Recommended Software Packages in the area of Strategic Management.
3. The Internal Assessment will be carried out by the concerned teacher on the basis of practicals.
4. The candidates will be required to attempt 5 Questions in all selecting atleast one question from each unit. The 5th Questions can be attempted by them from any of the 4 Units.
5. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.

**I T IN FINANCE AND CONTROL**

mba 2508/ptmba 3508/imba 5508

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hrs.

**Objectives :** The Purpose of this course is to impart practical learning in the use of Information Technology in the area of Finance and Control.

**Course Contents**

- Unit 1 Concepts and Techniques of Financial Decision Making; Concepts in Valuation-Time Value of Money; Valuation of a firm's Stock, Capital Asset Pricing Model.
- Unit 2 Investment in Assets and Required Returns; Risk Analysis; Financing and Divident Policies, Capital Structure Decisions.
- Unit 3 Working Capital Management of Cash, Management of Account Receivables. Inventory Management.
- Unit 4 Short and Intermediate Term Financing; Long Term Financing; Tools of Financial Analysis; Ratio Analysis, Cash and Funds Flow Analysis; Financial Forecasting.

**Suggested Readings :** The list of the Books, Cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course.

- Note :**
1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit.
  2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
  3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.
  4. Emphasis will be on the Operational use of the available/Recommended Software Packages in the area of Finance and Control.
  5. The Internal Assessment will be carried out by the concerned teacher on the basis of Practicals.

#### IT IN MARKETING

mba 2509/ptmba 3509/imba 5509

External Marks : 75

Internal Marks : 25

Time : 3 Hours

- Unit-1 Definition and scope of marketing; Consumer behavior and competitive behavior.
- Unit-2 **Demand** estimates, new product introduction; Product Brand Management.
- Unit 3 **Pricing** policies; Channels of distribution; Credit Management.
- Unit-4 **Advertising** and other sales promotion decisions; Positioning; Marketing regulation; Marketing research. Basics of Industrial marketing.



**Note :**

1. The External Examiner will include 8 questions in the question paper, selecting atleast two from each unit. In case, a Case Study is included, it will carry marks equivalent to two questions.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th questions can be attempted by them from any of the 4 units. In case a student attempts a Case Study, they will be required to attempt 4 questions in all.
3. The internal assessment will be carried out by the concerned teacher on the basis of practicals.

**IT IN OPERATIONS MANAGEMENT**

mba 2510 ptmba 3510/imba 5510

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The purpose of this Course is to impart practical learning in the use of Information Technology in the area of Operations Management.

**Course Contents**

- Unit-1 Production Scheduling and Coordination: Production Control System.
- Unit-2 Decisions Related to overall Production Rates; Employment Levels and Inventory Policies.
- Unit-3 Consistency of Operations Planning to the Total Operations Management Systems.
- Unit-4 Consistency of Control to the Total Operations Management Systems.

**Suggested Readings :** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit

2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study; he/she will be required to attempt four questions in all, including the case study.
4. Emphasis will be on the Operational use of the available/ Recommended Software Packages in the area of Operations Management.
5. The Internal Assessment will be carry out by the concerned teacher on the basis of Practicals.

### IT IN HR MANAGEMENT

mba 2511/btmb & 3511/imba 5511

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 Hours

**Objectives:** The purpose of this Course is to map it practical learning in the use of Information Technology in the area of HR Management.

#### Course Contents

- Unit-1 Introduction : Manpower Planning; Career and Succession Planning.
- Unit-2 Procurement of Personnel; Performance Appraisal; Job Satisfaction and Morale; Job Rotation.
- Unit-3 Employee Communication, Audit and Control, Management Training and Development.
- Unit-4 Wage and Salary Administration – Welfare Administration; Industrial Disputes and Worker's participation in Management.

#### Suggested Readings

The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course

- Note :**
1. The External Examiner will set 8 questions in the question paper selecting at least 2 questions from each unit.
  2. Emphasis will be on the Operational use of the available/Recommended Software Packages in the area of HR Management.
  3. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
  4. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions, in all, including the case study.

#### OBJECT-ORIENTED PROGRAMMING

mba 2512/imba 5512

External Marks : 75

Internal Marks : 25

Time : 3 hrs.

- Unit 1 **Object-Oriented Concepts.** Object and classes, links and associations, inheritance and multiple inheritance, grouping constructs, polymorphism, encapsulation.
- Unit 2 **Object-modeling.** dynamic modeling, functional modeling, object-oriented system development.
- Unit 3 **C++ Language.** Classes and objects, functions, constructors and destructors, overloading and type conversions, inheritance.
- Unit 4 **Extending** classes, pointers, virtual functions and polymorphism, input-output operations.

**Note :**

1. The external examiner will include 8 questions in the question paper, selecting atleast two from each unit. In case, A Case Study is included, it will carry marks equivalent to two questions.

2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units. In case a student attempts a Case Study they will be required to attempt 4 questions in all.
3. Questions to write programs should not be included.
4. The internal assessment will be carried out by the concerned teacher on the basis of practical.

**ADVANCED COMPUTER NETWORK AND WEB  
PROGRAMMING**

mba 2513/imba 5513

External Marks : 75

Internal Marks : 25

Time : 3 hrs.

- Unit 1 **Layered** protocols, Character and bit protocols, Binary synchronous control, HDLC, SDLC, LANs. IEEE standard-IEEE 802.5 Token ring, Token bus), IEEE 802.4 and 802.3 (Ethernet). MANs DQDB.
- Unit 2 **Message** switching, Packet switching. ×25 protocols, Routing and flow control. TCP/IP reference model, Introduction to ATM and ISDN.
- Unit 3 **Programming** through JAVA : JAVA history, JAVA features, JAVA and Internet, JAVA and WWW, Hardware and software requirements, JAVA environment, Program structure, JAVA tokens, JAVA virtual machine, constants, variables and data types, operators and expressions, decision making and branching, decision making and looping.
- Unit 4 **Classes**, objects and methods, Interfaces, Packages, Managing errors and Exceptions.
- Applet Programming : Local and remote Applets, Applets and Applications, Applet life cycle, Creating an Executable Applet, Applet tag, Passing parameters to Apples. Brief Overview of CGI Programming.

**Note :**

1. The External Examiner will include 8 questions in the question paper, selecting atleast wo from each unit. In case a Case Study is included, it will carry marks equivalent to two questions.

2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units. In case a student attempts a Case Study they will be required to attempt 4 questions in all.
3. The internal assessment will be carried out by the concerned teacher on the basis of practical.
4. Questions to write programs should not be included.

### GOVERNMENT BUSINESS INTERFACE

mba 2601/ptmba 3601/imba 5601

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The purpose of this Course is to highlight the need for strong Interaction between Government and Business in India so that the resources are channelised to the Private Sector and the Firm are enabled to enter into activities involved.

#### **Course Contents :**

- Unit-1 State Participation in Business ; **Interaction** between Government, Business and different Chambers of Commerce and Industry in India: Public Distribution System; Government Control over Price and Distribution.
- Unit-2 **Role of Multi-Nationals, Foreign Capital and Foreign Collaboration:** Government Policy concerning Development of Backward Areas/reasons; Government Policy with regard to Export Promotion and Import Substitution.
- Unit-3 Government's Policy with regard to Tiny, Small Scale and ancillary Industries, the Responsibilities of the Business as well as the Government to protect the Environment.
- Unit-4 Government Policy in Relation to different Industries such as Drugs and Pharmaceuticals, Electronics, Fertilizers, Cement, Steel, Textile, Sugar, Newsprint etc.

**Suggested Readings :**

The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 question from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions, in all including the case study.
4. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units. In case of attempting a 'Case Study' they will be required to attempt 4 questions in all if there is any in the question paper.

**ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISES MANAGEMENT**

mba 2602/ptmba 3602 imba 5602

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hrs.

**Objectives :** The aim of this Course is to expose the students to the growth of Entrepreneurship in developing countries with special reference to India and to develop understanding among them in order to understand the issue pertaining to the establishment and functioning of a new Enterprise and its effective Management.

### **Course Contents**

- Unit-1 Economic Development and entrepreneurship concept; Social Context Characteristics: Qualities; Pre-requisites of Entrepreneurship; Environmental factors; Institutional Finance; Evaluation and performance.
- Unit-2 Self-Employment; Need and Code; Methods to start and expand one's own business; Relation between large and small enterprises; developing ancillary units; Quality Production and Cost Effectiveness; Factors underlying the success and reasons for the failure; Turn around Strategies.
- Unit-3 Project Identification; Project Formulation; Preparation of a new Project-Demand analysis and market potential, Capital Saving and Project Costing; Working Capital Requirement; Profit making in perspective; Social Cost and Benefit Analysis.
- Unit-4 Main coverage of a proposal-Technical, Commercial and Economic financial and managerial feasibility; Government support, Tax Planning; Role of National Institute for Entrepreneurship and Small Business Development.

**Suggested Readings :** The list of the Books, Cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

### **Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempt case study, he/she will be required to attempt four questions in all, including the case study.

MANAGEMENT DEVELOPMENT

mba 2603/ptmba 3603/imba 5603

External Marks : 75

Internal Marks : 25

Duration of Exam. : 3 hrs

**Objectives** The purpose of this Course is to develop an understanding of the concepts, methods and strategies underlying the development of executives.

**Course Contents**

- Unit-1 Nature, Scope and Perspectives of Management Development; Objectives of Management Development; Need for Management Development; Organisational Environment and Training; Principles of learning; Training and Development.
- Unit-2 MD Activities : Essential Ingredients of MD Programme; Diagnosing the Development Needs of Managers and Organisation; Management Training; Role of Programme Co-ordinators, Trainees and Top Management in MD; Design and Organisation of M.D. Programmes.
- Unit-3 Approaches for Developing Managers-Case Method, Role Playing, In-basket exercise, Management games, Behaviour Modelling, Coaching, Counselling, Sensitivity training; Managerial grid, MBO, Outdoor-oriented Programmes.
- Unit-4 Evaluation of M.D. Programme: Indian experiences in M.D; Emerging Perspectives on MD in India; Succession Planning for development.

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the Class by the concerned teacher at the time of launching of the course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.



2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.

### TOTAL QUALITY MANAGEMENT

mba 2604/ptmba 3604/imba 5604

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The objective of this Course is to acquaint the students with the Concepts pertaining to Quality & Total Quality Management.

**Unit-1 Meaning and Nature of Basic Concepts :** Quality Improvement; Quality Management; Cost-Productivity; Profitability and Competitiveness.

**Unit-2 Total Quality Management :** The Role of Quality System; the Tools and Improvement Cycle; TOMEX model; Japanese '5-S' Practice; Business Process Re-engineering; Quality Control Circles; ISO 9000 and Quality Audit; TQM Kitemarks

**Unit-3 The Process :** Design-Work Process-Management Systems for Quality, Policy and Practices, Organisation-Communications-Management Support Mechanism.

**Unit-4 Achieving Total Commitment in Quality, Quality a Way of Life.**

**Suggested Readings :**

The list of books, cases and other suggested readings including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

- Note :** 1 The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 Questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions in all, including the case study.

### ORGANIZATIONAL EFFECTIVENESS AND CHANGE

mba 2605/ptmba 3605/imba 5605

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 hours

**Objectives :** To familiarize the Students with basic Organizational processes involved in ensuring and bringing about Organizational Effectiveness and Change.

#### Course Contents

- Unit-1 An overview of the concepts of Organizational Change and Development, Organizational Communication, Organizational Climate and Culture.
- Unit-2 Organizational Socialization, Power and Organizational Politics, Diagnosis of Organizational Conflict, Collaboration, Inter-group Behaviour, Managing Organizational Design.
- Unit 3 Improving Quality of Work Life, Organizational Effectiveness Meaning and Parameters, Organizational Creativity and Innovation.
- Unit 4 Management of Gender Issues, Behavioural Aspects of Managing Across Cultures, Effectiveness through role, Role-Focussed Interventions.

**Suggested Readings :** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting atleast 2 questions form each unit.
2. The candidates will be required to attempt 5 questions in all, selecting atleast one question from each unit. The 5th Question can be attempted by them from any of the 4 units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempt case study, he/she will be required to attempt four questions in all, including the case study.

**COMPETITIVE STRATEGY**

mba 2006/p/mba 3606/imba 5606

External Marks : 75

Internal Marks : 25

Duration of Exam : 3 Hours

**Objectives :** The purpose of this Course is to develop indepth analysis for better understanding of the nature of competition in different Industry Environment, policy Environment and Impact of External Factors.

**Course Contents**

- Unit-1 Basis for Competition; Structural Analysis of Industries; Generic Competitive Strategies; Frame-work for Competition Analysis; Market Signals; Competitive Moves.
- Unit-2 Technology of Competition, Strategy towards Buyers and Suppliers; Strategic Groups within Industries
- Unit-3 Competitive Strategy in Fragmented Industries; Competitive Strategy in Emerging Industries, Competitive Strategy in Declining Industries; Competitive Strategy in Global Industries.

Unit-4 Strategic Analysis of Integration: Strategies of Industries into new Businesses: Portfolio Techniques in Analysis.

**Suggested Readings**

The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions form each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one Question from each unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper, it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions in all, including the case study.

**PUBLIC ENTERPRISE MANAGEMENT**

mba 2607/pt mba 3607 imba 5607

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The purpose of this Course is to expose the students to the Managerial Aspects of Public Enterprise and to assist them in understanding the functioning of these Enterprises and to measure and evaluate their performance and efficiency.

**Course Contents**

Unit-1 Introduction : Philosophy and policy of Public Enterprises Rationale and Objectives of Public Enterprises: Status of Public Enterprises in India: Government and Public Enterprises: Public Accountability.

Unit-2 Managerial Processes : Organizational Structure, Financial Management in PEs, Marketing Management in PEs, Human Resource Management in PEs and Production and Productivity.

Unit-3 Strategic Issues : Management of Technology, Optimal Rate of Return in State Level PEs (SLPFs) and Managing Transformation.

Unit-4 Emerging Issues : Employee participation and Self-Management, MOU & Holding Company, Privatisation and Performance Evaluation

**Suggested Readings :**

The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question paper selecting at least 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.

**TECHNOLOGY MANAGEMENT**

mba 2608/pt mba 3608/imba 5608

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** The primary objective of this Course is to develop an understanding among the students in respect to the issue and implications involved in the Management of Technology.

**Course Contents :**

Unit 1 Technology : Concepts and definitions; Aspects and Issues; and Implications of Technological Change.

- Unit 2 Technology Development and Acquisition : Forecasting; Generation and Development of Technology and its Transfer: Absorption, Assessment and Evaluation and Difusion of Technology.
- Unit 3 Technology Environment : Science & Technology in India: Policies, and Linkages.
- Unit 4 Technology Support Systems : Financing; Information Systems: and Organising at Enterprise Level.

**Suggested Readings :** The list of books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions form each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the four units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.

**QUALITY, PLANNING AND ANALYSIS-I**

mba 2609, ptmba 3609 imba 5609

External Marks : 75

Internal Marks : 25

Duration of Examination : 3 Hours

**Objectives :** To acquaint the students about the Concept of 'Quality' and its related issues.

**Course Contents**

- Unit-1 Basic Concepts : Quality Look at History; Quality-The Changing Business Conditions; Definition, Functions and Managing for Quality; Quality Costs and Schedule; Quality Disciplines and other Disciplines. Perspective on Quality-Internal Vs. External.

- Unit-2 Assessment of Quality : Why Assessment?: Cost of poor Quality: Categories of Quality Costs: Objectives of Evaluation: Relating the Grand Total to Business Measures: Analysis of Quality Cost: Economic Models of Quality-Conformance: Cost Planning in certain circumstances: Standing in the Market Place: Company Culture on quality: Assessment of Current Quality Activities.
- Unit-3 Quality Improvement and Cost Reduction : Sporadic and Chronic Quality Problems: Project by Project Approach: Proving the Need & Identification of Projects, break-through Sequence for an individual Project; Dealing with Resistance to change: Instituting Control to hold the gains.
- Unit-4 Quality Planning and Sales Income : Contribution of Quality to Sales Income: Quality and Financial Performance. Quality Leadership and Business Strategy: Impact of Quality on Less Sales: Level of Satisfaction to retain present Customers: Planning for Product Quality to generate sales Income: Spectrum of Customers: Life Cycle Cost: Achieving Quality Superiority for a Product: A Road Map for Planning of Products for Safability.

**Suggested Readings :**

The list of the books, cases, and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 Questions in all selecting atleast one question from each Unit. The 5th question can be attempted by them from any of the 4 units.
3. If a case study is included in the question paper, it will carry marks equivalent to 2 questions. If a candidate attempts case study, he/she will be required to attempt four questions in all, including the case study.

QUALITY, PLANNING AND ANALYSIS-II

External Marks 75

mba 2610/ptmba 3610/imba 5610

Internal Marks 25

Duration of Examination : 3 Hours

**Objectives** To acquaint the students about the concept of 'Quality' and its related issues.

**Course Contents**

- Unit 1** Control of Quality; Definition of Control; Self Control; Setting a Goal for the Controlled Concept; Measuring and interpreting actual performance; Taking action on the Difference; Continuous Process Regulation.
- Unit 2** Strategy Organization for Quality : Integrating Quality into Strategic Management; Policies, Objectives, Resources and Training for Quality; Obstacles to Achieving Successful Strategic Quality Management; Organization and Coordination for Quality Activities; Role of Corporate and Executive Level Management.
- Unit 3** Quality Culture : Technology and Culture; Creating and Maintaining Awareness of Quality; Providing Evidence of Management Leadership; Self Development and Empowerment; Providing participation as a Means of Customer action; Providing Recognition and Rewards; Style to change the culture.
- Unit 4** Administrative Support Operations and Tools : Definition and scope of Administrative and Support Operation; Business Process Quality Management; Statistical Tools in Quality in the Concept of Valuation; Frequency Distribution; Sampling and Sampling Distribution; Regression Analysis; Statistical Control charts; Statistical Process Control.

**Suggested Readings** 'Quality Planning and Analysis' by J.M. Juran, Frank M. Gryna, Tata McGraw Hill, New Delhi  
Aside this the list of the Books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the course.





**Note :**

1. The External Examiner will set 8 questions in the question paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one Question from each Unit. The 5th Question can be attempted by them from any of the 4 Units.
3. If a case study is included in the Question Paper it will carry marks equivalent to 2 Questions. If a candidate attempts case study, he/she will be required to attempt four Questions in all, including the case study.

**SMALL BUSINESS ENVIRONMENT & MANAGEMENT**

mba 2612/pt mba 3612/imba 5612

External Marks : 75

Internal Marks : 25

Duration of Exam : 3 Hrs.

**Objectives :** The purpose of this Course is to analyse and develop an understanding of socio-economic politico-legal environment of small Business and to develop the most appropriate management process for a Small Business Unit in a developing economy like India.

**Course Contents**

- Unit 1 Small Business in Indian Environment Economic, Social politico-legal and cultural; policies governing Small Scale Units; Industrial Policies and Projects related to Small Scale Sector.
- Unit 2 Technological know-how and appropriate Technology; Productivity and Linkage a Small and Big Business; Organizational Structure and other characteristics of a small firm.
- Unit 3 Problems relating to the Management of Small Business in functional areas like Production, Finance and Marketing and Personnel; Sickness in the Small Scale Sector.

**Unit 4** Modernization of a Small Industry; Training Programmes and Consultancy Services; Institutional Set Up for the Export Promotion of Products of Small Business in India.

**Suggested Readings :** The list of the books, cases and other specific references including recent articles will be announced in the class by the concerned teacher at the time of launching of the Course.

**Note :**

1. The External Examiner will set 8 questions in the Question Paper selecting atleast 2 questions from each unit.
2. The candidates will be required to attempt 5 questions in all selecting atleast one question from each unit. The 5th question can be attempted by them from any of the 4 Units.
3. If a case study is included in the question Paper, it will carry marks equivalent to 2 questions. If candidate attempts case study, he/she will be required to attempt four questions, in all, including the case study.