

## Statement of Course Structure for M.B.A. Programme (29<sup>th</sup> & 30<sup>th</sup> Batch)

### First Semester

S. No.	Course Code	Title	Max. Marks	Credit	Distribution of Credit			
					L	T	P	C
1.	BUM-C-111	Management Process and Organizational Behaviour (MP&OB)	100	4	4	0	0	4
2.	BUM-C-112	Quantitative Methods (QM)	100	4	4	0	0	4
3.	BUM-C-113	Environment and Management (EM)	100	4	4	0	0	4
4.	BUM-C-114	Indian Ethos and Values (IE&V)	100	4	4	0	0	4
5.	BUM-C-115	Accounting for Managers (AM)	100	4	4	0	0	4
6.	BUM-C-116	Project on Product / Brand / Market Survey, Consumer Satisfaction	100	4	4	0	0	4
			600	24	24	0	0	24

Explanation of Paper Code of Core Course		Explanation of Paper Code of Non Mandatory Course	
1. First one stands for Semester Number	2. Second digit stand for course code (PG)	1. First one stands for Semester Number	2. Second digit stand for course code (PG)
3. Third digit stands for Paper Number.	4. "C" stands for Core Course/Paper	3. Third digit stands for Paper Number.	4. "S" stands for Self Study Course/Paper
<b>Special Note :</b> In Self Study Course passing is essential but not accounted in cumulative grade point average.			

**SEMESTER – I**  
**BUM-C-111**

**Title: Management Process and Organizational Behaviour (MP&OB)**

Course : 1	BUM-C-111	Management Process and Organisational Behaviour (MP&OB)	100	4	4	0	0	4
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**Objective :**

The objectives of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

**UNIT – I** Evolution of management thought. Systems and contingency approach for understanding organizations, managerial processes. functions. skills and roles in an organization;, Social Responsibility of Business;

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	15 Marks

**UNIT – II** Understanding and Managing Individual behaviour - Personality. Perceptions., Values. Attitudes. Learning. Work Motivation, Individual decision making and problem solving,;

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	15 Marks

**UNIT – III** Understanding and managing group processes - Interpersonal and group dynamics applications of emotional intelligence in organisations. communication,

**UNIT – IV** group decision making., Leadership and Influence process; Understanding and Managing organizational system - Organizational design and structure, Work stress.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Koontz, Hand Wechrich, H. *Management*. 10th ed .. New York. McGraw Hill, 1995.
2. Luthans, F. *Organizational Behaviour*. 7th ed .. New York, McGraw Hill, 1995.
3. Robbins, S P. *Management*. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc .. 1996.
4. Robbins, S P. *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip *Emotional Intelligence at Work, Response Books*, Sage Publications. Delhi, 2001
6. Staw, B M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Stoner, J. etc. *Management*. 6th ed., New Delhi, Prentice Hall of India. 1996.

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

**SEMESTER – I**  
**BUM-C-112**  
**Title: Quantitative Methods (QM)**

Course : 2	BUM-C-112	Quantitative Methods (QM)	100	4	4	0	0	4
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**Objective :**

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

**UNIT – I** Mathematical basis of managerial decision: Functions-Applications of Functions-Some special Functions. A.P. & G.P. and their managerial application, Matrices, Markov Chains & their applications;

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	15 Marks

**UNIT – II** Frequency Distribution and their Analysis; Probability Theory and Probability Distributions - Binomial, Poisson, Normal and Exponential;

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	15 Marks

**UNIT – III** Correlation and Regression Analysis; Time Series Analysis and Forecasting;

**UNIT – IV** Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality; Introduction to some Basic Quantitative Methods Packages.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Chadha, N.K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996
2. Gupta, S P and Gupta M P. *Business Statistics*. New Delhi, Sultan Chand, 1997.
3. Kazmier, L J and Pohl, N F. *Basic Statistics for Business and Economics*. New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. *Statistics for Management*. New Jersey, Prentice Hall Inc., 1995.
5. Narag. A S. *Linear Programming and Decision Making*. New Delhi, Sultan Chand, 1995.
6. Sharma, J.K. *Fundamentals of Operations Research*. Macmillan, New Delhi, 2001
7. Terry, Sineich. *Business Statistics by Examples*. London, Collier Mac Millian Publishers, 1990.

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

**SEMESTER – I**  
**BUM-C-113**  
**Title: Environment Management**

Course : 3	BUM-C-113	Environment Management (EM)	100	4	4	0	0	4
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**Objective :**

The Objectives of this course is aimed to aware students about their environment and climate.

**UNIT – I** Environmental Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management: Fundamentals -Fossil Fuels use, Energy production and trade, Energy Balance; Role of NGO'S, PIL.; Pollution & Waste Management -Air, Water, Land Pollution, Trade in Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and Trade. Role of Biodiversity in International Trade;

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	15 Marks

**UNIT – II** Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for establishing industry;

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	15 Marks

**UNIT – III** Environmental Management & valuation: Environmental Accounting, Economics - Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade and Environmental Management, Debt and Environment, GATT / WTO Provisions;

**UNIT – IV** Environmental Laws: Acts, Patents, IPRS, Approaches to Corporate Ethics; Bio-ethics.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Uberoi, N.K.; Environmental Management, Excel Books, A-45, Naraina Phase-1, New Delhi, 2000.
2. Pandey, G.N.: Environmental Management, Vikas Publishing House New Delhi, 1997
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997
4. Mohanty, S.K.: Environment & Pollution Law Manual, Universal Law Publishing, G.T. Kamal Road, New Delhi, 1996
5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997
6. Kolstad, Charles D.: Environmental Economics, Oxford University Press, 2000

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

SEMESTER – I  
BUM-C-114

**Title: Indian Ethos and Values**

Course : 4	BUM-C-114	Indian Ethos and Values (IE&V)	100	4	4	0	0	4
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**Objective :**

The objective of the course is to develop a holistic approach in management students, through Indian perspective on 'values & Ethics' in the pursuit of managerial effectiveness and creating ethical culture in organizations.

**UNIT – I** Model of Management in the Indian Socio-Political Environment; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight into TQM.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	15 Marks

**UNIT – II** Problems Relating to Stress in Corporate Management - Indian Perspective; Teaching Ethics; Trans-cultural Human Values in Management Education;

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	15 Marks

**UNIT – III** Relevance of Values in Management; Need for Values in Global Change - Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision Making;

**UNIT – IV** Secular Versus Spiritual Values in Management; Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Chakraborty, S.K.: Foundations of Managerial Work: Contributions from Indian Thought, Himalaya Publishing House Delhi 1998
2. .... Management Effectiveness and Quality of Work-life - Indian Insights, Tata McGraw Hill Publishing Company, New Delhi 1987
3. .... Management by Values, Oxford University Press, 1991
4. Drucker. P: Managing in Turbulent Times, Pan Books London 1983
5. Kumar. Sand N K. Uberoj: Managing Secularism in the New Millennium, Excel Books 2000
6. Griffiths, B. The Marriage of East and West, Colling, London 1985
7. Gandhi, M.K: The Story of My Experiment with Truth, Nav Jivan Publishing House, Ahmedabad, 1972

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

**SEMESTER – I**  
**BUM-C-115**  
**Title: Accounting for Managers**

Course : 5	BUM-C-115	Accounting for Managers	100	4	4	0	0	4
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**Objective :**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

**UNIT – I** Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	15 Marks

**UNIT – II** Financial Statement Analysis, Funds Flow Analysis. The Statement of Cash Flows; Management Accounting - Concept, Need, Importance and Scope.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	15 Marks

**UNIT – III** Cost Accounting - Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control, Job and Process Costing,

**UNIT – IV** Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing,

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Anthony R N and Reece J S. *Accounting Principles*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. *Accounting for Management. Text and Cases*. New Delhi, Vikas, 1996.
3. Heitger, L E and Matulich, Serge. *Financial Accounting*. New York, McGraw Hill, 1990.
4. Hingorani, N L. and Ramanathan, A R. *Management Accounting*. 5th ed., New Delhi, Sullan Chand, 1992.
5. Horngren, Charles etc. *Principles of Financial and Management Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu. *Financial and Management Accounting*. New Deihl, Anmol Publications, 1997.

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

SEMESTER – I  
BUM-C-116

**Title: Project on Product / Brand / Market Survey, Consumer Satisfaction**

Course : 6	BUM-C-116	Project on Product/Brand/Market Survey, Consumer Satisfaction	100	4	4	0	0	4
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## Statement of Course Structure for M.B.A. Programme (29<sup>th</sup> Batch)

### Second Semester

S. No.	Course Code	Title	Max. Marks	Credit	Distribution of Credit			
					L	T	P	C
1.	BUM-C-211	Human Resource Management (HRM)	100	4	4	0	0	4
2.	BUM-C-212	Financial Management (FIM)	100	4	4	0	0	4
3.	BUM-C-213	Marketing Management (MAM)	100	4	4	0	0	4
4.	BUM-C-214	Management Science (MSC)	100	4	4	0	0	4
5.	BUM-C-215	Managerial Economics (MEC)	100	4	4	0	0	4
6.	BUM-C-216	Research Methodology (REM)	100	4	4	0	0	4
7.	BUM-C-217	Computer Applications and Management (CAM)	100	4	4	0	0	4
8.	BUM-C-218	Seminar and Term Paper / Project Work (STP)	100	4	4	0	0	4
<b>Total</b>			<b>800</b>	<b>32</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>32</b>

Explanation of Paper Code of Core Course	Explanation of Paper Code of Non Mandatory Course
1. First one stands for Semester Number	1. First one stands for Semester Number
2. Second digit stand for course code (PG)	2. Second digit stand for course code (PG)
3. Third digit stands for Paper Number.	3. Third digit stands for Paper Number.
4. "C" stands for Core Course/Paper	4. "S" stands for Self Study Course/Paper
<b>Special Note :</b> In Self Study Course passing is essential but not accounted in cumulative grade point average.	



**SEMESTER – II**  
**BUM-C-211**

**Title: Human Resource Management (HRM)**

Course : 1	BUM-C-211	Human Resource Management (HRM)	100	4	4	0	0	4
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**Objective :**

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to Sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management. To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

**UNIT – I** Concept and Perspectives on Human Resource Management; HRM in a changing Environment; Corporate Objectives and Human Resource Planning; Career and succession planning; Job Analysis and Role Description; Methods of Manpower search.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	20 Marks

**UNIT – II** Attracting and selecting Human Resource; Induction and socialization; Manpower Training and Development; Performance Appraisal and Potential evaluation; Job Evaluation and Wage Determination; Employee Welfare; Industrial Relations and Trade Union; Dispute Resolution and Grievance Management; Employee empowerment.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	20 Marks

**UNIT – III** An overview of concepts of organizational change effectiveness and Development; Skills of change Agent; Organizational Climate and culture; Power and Politics; The Process of Empowerment.

**UNIT – IV** Organizational Learning; Creativity and Innovation; conflict and Negotiation; Inter group Behaviour and Collaboration; Business Ethics and corporate Governance; Management of Gender issues; Cross-cultural Dynamics.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Anderson, A.H. and Barker D. Effectiveness Enterprise and change Management, Oxford, Blackwell publishers Ltd., 1996.
2. French, W.E. and Bell, C.H. Organizational Development, New Delhi, Prentice- Hall of India, 1995.
3. Luthans, F. Organizational Behaviour, 7<sup>th</sup> Ed., New York, McGraw Hill, 1995.
4. Robbins, S.P. Organizational Behaviour, 7<sup>th</sup> Ed., New Delhi, Prentice Hall of India, 1996.
5. Aswathappa, K. Human Resource and Personnel management, Tata Mc Graw Hill, New Delhi, 1997.
6. De Cenzo, D.A. & Robbins S.P. Human Resource Management, 5<sup>th</sup> Ed., New York, John Wiley, 1994.
7. Gupta, C.B. Human Resource Management, Sultan Chand & Sons., New Delhi. 1999.

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

**SEMESTER – II**  
**BUM-C-212**  
**Title: Financial Management (FIM)**

Course : 2	BUM-C-212	Financial Management (FIM)	100	4	4	0	0	4
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**Objective :**

The purpose of this course is to acquaint the students with the broad framework of financial Mgt. and decision making in a business unit.

**UNIT – I** Aims and objectives of Financial Management; Financial Analysis and Control; Cost volume profit analysis, Operates and financial leverage, time value of money.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	20 Marks

**UNIT – II** Time Value of Money Investment and Capital Structure Decisions; Instruments of Long Finance; Cost of Different sources of Raising Capital; Weighted Average Cost of Capital.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	20 Marks

**UNIT – III** Optimum Capital Structure, Valuation and Rates of Return; Methods of Capital Budgeting; Short term financing Investments.

**UNIT – IV** Management of Working Capital Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Archer, Stephen, H. etc. Financial Management, New York, John Wiley, 1980.
2. Bhalla, V.K. Financial Management and Policy, 2<sup>nd</sup> ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance, 5<sup>th</sup> ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John, Financial Decision Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
5. Van Horne, James C. Financial Management and Policy, 10<sup>th</sup> ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bernard and Mohan, Nancy. Principles of Financial Management, New York, McMillan Publishing Company, 1991.

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

**SEMESTER – II**  
**BUM-C-213**  
**Title: Marketing Management**

Course : 3	BUM-C-213	Marketing Management (MAM)	100	4	4	0	0	4
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**Objective :**

To impart basics of Marketing Management, Marketing Environment, Marketing Segmentation, Product Planning and Development, Product pricing, and Channels of Distribution etc. in Notational and International Environment.

**UNIT – I** Nature and scope of marketing, corporate orientations towards the marketplace, The Marketing environment and Environment scanning, Marketing information systems and Marketing research, Understanding consumer and Industrial Markets.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Market segmentation, Targeting and positioning; Product decision-product mix, product life cycle, new product development, branding and packaging decision, Pricing methods and strategies, Promotion decisions promotion mix, advertising , sales promotion, publicity and personal selling.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Channel management-selection, co-operation and conflict management, management, vertical marketing Implementation and systems, Organizing and implementing marketing in the organization.

**UNIT – IV** Evaluation and control of marketing efforts; New issues in marketing-Globalisation, Consumerism, Green marketing, Legal issue.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip Marketing Management Analysis: Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V.S. and Namakumari, S. Marketing: Planning Control, New Delhi, Macmillan, 1990.
5. Stanton, William J. Fundamentals of Marketing, New York, McGraw Hill, 1994.
6. Neelamegham, S. Marketing In India: Cases and Readings, New Delhi, Vikas, 1988.

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

**SEMESTER – II**  
**BUM-C-214**  
**Title: Management Science**

Course : 4	BUM-C-214	Management Science (MSC)	100	4	4	0	0	4
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**Objective :**

The Objectives of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

**UNIT – I** Basic concepts and role in management decision making, Transportation problems, Basic feasible solution methods, Assignment problem, Hungarian method, Game theory.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Inventory Management definitions shortage based inventory modals, Network analysis basics, CPM and Pert, Queuing theory basics, some queuing modals.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Simulation basics, Waiting line simulation, Goal programming.

**UNIT – IV** Decision theory and Decision tree, Integer programming, Branch and bound algorithm.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Operations Research: H.A. Taha, Mc-Millan, New York
2. Linear Programming and Decision Making : A. S. Narang, Sultan Chand & Sons, Delhi .
3. Operation Research (Theory & Application):Sharma J.K., Macmillian Indian Ltd, New Delhi.
4. Operation Research: Sharma S.D., Kedar Nath Ram Sons, Meerut, U. P.
5. Operation Research : Kanti Swaroop, P.K. Gupta & Man Mohan, Sultan Chand & Sons, New Delhi.

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

**SEMESTER – II**  
**BUM-C-215**

**Title: Managerial Economics (MEC)**

Course : 5	BUM-C-215	Managerial Economics (MEC)	100	4	4	0	0	4
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**Objective :**

The objectives of this paper is acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

**UNIT – I** Concept of Techniques – Nature of business decision-making, marginal analysis, optimization; Theory of Demand – demand functions, income and substitution effects, revealed preference approach and demand forecasts; Production and Cost-returns to scale, cost curves, break-even analysis;

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Theory of firm – profit maximization, sales maximization, organizational stack, ownership and control; Market Structure – competition, monopoly, oligopoly, non-price competition;

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Macro Economics Aggregates an Concepts – GNP and GDP – Aggregate Consumption – Cross Domestic Savings-Gross, Domestic Capital, Formation – WPI, CPI, and inflation – Employment-Balance of payments-Money Supply and Monetary Policy-Fiscal Policy;

**UNIT – IV** Concept and Measurement of National Income; Determination of National Income-Consumption Function, Fiscal impact and investment, synthesis of Monetary and Real Factors.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Abhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumol, W.J. Economic Theory and Operations Analysis, 3<sup>rd</sup> Ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics, Tata-McGraw Hill, New Delhi, 1985.
4. Keat, Paul G. & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. Modern Micro Economics, New York, McMillan, 1991.
6. Milgrom, P. and Roberts, J. Economics, Organization and management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.

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

**SEMESTER – II**  
**BUM-C-216**

**Title: Research Methodology (REM)**

Course : 6	BUM-C-216	Research Methodology (REM)	100	4	4	0	0	4
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**Objective :**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

- UNIT – I**    Research Methodology : An Introduction, Meaning & Objectives of Research  
 Problem Formulation and Statement of Research : Bayesian Decision Theory  
 Marketing Research Process : Various steps in Marketing Research Process

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

- UNIT – II**    Marketing Research : Nature, Scope & importance of Marketing Research, Organization Structure of Marketing Research.  
 Research Design : Meaning and Types of Research Design (Exploratory, Descriptive and experimental research design)  
 Sample Design : Sampling procedure and types of sampling design

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

- UNIT – III**    Data Collection Methods and Techniques : Survey, Observation and Interviews.  
 Questionnaire Design & Method : Attitude measurement, Multidimensional scaling and motivational research techniques.

- UNIT – IV**    Tabulation and Analysis of Data : ANOVA, Cluster Analysis, Conjoint analysis and Factor Analysis.  
 Use of SPSS and other Statistical Software packages.  
 Presentation of Written Research Reports.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Research Methodology : C.R. Kothari
2. Research Methodology : S.P. Gupta
3. Marketing Research : Green & Tull
4. Marketing Research : Beri, G.C.
5. Marketing Research : Sangeeta Agrawal
6. Marketing Research :Principles, Applications & Cases : Sharma D.D., (Sultan Chand & Sons., New Delhi)
7. Marketing Research (Methodology Foundations) : Churchill, J.R. Gilbert A.
8. Marketing Research : Luck, D.J. Hugh G. Wales, D.A. Taylor & Rubin, R.S.
9. Modern Marketing Research : Patil, S.G., P.V. Kulkarni & H. Pradhan.
10. Marketing Research : Theory & Practice, : Bellur, V.V.

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

**SEMESTER – II**  
**BUM-C-217**

**Title: Computer Applications & Management (CAM)**

Course : 7	BUM-C-217	Computer Applications & Management (CAM)	100	4	4	0	0	4
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**Objective :**

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

**UNIT – I** Computers-An Introduction - Computers in Business; Elements of Computer System Set-up; Indian Computing Environment; Components of Computer system; Generations of Computers and Computer Languages; Personal Computers in Business.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** PC-Software Packages – An Introduction – Disk Operating Systems and Windows; Text Processing Software. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Modes of Data Processing – Computer Software Systems; Software Development Process.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** File design & Report Design; Data Files Types/Organizations; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Application Portfolio Development. Introduction to a Micro Data Base manager.

**UNIT – IV** Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation & Label Generation; Programming Concepts; Use of Files in Programming. Presentation Graphics – Creating a Presentation on a PC. Data Communications; Networking – LAN Y & WANs. Management of Data Processing Systems in Business Organizations.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Burch, John and Grudnitski Gary, Information Systems: Theory and Prentice, 5<sup>th</sup> Ed., New York, John Wiley, 1989.
2. David, Van Over, Foundations of Business Systems Fort Worth, Dryden, 1992.
3. Eliason, A.L. On-line Business Computer Applications 2<sup>nd</sup> ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan, Connecting to the Internet, Sebastopol, C.A. Reilly, 1993.
5. John, Moss Jones, Automating Managers; the Implications of Information Technology for Managers. Lond., Pinter, 1990.
6. Long, L. Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Summer, M. Computers Concepts and Uses, 2<sup>nd</sup> ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

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

### Statement of Course Structure for M.B.A. Programme (29<sup>th</sup> Batch) Year 2010

#### Third Semester

S. No.	Course Code	Title	Max. Marks	Credit	Distribution of Credit			
					L	T	P	C
1.	BUM-C-311	Business Policy & Strategic Analysis	100	4	4	0	0	4
2.	BUM-C-312	Business Legislation	100	4	4	0	0	4
3.	BUM-C-313	Seminar and Term Paper (STP)	100	4	4	0	0	4
				<b>12</b>	<b>12</b>			<b>12</b>
<b>Specialization</b>		<b>Marketing Management</b>						
1.	BUM-E-314	Consumer Behaviour	100	4	4	0	0	4
2.	BUM-E-315	Advertising Management	100	4	4	0	0	4
3.	BUM-E-316	Sales and Distribution Management	100	4	4	0	0	4
4.				<b>12</b>	<b>12</b>			<b>12</b>
<b>Specialization</b>		<b>Financial Management</b>						
1	BUM-E-317	Management of Financial Services and Financial Institution	100	4	4	0	0	4
2	BUM-E-318	Portfolio Management and Financial Derivatives	100	4	4	0	0	4
3	BUM-E-319	Security Analysis and Investment Management	100	4	4	0	0	4
				<b>12</b>	<b>12</b>			<b>12</b>
<b>Specialization</b>		<b>Human Resource Management</b>						
1	BUM-E-320	Legal Framework Governing Human Relation	100	4	4	0	0	4
2	BUM-E-321	Human Resource Development: Strategies and System	100	4	4	0	0	4
3	BUM-E-322	Organizational Change and Intervention Strategies	100	4	4	0	0	4
				<b>12</b>	<b>12</b>			<b>12</b>
Total				<b>24</b>	<b>24</b>			<b>24</b>

Explanation of Paper Code of Core Course	Explanation of Paper Code of Non Mandatory Course
1. First one stands for Semester Number	1. First one stands for Semester Number
2. Second digit stand for course code (PG)	2. Second digit stand for course code (PG)
3. Third digit stands for Paper Number.	3. Third digit stands for Paper Number.
4. "C" stands for Core Course/Paper	4. "S" stands for Self Study Course/Paper
<b>Special Note :</b> In Self Study Course passing is essential but not accounted in cumulative grade point average.	



**MBA THIRD SEMESTER  
BUM-C-311**

**Title: Business Policy & Strategic Analysis**

Course :	BUM-C-311	Business Policy & Strategic Analysis	100	4	4	0	0	4
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**Objective :**

The objective of this course is to develop a holistic perspective of enterprise, and critical analysis from the point of view of general management.

**UNIT – I** Business Policy as a field of study: Genesis and importance of Business Policy; Vision, Mission, Objectives and policies; General Management point of view: Strategic Decision making and Role of Strategist in Strategic Management.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** Environmental Analysis and Internal Analysis; SWOT Analysis; Industry Analysis; Concept of value chain, Strategic profile of a firm: case study method.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

**UNIT – III** Competitive Analysis: Framework for analyzing competition, competitive advantage of a firm; Strategic Planning: Formulation of Strategies,

**UNIT – IV** Strategic Choice and Implementation: Tools and techniques for Strategic Analysis; Impact Matrix, The experience Curve, BCG Matrix, GEC Model.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Business Policy & Strategic Management, Azhar Kazmi , Tata McGraw Hill, New Delhi.
2. Business Policy, Strategic Planning & Management, P.K. Ghosh, Sutan Chand New Delhi.
3. Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall., 1984.
4. Budhiraja, S.b. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill, 1996.
5. Christensen, C.R. etc. Buiness Policy: Text and Cases. 6<sup>th</sup> ed., Homewood Illionis, Richard D. Irwin, 1987.
6. Glueck, William F. Strategic Management and Business Policy. 3<sup>rd</sup> ed. New York, McGraw- Hill. 1988.
7. Hax, A.C. and Majluf, N. s. Strategic Management. Englewood Cliffs, New Jersey, Prentice-Hall Inc. 1984.
8. Heme. G. and Prahlad, C.K. Competing fot rhe Future, Boston, Harvard Business School Press, 1984.
9. Peters, Tom, Business School in a Box. New York, Macmillan1995.

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

**MBA THIRD SEMESTER**  
**BUM-C-312**  
**Title: Business Legislation**

Course :	BUM-C-312	Business Legislation	100	4	4	0	0	4
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**Objective :**

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

**UNIT – I** The Indian Contract Act. 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts. The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** The Negotiable Instruments Act, 1881: Nature and Types Negotiation and Assignment . Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument Arbitration.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

**UNIT – III** The Companies Act. 1956; Nature and Types of Companies. Formation. Memorandum and Articles of Associations Prospectus Allotment of Shares, Shares and Capital. Membership. Borrowing Powers.

**UNIT – IV** Management and Meetings, Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.; Consumer Protection Act and Cyber Laws.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Avtar Singh. Company Law, 11<sup>th</sup> ed. Lucknow, Eastern, 1996.
2. Khergamwala, J. S. The Negotiable Instrument Acts, Bombay, N.M. Tripathi, 1980.
3. Remaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S.M. Lectures on Company Law, Bombay, N.M. Trhpathi 1990.
5. Tuteja, S.K. Business Law for Managers. New Delhi Sutan Chand, 1998.
6. S.K.Mishra Labour & Industrial Law of India; Allahbad Law Agency 2007
7. M.C. Kuchhal Business Law, Vikas Publicating House;2000

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

**MBA THIRD SEMESTER**  
**BUM-C-314**  
**Specialization Marketing Management**  
**Title: Consumer Behaviour**

Course :	BUM-C-314	Consumer Behaviour	100	4	4	0	0	4
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**Objective :**

The basic objective of this course is to develop an understanding about the consumer decision-making process and its applications in marketing practices of firms.

**UNIT – I** Introduction to Consumer Behaviour: Consumer Behaviour & Marketing Strategies. (Segmentation promotion and Positioning Strategies) Consumer Decision Making: Simple Model of Consumer decision making Models of Consumers.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** Consumer Perception: Purchase search, information processing and Consumer Involvement theory; Evaluative criteria & Decision Rules; Consumer attitude & attitude Change.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

**UNIT – III** Influence of Personality: and self concept on Buying Behaviours; Psychographics & life style; Consumer Behaviour Audits & Consumer Behaviour Studies in India.

**UNIT – IV** Reference Groups & Family Influence: Selected groups' and celebrities' influence and family Decision Making; Diffusion of Innovation & Opinion leadership, Industrial Buying Behaviour.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Assael, H. Consumer Behaviour and marketing Action. Ohio, South Western, 1995.
2. Engle, J. F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989
4. Hawkins, D. I. etc. Consumer Behaviour: Implications for Marketing Strategy. Texas, Business 1995.
5. Mowen, John C. Consumer Behaviour. New York, MacMillan, 1993.
6. Schiffman, L G. and Kanuk, LL. Consumer Behaviour, New Delhi Prentice hall of India, 1994.

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

**MBA THIRD SEMESTER**  
**BUM-E-315**  
**Specialization Marketing Management**  
**Title: Advertising Management**

Course :	BUM-E-315	Advertising Management	100	4	4	0	0	4
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**UNIT – I** Advertising's Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication- Wilbur Schramm's Model, Two Step Flow of Communication Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand- Objective Setting and Market Positioning.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** Dagmar Approach- Determination of Target Audience; Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

**UNIT – III** Campaign Planning; Media Planning; Budgeting Evaluation-Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation- Selection Compensation and Appraisal of an Agency; Electronic Media Buying

**UNIT – IV** Advertising campaign-Advertising V/s Consumer Behaviour; Sales promotion- Role of Creative strategies; Advertising- Retail, National, Cooperative, Political International, Public Service Advertising.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60

**Books Recommended :**

1. Aaker, David A. etc. Advertising Management, 4<sup>th</sup> ed. New Delhi, Prentice Hall on India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3<sup>rd</sup> ed. Chicago, Lrwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard Norman. The Practice of Advertising, Ozford, Butterworth Heinemann, 1995.
5. Kleppner, Otto, Advertising Procedure. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1986.
6. Ogilvy, David Ogilvy on Advertising London, Longman, 1983.
7. Sengupta, Subroto. Brand Positioning, Strategies for Competitive Advantages. New Delhi, Tata McGraw Hill 1990.

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

**MBA THIRD SEMESTER**  
**BUM-E-316**  
**Specialization Marketing Management**  
**Title: Sales and Distribution Management**

Course :	BUM-E-316	Sales and Distribution Management	100	4	4	0	0	4
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**Objectives:**

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

- UNIT – I** Introduction: definition, objectives, Functions and Classification of Sales Management.  
The Sales Organization: Purpose, Principles and Policies of Sales Organization, Setting up of the Sales Organization, Typical Sales Organization Structure.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

- UNIT – II** Management of Sales Force: Recruiting and Selecting Sales Personnel, Developing and Conducting Sales Training Programmes, Designing and Administering Compensation Plans, Supervision of Salesman, Motivating Sales Personnel, Sales meetings and contests.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

- UNIT – III** Sales Forecasting, Methods, Designing Territories and allocating Sales efforts, objectives and quotas for Sales Personnel, Developing and managing Sales evaluation programme.

- UNIT – IV** Distribution: Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries- Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organizational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60

**Books Recommended :**

1. Anderson, R. Professional Sales Management Englewood Cliffs, Jersey, Prentice Hall Inc. 1992.
2. Anderson, R. Professional Personal Selling Englewood Cliffs, Jersey, Prentice Hall Inc. 1991.
3. Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D. Lrwin. 1983.
4. Dalrymple, D J. Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, E M etc. Management Concepts. Practices and Cases, New York, McGraw Hill, 1986.
6. Station, William J etc. Management of a Sales Force, Chicago, Lrwin. 1995.
7. Still, R R Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1988.

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

**MBA THIRD SEMESTER**  
**BUM-E-317**  
**Specialization Financial Management**  
**Title: Management of Financial Services & Institutions**

Course :	BUM-E-317	Management of Financial Services & Institutions	100	4	4	0	0	4
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**Objective :**

The objective of this paper is to develop conceptual as well as practical understanding of Financial Services & Institutions & its Functioning.

**UNIT – I** Introduction to Indian financial system: Role/ functions, component, constituents,/ development, role in economic development, weaknesses of Indian financial system. Financial Services: Concept, Nature & Scope of Financial Services.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** Fundamentals of Mutual Funds, Merchant Banking, underwriting Securitization of debt, leasing, hire purchase, venture capital, factoring & forfeiting, Discounting, Credit rating & Credit Card.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

**UNIT – III** Financial Institutions: Fundamentals & Basic Concept Role & important of Financial institutions, Banking financial institute, non Banking Financial institutions.

**UNIT – IV** Working and organization of Different Financial institutions in India: RBI, IFCI, ICICI, IDBI, UTI, LIC

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60

**Books Recommended :**

1. Gorden, & Natarajan- Financial Markets & Services, Himalaya Publishing House.
2. Gorden, & Natarajan- Financial Markets & Institutions, Himalaya Publishing House.
3. Clifford Gomez- Financial Markets, Institutions & Financial Services ,Prentice Hall of India Ltd.
4. Tripathi Nalini Prava, Financial Services Prentice Hall of India Ltd.

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

**MBA THIRD SEMESTER**  
**BUM-E-318**  
**Specialization Financial Management**  
**Title: Portfolio Management and Financial Derivatives**

Course :	BUM-E-318	Portfolio Management and Financial Derivatives	100	4	4	0	0	4
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**Objective :**

The objective of this paper is to develop conceptual as well as practical understanding of Portfolio Management and Financial Derivatives.

**UNIT – I** Portfolio Management- Meaning, evolution, Need & objectives, nature, & scope, phases, types, steps to Portfolio investment process, General responsibilities of Portfolio manager and his code of conduct. SEBI guidelines. Differences between security analysis & Portfolio Management.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** Portfolio theories: Traditional theory, Modern theory (Markowitz theory, sharpe's theory, CAPM) Portfolio construction, analysis, selection, revision, evaluation/measurement of Portfolio performances, Portfolio insurance.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

**UNIT – III** Financial derivatives: Meaning & definition, concept Growth and evolution, objectives, functions, types, players. Components, advantages, risk.

**UNIT – IV** Fundamentals of- Futures, options, swaps, warrant, convertibles, credit derivatives & swaptions.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60

**Books Recommended :**

1. Amling, Frederic. Investment, Englewood Cliffs, New Jersey, Prentice Hall., 1983.
2. Bhalla, V. K. Investment Management; Security Analysis and Portfolio Management. 8<sup>th</sup> ed., Delhi, S. Cand, 2001
3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6<sup>th</sup> ed., New Delhi, Prentice Hall on India, 1995.
4. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill , 1993.
5. Haugen, Robert H. Modern Investment Theory, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
6. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon London. 1987.
7. Sharpe, Willam F etc. Investment, New Delhi, Prentice Hall of India, 1997
8. Brennet, M. Option Pricing; Theory & Applications. Toronto, Lexington Books, 1993
9. Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1985.
10. Huang, Stanley S C. and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, 1987.
11. Hull, John C. Options, Futures and Other Derivative Securities, 2<sup>nd</sup> ed. New Delhi Prentice Hall of India 1996.
12. Sharpe, Willam F. etc. Investment, New Delhi, Prentice Hall of India, 1997.

**MBA THIRD SEMESTER**  
**BUM-E-319**  
**Specialization Financial Management**  
**Title: Security Analysis and Investment Management**

Course :	BUM-E-319	Security Analysis and Investment Management	100	4	4	0	0	4
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**Objective :**

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

**UNIT – I** Investment- Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** Investment Companies; Market Indices and Return; Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Security.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

**UNIT – III** The Return to Risk and the Investment Decision; Government Securities; Non Security Forms of Investment; Real Estate Investment; Instruments of the Money Market.

**UNIT – IV** Stock Market Analysis- Fundamental and Technical Approach, Efficient Market Theory, Recent Developments in the Indian Stock Market.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Amling, Frederic. Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1983.
2. Bhalla, V. K. Investment Management; Security Analysis and Portfolio Management., 8<sup>th</sup> ed., New Delhi, S. Chand, 2001.
3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6<sup>th</sup> ed., New Delhi, Prentice Hall of India, 1995.
4. Fuller, Ressel J. and Farrell, James L. Modern Investment and Security Analysis, New York, McGraw Hill, 1993.
5. Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
6. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London, 1987.
7. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.

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



**MBA THIRD SEMESTER**  
**BUM-E-320**  
**Specialization Human Resource Management**  
**Title: Legal Framework Governing Human Relations**

Course :	BUM-E-320	Legal Framework Governing Human Relations	100	4	4	0	0	4
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**Objective :**

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

**UNIT – I** Emergence and Objectives of Labour Laws and their Socio-economics Environment; Industrial Relations Laws- Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws- Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief;

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13

**UNIT – III** Wages and Bonus Laws- The Law of Minimum Wages; Payment of Wages, Payment of Bonus.

**UNIT – IV** Law Relating to Working Conditions- The Laws Relating to Factories, Establishment and Contract Labour; Interpretations of Labour Laws, their Working, and implications for Management, Union, Workmen; The Economy and the Industry.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Malhotra, O.P. the Law of Industrial Disputes. Vol. I and II. Bombay, N.M. Tripathi, 1985.
2. Mlik, P. L. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
3. Sainin, Debi S. Labour Judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
4. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994.
5. Seth, D.D. Industrial Dispute Act, 1947. Vol. I & II. Bombay N.M. Tripathi, 1995
6. Srivastava S.C. Industrial Relations and Labour Law. New Delhi. Vikas, 1984.
7. K.C Garg;V.K.Sareen;Mukesh Sharma;R.C.Chawla Merchantile Law,Kalyani Publications
8. S.K.Mishra Labour & Industrial Law of India; Allahbad Law Agency 2007

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

**MBA Third Semester  
BUM-E-321**

**Title: Cross Cultural And Global Human Resource Management**

Course : 1	BUMM-E-321	Cross Cultural And Global Human Resource Management	100	4	4	0	0	4
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**Objective :**

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

**UNIT – I** Human and Cultural Variable in Global Organizations; Cross Cultural Differences and Managerial implication; Cross Cultural Research Methodologies and Hofstede's Hermes Study.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12 Marks

**UNIT – II** Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	13 Marks

**UNIT – III** Human Resource Management in Global Organizations; Selection, Source, Selection Criteria for International Assignment.

**UNIT – IV** Compensation and Appraisal in Global Perspective, MNC and Compensation System. Case Study.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. Adler, N.J. International Dimensions of Organizational Behaviour, Boston, Kent Publishing, 1991.
2. Bartlett, C and Ghoshal Cases and Reading in Cross Border Management. Irwin, 1995.
3. International Dimensions of Human Resource Management. 2<sup>nd</sup> ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence; International Differences in Work Related Values. London, Sage 1984.

**MBA THIRD SEMESTER**  
**BUM-E-322**  
**Specialization Human Resource Management**  
**Title: Organizational Change And Intervention Strategies**

Course :	BUM-E-322	Organizational Change And Intervention Strategies	100	4	4	0	0	4
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**Objective :**

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

**UNIT – I** Organization Change- an Overview; Approaches to Problem Diagnosis; Some Major Techniques of Planned Change.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	September 3-4, 2012	12

**UNIT – II** Steps in OD, General OD Competencies, OD Skills.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	October 1-3, 2012	12 Marks

**UNIT – III** Designing Interventions- interpersonal, Term Intergroup and Systems.

**UNIT – IV** Evaluation of OD, Ethics of OD Professional, Future of OD-

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	November 10-30, 2012	60 Marks

**Books Recommended :**

1. De Nitish. Alternative Designs of Human Organizations, London, Sagar, 1988
2. French, W H. and Bell, CH. Organization Development. New Delhi, Prentice Hall of India, 1991.
3. French, WL., etc. Organization Development Theory, Practice and Research, 3<sup>rd</sup> ed, New Delhi, Universal Book Stall, 1990.
4. Harvey, D F, and Brown, D R. An Experiential Approach to Organization Development, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1990.
5. Huse, F E. and Commings. T.G. Organization Development and Change. 3<sup>rd</sup> New York, West, 1985.
6. Sinha, Dharani, P. etc. Consultants and Consultants Styles, New Delhi, Vision, 1982.

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

The following subjects were considered for inclusion in M.B.A. Fourth Semester for the Session 2010-2011

**Statement of Course Structure for M.B.A. Programme (29<sup>th</sup> Batch)**

**Fourth Semester year 2010-2011**

S. No.	Course Code	Title	Max. Marks	Credit	Distribution of Credit			
					L	T	P	C
1.	BUM-C-401	E-Marketing	100	4	4	0	0	4
2.	BUM-C-402	Corporate Evolution and SM	100	4	4	0	0	4
3.	BUM-C-403	STP	100	4	4	0	0	4
<b>Specialization</b>		<b>Marketing Management</b>						
1.	BUM-E-404	International Marketing	100	4	4	0	0	4
2.	BUM-E-405	Retail and Brand Management	100	4	4	0	0	4
3.	BUM-E-406	Strategic and Services Marketing	100	4	4	0	0	4
<b>Specialization</b>		<b>Financial Management</b>						
1	BUM-E-407	International Financial Management and Foreign Exchange Management	100	4	4	0	0	4
2	BUM-E-408	International Accounting and Projects Planning Analysis and Management	100	4	4	0	0	4
3	BUM-E-409	Corporate Taxation & Management Control System	100	4	4	0	0	4
<b>Specialization</b>		<b>Human Resource Management</b>						
1	BUM-E-410	Industrial Relations	100	4	4	0	0	4
2	BUM-E-411	Management planning training and development	100	4	4	0	0	4
3	BUM-E-412	Counseling for Managers and Management Development	100	4	4	0	0	4

**MBA FOURTH SEMESTER**  
**BUM-C-401**  
**Title: E- Marketing**

Course :	BUM-C-401	<b>E- Marketing</b>	100	4	4	0	0	4
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**Objective :**

The purpose of this paper is to provide an in- depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and process.

**UNIT – I** Introduction to E-Marketing : Definition- Forces Fueling E- Marketing – Industry Framework- types – Internet service Providers – Internet access providers – Internet Vs. Online Services; WWW: Concepts – Technology – Applications – Electronic Payment Systems - Electronic Payment Technology – Digital Cash – Electronic check – On line Credit card;

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Electronic Commerce and Banking: Changing dynamics in the Banking Industry – Home banking Implementation approaches – Open V/s Closed models – Management issues in online Banking – Electronic Marketing and Retailing – Changing Retail Industry Dynamics - Online Retailing – Management challenges – Electronic commerce and online publishing – Online publishing strategies –Approaches – Advertising and online publishing Digital copyrights and Electronic publishing;

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Intranets and Supply chain management: Supply chain management- Managing retail supply chains –Supply chain application software – Intranets and customer assets Management – Customer asset management basics – online sales force –online customer service and support- Technology and Marketing strategy; Intranets and Manufacturing: Integrated logistics, - agile manufacturing Emerging Business requirements – Manufacturing Information systems- Intranet based Manufacturing logistics management.;

**UNIT – IV** Intranets and Corporate finance: Financial systems – Financial Intranets – Software modules in financial information system – Transaction Accounting – Inventory Accounting Payment management- Treasury and cash Management – Human resource management systems – size – structure of Financial Software Markets – The Corporate Digital Library – Intelligent Agents.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Cady, G.H. and Part McGreger, "The Internet", BPB Pub., Delhi 1999.
2. Carpenter, Phil e Brands, HBS Press, Boston. 2000
3. Keen, Peter and Mark Mc Donald the e-Process Edge, Delhi, Tata McGraw- Hill, 2000
4. Mann, Catherine, L. Global Electronic Commerce Institute for International Economics, Washington DC, 2000.
5. Oberoi, Sundeep e-Security and You Delhi, Tata McGraw Hill, 2001
6. Rich Jason R. "Stating an E- Commence Business, IDG books, Delhi 2000.
7. Samantha Shurety, "E-Business with net commerce, Addison Wesley, Singapore, 2001.

**MBA FOURTH SEMESTER  
BUM-C-402**

**Title: CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT**

Course :	BUM-C-402	Corporate Evolution and Strategic Management	100	4	4	0	0	4
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**Objective :**

The objective of this paper is to develop a conceptual as well as a practical understanding of Corporate Evolution and Strategic Management in organizations.

**UNIT – I** Nature and scope of strategic management: Strategic Intent and vision, concept of core competence, capability and organizational learning.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Process of strategy planning and Implementation; Strategy and Structure; Organisational Values and their impact on strategy

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	12 Marks

**UNIT – III** Power Games amongst Competing Players: Chief Executive and Board; Work of Top Management; Turnaround management; Management of Strategic Change.

**UNIT – IV** Mergers and Acquisitions; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

**Suggested Readings:**

1. David Fred. Strategic Management. 7<sup>th</sup> edition Englewood Cliffs, New Jersey, Prentice Hall Inc.1997
2. Drucker Peter F. The Changing World of the Executive New York, Time 1982.
3. Hamel G and Prahalad C K Competing for the Future. Harvard Business School Press, 1994
4. Chakravorty, S K Managerial Transformation Through Values, New Delhi, Sage 1993
5. Jemison, D B and Haspeslagh, P C Managing Acquisition: Creating value Through Corporate Renewal, New York, Free Press 1991.
6. Ohmae, Kenichi The Mind Of the Strategist: The Art of Japanese Management. New York, McGraw-Hill 1982.

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

**MBA Fourth Semester**  
**BUM-E-404**  
**Title: International Marketing**

Course:	BUM-E-404	<b>International Marketing</b>	100	4	4	0	0	4
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**Objective :**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspect of international marketing.

**UNIT – I** International Marketing –definition ,concept and setting; Distinction between international Trade ,Marketing and Business ;Economic environment of international Marketing ;International Institutions –World Bank, IMF, WTO, UNCGTAD, Common Markets, Free Trade Zones, Economic Communities.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Constraints on International Marketing –Fiscal and non Fiscal Barriers , Non Tariff Barriers; Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade ,Import and Export Policy ,Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion councils.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Public Sector Trading Agencies, ECGC, Commodity Boards etc. Procedure and Documents –Registration of exporters, Export Quotations, Production and clearance of goods for export , Shipping and Transportation ,Insurance ,Negotiation of Documents; Instruments of Payments-Open Account , Bills of Exchange ; Letter of credit-Export finance.

**UNIT – IV** International Marketing mix-Identification of markets ,Product policy , International product life cycle, promotion strategy, pricing strategy and distribution strategy; various forms of international business ; marketing of joint ventures and turnkey projects.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

- 1.Bhattacharya,B. Export Marketing : Strategies for success.
- 2.Johri ,Lalit M. International Marketing : Strategies for success.
- 3.Keegan, Warren: Global Marketing Management.
4. Onkvisit,sak,and shaw,JJ.: International marketing analysis and strategy.
- 5.Pripalomi ,V.H. : International Marketing.
- 6.Terpstra,vern and sarathi,R. :International Marketing
- 7.Walter,I and Murray, T . Handbook of international business.

**MBA Fourth Semester**  
**BUM-E-405**  
**Title: Retail and Brand Management**

Course : 1	BUMM-E-405	Retail and Brand Management	100	4	4	0	0	4
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**Objective :**

The objective of this course is to impart in depth knowledge to the students regarding the theory and practice of Retail and Brand Management .

**UNIT – I** Introduction to the Retailing System. Retailing mix – Social forces – Economic forces – Technological forces – Competitive forces; Retailing definition, Structure, Different formats – marketing Concepts in Retailing – Consumer purchase behaviour – Cultural Social group influence on Consumer Purchase Behaviour; Retail store location – Traffic flow and analysis – population and its mobility – exteriors and layout – Customer traffic flows and pattern – Creative display.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per sq. feet of space – Retail promotions – Staying ahead of competition; Supply Chain Management – Warehousing – Role of IT in supply chain management; Franchising, Direct Marketing/Direct Selling – Exclusive shops – Destination stores – Chain stores – Discount Stores and other current and emerging formats – Issues and options; Retail Equity, Technology in Retailing – Retailing through the Internet.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding – Brand-customer Relationships, Brand Loyalty and Customer Loyalty.

**UNIT – IV** – Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio; Brand Assessment and Change; Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial Retail and Service Brand.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Diamond Allen, Fashion Retailing.
2. DIAMOND, Jay And Gerald Pontel Retailing.
3. Drake, Mary Francis, J.H.Spoone and H.Greenwald Retail Fashion.
4. Levy, Michael & Barton A.Weitz Retailing Management.
5. Aaker,David, A. Managing Brand Equity.
6. Cowley, Don. Understanding Brands.
7. Czerniawski, Richard D. & Michael W. Maloney Creating Brand Royalty.
8. Kapferer, J N. Strategic Brand Management.



**MBA Fourth Semester  
BUM-E-406**

**Title: Strategic & Service Marketing**

Course : 1	BUM-E-406	Strategic & Service Marketing	100	4	4	0	0	4
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**Objective :**

The objective of this course is to develop skills for analyzing market competition and design appropriate competitive *Strategic & Service Marketing* for among the students.

**UNIT – I** Market Situation Analysis: Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies- Expanding the Total Market, Protecting Market Share, Expanding Market Share, Market Challenger Strategies- Choosing and Attack Strategy, Market Follower Strategies.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage; Product Differentiation and Brand positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** The Emergence of Service Economy; Nature of Services; Goods and Services Marketing; Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses; The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviors; Service Management Trinity; Service Vision and Service Strategy.

**UNIT – IV** Quality Issues and Quality Models; Demand – Supply Management; Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing; Service Marketing: origin and Growth- Classification of Services- Marketing of financial services- The Indian scene- Designing of service strategy .

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Cravens, D W. Strategic Marketing.
2. Kaynak, E and Savitt, R. Comparative Marketing Systems.
3. Kotler, Philip. Marketing Manegement.
4. Porter, M E. Competitive Advantage.
5. Poter, M E. Competitive Strategy.
6. Lovelock, Christopher H. Managing Services .
7. Lovelock, Christopher H. Services Marketing.
8. McDonald, Malcom and Payne, A. Marketing Planning for Services.

**MBA FOURTH SEMESTER  
BUM-E-407**

**Title: International Financial Management and Foreign Exchange Management**

Course :	BUM-E-407	International Financial Management and Foreign Exchange Management	100	4	4	0	0	4
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**Objective :**

The objective of this paper is to give student an overall view of the international financial system and how multinational corporations operate and to acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, hedging against exposure risk.

**UNIT – I** Multinational Financial Management –An overview, Evolution of the international Monetary and Finance System , Managing short-term assets and liabilities, long-run Investment Decision, The foreign Investment Decision.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12

**UNIT – II** Multinational Capital budgeting Application and interpretation, Cost of Capital Structure of the multinational Firm, Dividend Policy of the Multinational Firm.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	12 Marks

**UNIT – III** Types of Foreign Exchange Market Organization of the Foreign Exchange Market

**UNIT – IV** Corporate Exposure Management Parameters and Constraints On Exposure Management

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
2. Bhalla, V. K. International Financial Management. 2<sup>nd</sup> ed. New Delhi, Anmol, 2001.
3. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc. 1996.
4. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases, 2<sup>nd</sup> ed. Miami Florida, Kolb, 1993,
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.
6. Apte Tata McGraw Hill.
7. Levi McGraw Hill.

**MBA Fourth SEMESTER  
BUM-E-408**

**Title: International Accounting and Projects Planning Analysis and Management**

Course : 1	BUM-E-408	International Accounting and Projects Planning Analysis and Management	100	4	4	0	0	4
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**Objective :**

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse the accounting measurement and reporting issues unique to multinational business transaction and the framework for evaluating capital expenditure proposals, their planning and management in the review of the project undertaken.

**UNIT – I** International Dimensions of Accounting- International Audit Environment, International dimensions of Financial Reporting, Characteristics of financial reporting in emerging capital market, Transfer pricing.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Performance Evaluation, Analysis of foreign financial statements, Additional Issues in International financial statement analysis, Integrating Ethics into the Accounting Curriculum, Global Risk Management.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis.

**UNIT – IV** Multiple Project and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects Project Financing in India; Problem of time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Evans, Thomas G. International Accounting & Reporting, London, MacMillan, 1985.
2. Gray, S. J. International Accounting and Transnational Decisions, London, Butterworth, 1993.
3. Prodhan, Bimal, Multinational Accounting, London Croom-Helm, 1986.
4. Rathore, Shirin, International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.
5. Bhalla, V. K. Modern Working Capital management, New Delhi, Anmol, 1997.
6. Bhalla V. K. Financial management and Policy, 2<sup>nd</sup> ed. New Delhi, Anmol, 1998.
7. Chandra, Prasanna Project; Preparation, Appraisal, Budgeting and Implementation, 3<sup>rd</sup> ed., New Delhi, Tata McGraw Hil, 1997.
8. Dhankar, Raj S. Financial Management of Public Sector Undertakings , New Delhi Westvile, 1995.

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

**MBA Fourth SEMESTER****BUM-E-409****Title: Corporate Taxation and Management Control System**

Course : 1	BUM-E-409	Corporate Taxation and Management Control System	100	4	4	0	0	4
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**Objective :**

The objective of the course is to acquaint the participant with the implication of tax structure and corporate profit planning in operational as well as strategic terms.

UNIT – I Basic Concepts of Income Tax: Computation of Income under Different Heads of Income, Deductions and Exemptions in Additional Tax on Undistributed Profits.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

UNIT – II Meaning and Scope of Tax Planning: Tax Planning, regarding, Dividends Policy, Issue of Bonus, Shares, Amalgamation & Merger of Companies, Tax Planning in respect of Managerial Remuneration, Collaborations, Joint Ventures

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

UNIT – III Management Control- An overview Nature, Scope and Concept of Management Control System. Organization Goals, Strategic Planning and implementations, Organization Structure, Contingency Theory, Organizational Climate, Position of Controller in the Organization Structure of an Organization.

UNIT – IV Management control Process: Programming, Budgeting, Planning and Procedures. Budgetary Control. Analysis of Variances, Flexible Budgeting Zero-bases Begetting Performance Budgeting. Management Control Structure, Behavioural Aspects of Management Control.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Ahuja, G. K. & Gupta Ravi Systematic Approach to Income Tax, Allagabad, Bharat Law House, 1999.
2. Lyengar, A. C. Sampat Law of Income Tax Allagabad, Bharat law House, 1981
3. Kanga, JB and Palkhivala, N. A. Income Tax, Bombay, Vol. 1-3, N. M. Tripathi.
4. Ranina, H. P. Corporate Taxation: A Hand book, 2<sup>nd</sup> ed., New Delhi, Oriental law House. 1985.
5. Anthony, R. N. And Govindrajan V. Management Control Systems, 8<sup>th</sup> ed., Taraporevvals, Chicago, Irwin, 1995.
6. Ghosh, R. K. and Gupta, G. S. Cost Analysis and Control, New Delhi, Vision 1985.
7. Maciariello, J. A. and Kirby C. J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

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

**MBA FOURTH SEMESTER  
BUM-E-410**

Title: Management of Industrial Relations and Compensation Management  
**Specialization Human Resource**

Course :	BUM-E-410	Management of Industrial Relations and Compensation Management	100	4	4	0	0	4
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**Objective :**

The course is designed to promote understanding of issues related to the compensation or rewarding human resource in the corporate sector, public services and other

**UNIT – I** Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the state; Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management ; Discipline and grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12

**UNIT – II** Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives; Productivity, Quality , Service, Speed , Learning; Planning for improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials; Internal and External Equity in Compensation Systems

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Understanding tools Used in Designing, Improving and Implementing Compensation Packages; Compensation Designs for Specific type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc; Understanding different components of Compensation Packages like Fringe Benefits, Incentives and Retirement

**UNIT – IV** Compensation Practices of MNC's and Strategic Compensation Systems; Statutory Provisions governing different Components of Reward System; Working of different Institutions related to Reward System like Wage boards, Pay Commissions.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

## Suggested Readings:

1. Armstrong, Michel and Murlis Helen Reward management: A Handbook of Salary Administration. London, Kegan Paul 1998
2. Bergess, Lenard R. wage and Salary Administration. London, Charles E- Merrill 1984
3. Kochan T A & Katz Henry. Collective Bargaining and Industrial Relations Homewood, Illinois Richard D Irish 1988
4. Niland J R etc The Future of Industrial Relations New Delhi Sage 1994.4
5. Papola T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva ILO 1992
6. Virmani B R Participative Management vs. Collective Bargaining New Delhi, Vision Books 1988.7

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

**MBA FOURTH SEMESTER  
BUM-E- 411**

Specialization Human Resource

**Title: Management Planning Training and development**

Course:	BUM-E- 411	Management planning Training and development	100	4	4	0	0	4
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**Objective:**

The purpose of this paper is to provide an in- depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and process.

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resources planning, Development and development in organizations.

**UNIT – I** Training process- an overview; role, responsibilities and challenges to training manager; organization and management of training function; training needs assessment and action research; instructional objectives and lesson planning; learning process.

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Training climate and pedagogy; developing training modules; training methods and techniques; facilities planning and training aids; training communication; training evaluation; training and development in India.

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Macro level manpower planning and labour market analysis; rganizational human resources planning; stock taking; work force flow mapping; Age and grade distribution mapping; models and techniques of manpower demand and supply forecasting; behavioral factors in human resources planning- wastage analysis; retention; redeployment and exit strategies.

**UNIT – IV** Career management and career planning; performance planning; potentials appraisal and career development; HRD climate; culture; QWL and management of change; TQM and HRD strategies; HRD in strategic organizations; human resources information system; human resources valuation and accounting.

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Benut, Roger ed. Improving traning effectiveness. Aldershot, Gower, 1998.
2. Buckley R & Caple, jim. The theory & practice of traning lpndon, kogan & page,1995
3. Lynton, R pareek, U Traning for development. 2<sup>nd</sup> new delhi, vistaar,1990
4. Pepper, Allan D. Managing the traning and development function. Aldershot, gower, 1984
5. Rae,L. How to measure traning effectiveness. Aldershot, Gower, 1986.
6. Reid, M A. etc. Training Interventions: Managing Employee Development. 3<sup>rd</sup> ed. London, century, 1992.
7. Senge, p. The fifth Discipline: The Art and Practice of the Learning organization. London, Century,1992
8. Arthur, M Career Theory Handbook. Englewood cliff, Prentice Hall Inc, 1991.
9. Belkaoui, A R and Belkaoui, J M. Human Resource Valuation; A guid to Strategies and Techniques. Greenwood, Quorum Books,1995.
10. Dale, B. Total Quality and human Resources; An Executive Guide. Oxford, Blackwell,1992.
11. Greenhaus, J H. Career Management, New York, Dryden,1987
12. Kavanagh, M J. etc. Human Resources information System; Development and Applications, Boston, PWS-Kent,1993
13. Mabey, C and Salama, G. Strategic Human Resources Management. Oxford, Blackwell,1995.
14. Thomson, R and Mabey, C. Developing Human Resources. Oxford, Butterworth- Heinemann, 1994.

**MBA Fourth Semester  
BUM-E-412**

**Title: Counseling for Managers and Management Development**

Course : 1	BUMM-E-412	Counseling for Managers and Management Development	100	4	4	0	0	4
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**Objective :**

The objective of this course is to impart in depth knowledge to the students regarding the theory and practice of Counseling for Managers and Management Development

**UNIT – I** Emergence and growth of Counseling services; Approaches to counseling; counseling process-Beginning, Developing and terminating a counseling relationship and follow up; Counselor's attitude and Skills of Counseling; Assessing client's problem; Selecting Counseling strategies and Interventions-Changing behavior through counseling; special problems in counseling; application of counseling to organizational situations with a focus on Performance counseling

First Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit One Only	February 2-5, 2013	12 Marks

**UNIT – II** Field of HRD: Definition, Objectives and Functions of HRD Professionals; Open Systems Theory Perspective for Training; Strategic Planning Approach; Organizational Environment and Training; Principles of Learning; Learning and Behavior, Teaching/Learning Debate, Training and Development

Second Mid Semester Examination Contents	Date of Exams.	Maximum Marks
Unit Two Only	March 14-16, 2013	13 Marks

**UNIT – III** Management Development- Perspectives, MD and Management education, pitfalls, continuing need, need for effective MD, MD Policy and Committees; planning the Strategies and programme to Reach MD Objectives; Training methodology: An overview of the training Process; Management Effectiveness Audit and Management Inventory: Training Needs , Assessment and Training objectives; Designing training for effective learning

**UNIT – IV** Methods of MD including Training for Human Relations, Leadership, Team Work, Communication and Creativity; Conduction of MD Programme- Role of programme Co-ordinator, Trainee, Top Management; Evaluation; Getting Management Training to Pay –Off

End Semester Examination Contents	Date of Exams.	Maximum Marks
Entire Syllabus	April 10-25, 2013	60 Marks

**Books Recommended :**

1. Corner, L. S. and Hackney, H. the Professional Counselor's Process Guide to Helping, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Moursund J. The Process of Counselling and Therapy, 2<sup>nd</sup> ed, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1990.
3. Eienvenu, B. J. "New Priorities in Training", 1969 American Management Association.
4. Binsted, Don. "Developments in Interpersonal Skills Training", 1986 Gower, London.





