

**RULES AND REGULATIONS GOVERNING REVISED MBA PROGRAMME
w.e.f. BATCHES ADMITTED FROM THE YEAR 2006-2007 ONWARDS.**

01. The course

The duration of MBA programme is two academic years consisting of Four Semesters- two semesters in each year, each semester of 14-16 weeks duration. Students who join MBA programme shall not take-up any employment either part-time or full-time during the University academic working hours. Students who are admitted to MBA course and who are subsequently found to be in employment during the University academic working hours any where in India will cease to be students of the course.

02. Admission

Candidates possessing a Bachelors Degree in any discipline (excluding B.O.L and B.F.A) with 40% aggregate marks are eligible for admission to M.B.A. programme subject to the rules and regulations of the University from time to time.

03. Course structure, Hours of instruction per week and Aggregate marks

The MBA programme offers in all 28 papers consisting of 22 core papers and 6 elective papers - apart from viva-voce and project report. The details of semester wise subjects, hours of instruction per week and maximum marks are as mentioned below.

04. Promotion rules

A student has to not only put in 75% of attendance and register for Examination for each semester, but also appear at least one paper in each semester for promotion to the next semester. The minimum pass marks shall be 40% in each paper with an aggregate of 50% of marks in each semester. The student who does not secure a minimum of 50% aggregate marks in any semester can appear for or any of the papers of that particular semester for securing the required aggregate marks.

PROPOSED COURSE STRUCTURE OF MBA PROGRAMME 2006-2007

MBA -I SEMESTER

Paper	Title	PPW	Max. Marks.
01.	Management & Organisational Theory	04	100
02.	Business Environment	04	100
03.	Managerial Economics	04	100
04.	Marketing Management	04	100
05.	Accounting for Managers	04	100
06.	Quantitative Techniques	04	100
07.	Database Management Systems	04	100

MBA - II SEMESTER

01.	Strategic Management	04	100
02.	Human Resource Management	04	100
03.	Financial Management	04	100
04.	Managerial Communication	04	100
05.	Business Research Methodology	04	100
06.	Operations Research	04	100
07.	Internet Applications	04	100
	Viva-Voce	---	050

MBA - III SEMESTER

01	Organisational Behaviour	04	100
02	Entrepreneurship Development	04	100
03	Operations Management	04	100
04	International Business	04	100

ELECTIVES

GROUP-A: MARKETING MANAGEMENT

01	Consumer Behaviour	03	100
02	Advertising and Sales Promotion	03	100
03	Sales and Distribution Management	03	100

GROUP-B: FINANCIAL MANAGEMENT

01	Security Analysis and Portfolio Management	03	100
02	Financial Services Management	03	100
03	Strategic Financial Management	03	100

GROUP-C: HUMAN RESOURCE MANAGEMENT

Paper	Title	PPW	Max. Marks.
01	Human Resource Planning	03	100

02	Human Resource Development	03	100
03	Human Relations Management	03	100

GROUP-D : SYSTEMS

01	Management Information System	03	100
02	Relational Database Systems. Oracle	03	100
03	E-Commerce	03	100

MBA - IV SEMESTER

01	Business Process Re-engineering and Quality Management	04	100
02	Management of Creativity and Innovations	04	100
03	Business Laws	04	100
04	Small Enterprise Management	04	100

ELECTIVES

GROUP-A: MARKETING MANAGEMENT

01	Rural Marketing	03	100
02	Services Marketing	03	100
03	Global Marketing	03	100

GROUP-B: FINANCIAL MANAGEMENT

01	Corporate Income Tax and Tax Planning	03	100
02	International Financial Management	03	100
03	Management of Futures and Options	03	100

GROUP-C: HUMAN RESOURCE MANAGEMENT

01	Labour Legislation	03	100
02	Strategic Human Resource Management	03	100
03	International Resource Management	03	100

GROUP-D: SYSTEMS

01	Systems Analysis & Design	03	100
02	Applications in Business Accounting	03	100
03	ERP Supply Chain Management	03	100
	Project Report		100
	Viva-Voce		050

TOTAL 3000

VIVA-VOCE

There shall be viva-voce at the end of II semester and at the end of IV semester with 50 marks for each viva-voce. The second semester and viva-voce is based on the subjects studied in I and II semesters. The fourth semester end viva is based on the subjects studied and the project report. The second semester end viva-voce committee shall be as under.

I. For University Campus College

1. Head/Dean/Chairman, Board of Studies.
2. Professor of the Department.

II. For University P. G. Colleges and Affiliated Colleges

1. Head/Dean/Chairman, board of Studies.
2. Professor of the Department.

3. Faculty member of Management Department nominated by the Principal of the concerned college.

The fourth semester end viva-voce committee consists of four members of which two members are external. Out of the remaining two, one shall be Head/Chairman, Board of Studies/Dean and a Professor of the department. The quorum will be three members of which at least one shall be external member. Depending on the need, more than one committee could be constituted.

Rules of Promotion.

Will be communicated in due course.

Declaration of Result at the end of fourth Semester:

- (i) There shall be Analysis divisions viz.,

II nd division	50% and above but less than 60%
Ist Division	60% and above but less than 70%

Candidate securing 70% and above shall be awarded first class with distinction
- (ii) The award of Divisions, distinction and ranks will be in accordance with the general rules applicable to other P.G. courses of the University.
- (iii) The rules pertaining to improvement shall be the same as are applicable to other P.G. courses in the University.

Project Report:

Each student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise in the first summer vacation or after the second semester examination. During the period the candidate should work on a specific problem related to the management and working of the organization. At the end of practical training, the student should obtain a certificate for receiving the training from the organization.

The student should prepare a Project Report under the supervision of a guide from the faculty of management of the concerned college. However the students who prepare project report in the area of systems can work under the guidance of faculty member from computer science department.

The student has to present a seminar in the concerned college on the project work done by him. The principal of the college concerned shall certify and intimate the list of candidates who have given seminar presentation to the Head Department of Commerce and Business Management K.U. The Project report should be submitted in two copies before the commencement of fourth semester end examinations. The Project Report carries 100 marks

MBA-I Semester

PAPER-I: MANAGEMENT AND ORGANIZATION THEORY

UNIT-I

Management Nature - Functions of Management- Scope - Process Organization Concepts - Formal Vs. Informal Organization - Understanding Organisation and Management - Approaches of Management - Classical Approach - Human Relations Approach – Systems Approach - Connectivity Approach- Organisational Goals: Individual Vs. Organisation Goals, Professional Manager, Tasks, Responsibilities and Skills.

UNIT-II

Planning: Concepts of vision - Missions - Objectives - Strategy-Policy - Setting – objectives - Planning Process- Limitations - MBO: Process - Application to business. Decision Making Models: Process Rationality in Decision Making -Group Decision Making - Benefits and Limitations, Models of Group Decision.

UNIT-III

Organisational Design: Factors Influencing Design - Authority, Power, Influence, Status. Types - Sources Responsibility and Accountability - Influence of Technology and International Environment on Organisational design - Patterns of Organisational Design: Differentiation - Production, Functional, Divisional, Matrix and Network Designs, Organisational life Cycle, approach Model of Life Cycle – Delegation- Centralisation and Decentralisation -Line and Span of relations Staffer Supervision.

UNIT-IV

Directing: Elements of Direction - Leadership - Leadership Vs Management – Theories Leadership Styles. Authorisation democratic Managerial and Leadership Continuum-Role of Leader in Organizational Building - Coordination, Nature Types - Techniques – Problems - Communication types. Barriers to Communication-Suggestion to overcome barriers. Motivation - nature - motivators - Controlling process - Problems - Requisites of good control system.

UNIT-V

Organisational effectiveness - Managerial effectiveness - Environmental Influences on organizational and managerial effectiveness - Managerial Effectiveness in global context-Values of Indian Business - Managers value system - Comparative management – Function of management in global context- Challenges of Indian Management in the New Millennium.

Suggested Readings:

1. Stoner A.F.James, Reeman R.Edward: Management-Prentice Hall of Indian New Gilbert Jr.R.Daniel Delhi-2000.
2. Robbins P Stephens & Coulter Mary:Management, Prentice Hall of India New Delhi-2000.
3. Koontz Harold, Weihrich, Heinz: Essentials of Management, McGraw Hill International, New York, 1990.
4. Beanich W. Paul, Morrison J. Allen, Rosen Z Weigs M. Philip. Inkpen C: International Management, Inwin. Mc Graw Hill, Boston 2000.
5. Jones R.Gareth: Organizational Theory – Text & Cases Addison, Wisley Pub. Delhi-2000.
6. Satya Raju and Parthasarathy: Management – Text and Cases, Prentice Hall Publications.
7. Hall: Organizations – Structures, Process and Outcomes, Prentice Hall Publications.
8. Shukla: Understanding Organizations – Organizational Theory and Practice in India.

PAPER-II: BUSINESS ENVIRONMENT

UNIT I

Concepts of Business Environment - Characteristics of Business Environment-Significance - Environmental scanning — environmental scanning process — techniques of environmental scanning- practices regarding scanning of External Environment in Indian corporate sector.

UNIT-II

Nature of Economic environment-Economic Systems-Nature, Growth and role of Public Sector Enterprises -Nature and objectives of Privatisation - Rangarajan Committee on Privatisation - Globalisation: Nature and Rationale - Multinational Corporations – India & WTO - Fiscal Policy - A study of Current Union Budget and its implications for business.

UNIT-III

Technological Environment - Features and Impact of Technology - Technology and society - Economy - Restraints on Technological Growth - Status of Technology in India – Technology Policy.

UNIT-IV

Political Institutions - Legislature, Executive, Judiciary and Judicial Activism - State Intervention - Reasons Types - Extent of Intervention - Culture and Business - Business Ethics – Social Responsibility - Nature, models and strategies - Limits of social responsibility – Corporate Governance & Accountability - Ecology and Business - Nature of Physical Environment - Impact on Business.

UNIT - V

Business Environment of Select Industries - Electronics & Communication - Biotechnology. Pharmaceutical, Automobiles, Banking & Insurance (A study of Economic, Technological. Political & Socio - Culture Factors).

SUGGESTED READINGS:

1. K. Ashwathappa: Essentials of Business Environment, Himalaya Publication
2. Francis Cherunillam, Business Environment, Himalaya Publications.
3. M.J. Mathew, Business Environment, RBSA Publications
4. Franchis Cherunillam: Business, Environment of Business, and Policy, Himalaya Publications.
5. M. Adhikary: Economic Environment of Business, Sultan Chand Publications.
6. Sundaram & Black: The International Business Environment: Text and cases, Prentice Hall India.

PAPER - III : MANAGERIAL ECONOMICS

UNIT-I

Introduction: Definition, Nature, Scope and significance of managerial economics – Basic concepts tools and techniques of analysis - Economic factors influencing decision making process - Theory of firm - Alternative objectives of firm - Role and responsibilities of managerial economist - Function of managerial economist.

UNIT-II

Demand Analysis and Forecasting: Demand function - Law of Demand - Elasticity of Demand - Significance of elasticity of demand in pricing decision- Determination of Total Revenue of a firm - Demand forecasting: Methods techniques and Problems - Supply analysis – Supply function - Law of supply - Elasticity of supply.

UNIT III

Cost and Production analysis: Role of costs in decision making - Types of production costs and their measurement - Economies and diseconomies of scale - Behaviour of short run and long run average cost curves - Cost function - Empirical cost function - Production function - Linear production function - Quadratic production function - Cubic production function - Power production function — Cobb Douglas production function-Managerial uses of production function.

UNIT IV

Market Morphology- Structure of Competition in Indian context-Types of Competition - feature of perfect competition - Monopoly - Monopolistic and Oligopolist competition - price and output decision in different competitive situations - State intervention in pricing - Dual Pricing - Administered pricing - Statutory price fixation in India - Issues related to subsidy in statutory function.

UNIT V

Profit - Nature and theories of profit - measurement of profit - Accounting Vs Economic profit - Profit earning Vs. Profiteering profit for control - Profitability of public sector - Reasons for low profitability in public sector - Disinvestments of public sector - Policy and practice of disinvestments in public sector in India

SUGGESTED READINGS:

1. Gupta G.S. :Managerial Economics, Tata Mc Graw Hill.
2. Mithani D.M.: Managerial Economics, Theory & Application, Himalaya Publications.
3. Varshney and Maheshwari K.L.: Managerial Economics, Sultan Chand & Sons
4. Mehatha P.L. : Managerial Economics, Sultan Chand & Sons
5. Malcolm P. Mc. Nair and Richard S. Marian: Problems in Business Economics, Mc. Graw Hill
6. Neminers Erwin Esser: Managerial Economics, Text and Cass John Wiley & Sons, New York.
7. Mote V.L.. Samuel Paul Gupta: Managerial Economics Concepts & Cases Tata Mc. Graw Hill.
8. Joel Dean: Managerial Economics, Prentice Hall, New Delhi.

PAPER - IV: MARKETING MANAGEMENT

UNIT-I

Concepts of Marketing - Company orientations towards market place - Adoption of marketing – concept to marketing management - Building customer satisfaction value and retention - Analyzing micro and macro marketing environment - An overview of Indian Marketing environment-Marketing Mix, Concept and components.

UNIT - II

Marketing Planning- Steps and Contents-Marketing control process - Annual plan control-profitability control - Efficiency control - Strategic control - Marketing segmentation, Targeting and Positioning - Dealing with competition; identifying and analyzing competitors - designing competitive strategies.

UNIT III

Marketing Information System: Concept and components-Designing Marketing Information System - Marketing Research - Role and Scope - steps involved in marketing research - Marketing research agencies in India. Consumer Behaviour - Factors influencing consumer behavior - buying decision process.

UNIT IV

Product concept - Classification, levels and hierarchy - product line decisions- product life cycle and marketing strategies - New product development process - Brand decisions - Brand equity - Packaging and labeling. Price - Factors influencing on pricing decisions - setting the price - Adapting the price - initiating and responding to price changes.

UNIT - V

Advertising: Objectives - Advertising copy - media decisions - Advertising Budget - Evaluation of advertising effectiveness. Sales Promotion: Objectives - Methods, Personal selling - An overview of sales force management decisions. Direct Marketing: Benefits - major channels for direct marketing. Online marketing - conducting online marketing - promise and challenges of online marketing. Place decisions - Channels of distribution - Channel designing - channel management decisions - Channel conflict, cooperation and competition, marketing logistics - Objectives - Marketing logistics decisions.

SUGGESTED READINGS:

1. Philip Kotler, Marketing Management (Millennium Edition-2000) Prentice Hall of India Pvt. Ltd.. New Delhi.
2. V.S. Rama Swamy&S. Nama Kumari, Marketing Management-Planning, Implementation and Control - The Indian Context, Mc. Millan India Ltd.,
3. William D. Pecrault JR & E Jerome Me Carthy: Basic Marketing - A Global Managerial Approach Mc.Graw Hill Co. Incl. 1999.
4. Philip Kotler, Principles of Marketing, Prentice Hall of India.
5. J. William Stanton & Furteet, Fundamentals of Marketing-Mc. Graw Hill Inc,
6. R..S. Davar, Modern Marketing Management - Progressive Corporation, Bombay.
7. GandhiJ.C. Marketing-A Managerial Approach-Tata Mc. Graw Hill.
8. G.C. Bert, Marketing Research, Tata Mc.Graw Hill Publishers, New Delhi – 2000.
9. Rajan Saxena: Marketing Management-Tata Mc. Graw Hill Publication.10 Biplab S. Bose: Handbook Marketing Management. Himalaya Publishing House.
10. Prof. M.K. Ramgopal and Dr. S.L. Gupta: Cases and simulations in Marketing Management- Galgotia Publishing Company.
11. Rajagopal: Marketing Concepts and cases - New Age International Publishers. New Delhi.
12. Srinivasan, Case studies in Marketing – The Indian Context Prentice Hall of India.

PAPER - V: ACCOUNTING FOR MANAGERS

UNIT-I

Accounting theory. Definition, need, scope, functions and limitations of Accounting-Inter relationship among various branches of Accounting- Financial Accounting: nature and functions - Accounting concepts and conventions relevant to preparation of financial statements Accounting standards - Accounting cycle – preparation of Final Accounts (Problems)

UNIT-II

Analysis of financial statements. Meaning - need - analysis and interpretation - Techniques of analysis - Comparative statements - Common size statements -Ratio analysis (Problems)

UNIT-III

Funds flow and cash flow Analysis: Meaning and Importance of funds flow and cash flow statements – distinction between funds flow and cash flow statements – Managerial uses and preparation of funds flow statements and cash flow statements (Problems)

UNIT-IV

Cost Analysis for decision making: Elements and classification of costs - Managerial uses of cost accounting -Marginal Costing & CVP analysis meaning and objectives – Marginal costing and managerial decision making - selection of product mix -make or buy decisions - Profit planning-Alternative methods of production (Problems)

UNIT-V

Standard costing and budgetary control: Standard costing - Meaning, advantages limitation of standard costing - Variance Analysis - Material, labour, overhead, sales variances(theory only) Budgetary Control, Meaning of Budget, Budgeting and Budgetary control – process types of budget (theory)

SUGGESTED READINGS:

1. R.L. Gupta & Radha Swamy: Advanced Accounting, Sultan Chand & Sons.
2. S.P. Jain & K.L. Narang: Accounting: Kalyani Publications.
3. R.K. Sharma Shashi K. Gupta: Management Accounting, Kalyani Publications.
4. Meigs and Johnson: Intermediate Accounting, Mc. Graw Hill.
5. S .P. Jain & K.L. Narang: Costing Accounting: Kalyani Publications.
6. P.C.Tulsian-Accounting-Mc.GrawHill.

PAPER - VI: QUANTITATIVE TECHNIQUES

UNIT – I

Quantitative Techniques and Business Forecasting : Meaning and Classification of Quantitative Techniques, Statistical Techniques, Programming Techniques, Role of Quantitative Techniques in Management decision making – Techniques of Business Forecasting, Correlation and Regression analysis with two variables.

UNIT –II

Probability and Probability Distributions: Basic Concepts of probability, Additive and Multiplicative laws – Bayer's Decision Rule, Binomial, Poisson and Normal Distributions.

UNIT-III

Sampling theory: Concept of Sampling – Reasons for sampling – Types of samples – Estimation – Hypothesis testing Type I and type II errors – Tests concerning attributes- Number of successes. Proportion, Difference between two proportions, Chi- square test. Large Sample Tests: Mean test, Difference between two means, Difference between two standard deviations. Small Sample Tests: Mean test, Difference between the means of two independent samples, difference between the means of two dependent samples or paired observations.

UNIT-IV

Decision theory - Anatomy of Decision theory, Decision models. Deterministic decision models, Probabilistic Decision Model: Maximum likelihood rule. Expected pay off criterion, Marginal analysis – Competitive decision models: Maximin, Maximax, Minimax, Savage, Hurwicz. Laplace decision models – Game Theory: Two person – Zero – Sum – Game. Saddle point, Value of game, Dominating Strategy, Mixed Strategy.

UNIT – V

Linear programming: Formulation of linear programming – problem, characteristics of Linear programming Problem, Solution by Graphic Method, Simplex Method -Dual of Linear Programming Problem.

SUGGESTED READINGS:

1. N .D. Vohra: Quantitative Techniques in Management, Tata Mc.Graw Hill House.
2. C .R. Kothari, Quantitative Techniques (Vikas)
3. Richard Levin: Statistical methods , Prentice Hall.
4. S .P. Gupta: Statistical Methods, Sultan Chand Publications
5. Srivastava: Shenoy, and Sharma, Quantitative Techniques of Managerial Decisions. New Age Publications,
6. Anand Sharma: Quantitative Techniques (Himalaya Publications)
7. Shancy, Srivastava and Sharma :Operaiton Research for Management (New Age)

PAPER - VII: DATA BASE MANAGEMENT SYSTEMS

UNIT-I

Introduction to databases - information - Application development without databases - Advantages - Concepts and history of DBMS - Commercial databases. - Databases design - feasibility study- Designing. Designing systems - class diagrams – data types - elements

UNIT-II

Data normalization – introduction-sample data base – first – second – third Normal forms - Beyond third normal form - Data rules and integrity - Effects of business rules – converting class diagrams to normalized tables - data dictionary.

UNIT-III

Queries and sub queries - Data queries - Basics - computations - group by - multiple tables - sub queries -joins - SQL- testing queries.

UNIT IV

Applications - Forms and reports - Effective design - Layout - creation of forms - manipulation of graphical objects - reports - calculations and data manipulations – procedural languages - Data on forms - using programs to retrieve and save data in the databases - Handling error.

UNIT-V

Applications Development - Introduction - Power of applications - Structure of application; - user interface features - Transactions - customer reports - Database applications in Microsoft Access and Visual Basic - Sample database projects.

SUGGESTED READINGS:

1. Gerald V. Post: Data base Management System - Designing and Building Business Applications, Tata Mc Graw Hill
2. Mc. Fadden, Database Management Systems, Additions Wisely
3. Peter: Databases, Tata Mc.Graw Hill Ltd
4. Hansen and Hansen, database Management Systems, PHI.

M.B.A. II SEMESTER

PAER-I STRATEGIC MANAGEMENT

UNIT-I

Strategic management: Concepts - Characteristics-Dimensions - Process-Nature of Strategic Decision making - Approaches to Strategic Decision making.

UNIT-II

Corporate Capability Analysis - Significance - Corporate Capability Approach - Process - Assessment of Internal Capabilities - Preparing Capabilities Profile - Techniques of Corporate Appraisal - Core Competence Analysis core competence and stage of Development - Significance and Limitations of core competence.

UNIT III

Mission and Purpose - Business: Definition- Objectives and Goals - Strategic Alternatives - Grand strategies - Modernization strategies - Diversification and integration strategies - Merger, Takeover, and joint venture- strategic Turnaround-Disinvestments and Liquidation strategies Combination - strategies - Strategic Choice Process - Corporate Portfolio Analysis - industry. Computer and SWOT Analysis.

UNIT-IV

Interrelationship between Formulation and Implementation - issues - project Implementation - Procedural Implementation - Resource Allocation - structural Implementation - Consideration - Structures organisational Design and Change - Organisational Systems - Behavioral Implementation - Leadership - Corporate Culture.

UNIT-V

Strategic Control – Operational Control – Techniques of Strategic Evaluation and Control - Role of Organizational Systems in Evaluation.

SUGGESTED READINGS:

1. Azharkazmt. Business Policy, Tata Mc Graw Hill
2. Srivastava: Management Policy and Strategic Management, Himalaya Publishing House
3. Jhon A, Pearce & Richard B Robinson: Strategic Management, AITBS Publication
4. Porter M: Competitive Strategy Techniques for Analyzing industries and competitors. The free Press, New York
5. Subba Rao P. Business Policy and Strategic Management, Himalaya Publication.
6. Thompson and Strickland; Strategic Management, - concepts and cases Tata Mc. Graw Hill.
7. Pacal Ghemawat: Strategy and the Business landscape Addison Weley.

PAPER -II HUMAN RESOURCE MANAGEMENT

UNIT-I

Human Resource Management Meaning - Definition-Nature importance and Objectives of HRM - Human Resource Function. Role and responsibility of Human Resource Managers - Human Resource Management Vs. Personnel Management Human Resource Managers - HRM Model - HRM - environment in India - Emerging Problems and prospects.

UNIT-II

Human Resource Planning & Development: Human Resource Planning - Concept and process HR Demand and Supply - Forecasting Methods - Job analysis - Job description – Job specification-Job evaluation-HR-action areas: recruitment- selection-induction placement - transfer - promotion.

Human Resource Development: Training - Definition - need - objectives - training methods Evaluation of training programmes - Management Development - HRM and Management Development - Human Resource Development - Human Resource Development strategies - career planning and Development - Performance appraisal: need - methods – Motivational aspects of HRD - Counseling and monitoring.

UNIT-III

Management of Industrial Relations: Industrial relations, Concepts - Importance - Impact of industrial relation - Evolution of Industrial Relation Systems - Employee discipline - Suspension, Dismissal and Retrenchment-Employee Grievance Handling-Industrial Conflicts – Prevention and settlement of industrial disputes - collective bargaining: concept and importance – Trade Unions in India.

Industrial Democracy - Workers participation in Management - An overview of labour legislation in India.

UNIT-IV

International and Strategic HRM: Internal HRM -Approaches and problems — Impact of Globalisation on HRM function- Comparative HRD: International experience. International HR research and its problems, concepts - Importance of HR strategy - Strategic HR planning - Role of HR Managers - Future of Strategic HR.

UNIT-V

Human Resource Information System: Definition - Basic guidelines - HRI at micro and macro level - approaches to HRI - HR Accounting: Need –objectives- Methods of valuation - present practices- HR Audit: Need - objectives - areas of Human Resource Audit - Benefits accruing from HR audit.

HR research - Meaning - Importance - Characteristics - Methods.

SUGGESTED READINGS:

1. De Cenzo &Robbins: Personnel/Human Resource Management 3rd (PHI)
2. Mckenna & Beach: The Essence of Human Resource Management (PHI)
3. Berdwell/Holden: Human Resource Management A Contemporary Perspective (Mc. Millan).

PAPER - III FINANCIAL MANAGEMENT

UNIT-I

Introduction - Concept, Scope and Functions of Financial Management - Profit Maximization Vs. Wealth Maximization - Financial Planning: Concept, types and estimation of financial requirements - Capitalization. Concepts and theories - over capitalization - Under capitalization - causes and remedial measures.

UNIT-II

Investment Decision-Nature of capital budgeting decision - Investment evaluation criteria.- Traditional Vs. Discounted cash flow techniques – Risk analysis in capital budgeting: Measurement of Risk and return - Risk evaluation approaches - Probability distribution approaches – Sensitivity and Decisions Tree Approach (Problems)

UNIT-III

Financing Decision-Concept of capital structure - Capital structure determinants – Source of financing - Cost of capital - Theories of capital structure. NI, NOI, Traditional and MM approach - Operating and Financial leverage - EBIT and EPS analysis (Problems and cases)

UNIT-IV

Dividend Decisions - Types of dividend - dividend Vs. Profit Retention Decision – Dividend policies - Factors influencing dividend policy-dividend theories: Relevance and Irrelevance of dividends - Walter and Gordon's models - MM approach (Problems and cases)

UNIT-V

Working Capital Decision - Concepts - Components of working capital -operating cycle - working capital determinants - forecasting working capital requirements (Problems and cases) Management of Inventory, Receivable and Cash - Financing Current assets (theory only)

SUGGESTED READINGS:

1. Kames C. Vanhorn: Financial Management and Policy (PHI)
2. I.M. Pandey: Financial Management (Vikas)
3. Prasanna Chandra: Fundamentals of Financial Management (TMH)
4. Khan and P.K.. Jain: Financial Management Text and Problems (TMH)
5. S N Maheshwari. Financial Management : Principles and Practice, Sultans Chand.
6. Jhon J. Hampton: Financial Decision Making (PHI)
7. Lawrence L. Gilma: Principle of Management Finance, Addis Werly.

PAPER - IV: MANAGERIAL COMMUNICATION

UNIT-I

Communication in organizations: Definition - communication and organisation communication - communication models - communication process - types - principles - components and contributory factors - Role of managers in business communication - Alternative Perspectives on organisational communication-Role of Technology in contemporary communication process.

UNIT-II

Communication Skills - public speaking - counseling, listening - interview - Basic principles of journalism - Group communication - Group Structures - communication network – pattern of status and power - Developing and sustaining effective work group - Group discussion - Seminars - Symposia - paper presentation - Reporting - Basic principles for creating business letters - Agenda - Minutes - Memo - Reports.

UNIT-III

Organisational communication- Internal and External communication - structure issues that effect communication - communication within basic organisation structure - Advantages and Disadvantages of informal structure - The grapevine communication to employees and trade Unions - communication to share holders and investing public - communications and Ethical actions in organizations.

UNIT-IV

Communications for organisational effectiveness: Sources and Effects of Conflict: Laden communication - Approaches to managing conflict. Organisation design and conflict management - communication and Role conflict - Efficiency of organisational structure to reduce destructive effects or role conflict (case analysis)

UNIT-V

Communications with government and Public Relations: Correspondence with various agencies - Government departments for establishing and managing industries/business enterprises - Representing to the Government on policy implications affecting the management of business and Industry - Basic principles of public relations - Interaction with several public – corporate image - Factors governing corporate image- Building and maintaining corporate image.

SUGGESTED READINGS:

1. Dalmer Fisher, Communications in Organisations, Jaico Publications.
2. Desiker, Pettit & Flatley: Lesikar's Basic Business Communications (TMH)
3. Jessmand Dows & William Ird: Functional Business Communication
4. Dhappan and reed. Business Communications.
5. Boland Drown: Written Communication Facts & Ideas in Business
6. N.H. Artherya: Written Communications and Results.
7. Denna Murphy: Communication in Business and Industry
8. Kaul: Business Communication
9. Kaul: Effective Business Communication.

Paper -V: BUSINESS RESEARCH METHODOLOGY

UNIT-I

Nature and scope of Business Research-Objectives, types and characteristics of business research - scientific research - importance of business research - Applications of business research - steps involved in research process - Ethics in business research.

UNIT-II

Formulation of business research problem- Selecting and solving the problem. Research Design: Meaning - Purpose - Research design decisions - research designs for exploratory, descriptive and experimental studies.

UNIT-III

Collection of primary data - Interview, Questionnaire and Schedules - Designing questionnaire - Collection of secondary data - sources of secondary data for business research.

UNIT-IV

Data processing and Analysis: Validity and Reliability. Data Processing - Editing, Coding and Tabulation - Computer processing.

Analysis of Quantitative, time series, cluster, factor discriminant and contact analysis- Analysis of Qualitative data: Scaling techniques - Bases for scale - classification-important scaling techniques.

UNIT-V

Interpretation and Report Writing: Inferences and generalizations - Significance of business research reports - format of Research Report Steps in preparing Business research report - precautions in writing business research report - characteristics of good research report.

SUGGESTED READINGS:

1. C.R-Kothari: Research Methodology Methods &Techniques, Wishwa Prashan, New Delhi.
2. Wilkinson & Bhandarkar: Methodology and techniques of Social Science Research; Himalaya Publishing House.
3. G.D.Beri: Marketing Research-Tata Mc Graw Hill Publishing Company. Ltd.
4. Ferber R and Verdoom F.H.: Research Methods in Economics and Business
5. Nammers B.E. & Mysers J.H. Business Statistics, F.J. Prentice Hall
6. Spegal M.R. An Introduction to Management for Business Analysis, Mc. Graw Hill
7. Michael V.P. Research Methodology in Management, Himalaya Publishing House.

PAPER-VI OPERATIONS RESEARCH:

UNIT-1

An overview of Operations Research: Meaning and significance of Operations Research - Phases of Operations Research study - Methodology of Operations Research- Classifications of problems in Operations Research - Optimization techniques - Criteria of optimization, for single variable, pricing production level with several variables – optimization - The Lagrange Methods of Constrained optimization.

UNIT-II

Transportation and Assignment Problems: Transportation Models Problem Statement. Loops in Transportation Table, Vogel's Approximation Method (VAM), Modified Distribution (MODI) Method. Assignment problems, Presentation of Assignment Problem, Simplex Problems, Complete Enumeration Method, Hungarian Assignment Method (HAM) Unbalanced Assignment Problem - Maximization case.

UNIT-III

Queuing Theory: Queuing examples, General structure of a Queuing system - Arrival Process, Service system, queue structure - Operating Characteristics of Queuing systems, Deterministic queuing model. Probabilistic queuing models. Poisson-Exponential- Single server finite population model Poisson exponential. Multiple server - Infinite population model - Cost analysis.

UNIT-IV

Sequential Decision: Dynamic programming and the principles of optimality - salient features of Dynamic programming - Approach - Applications of dynamic programming to different situations. Traveling salesman's problems pricing problems, Production scheduling and Inventory problem, Allocation problem - Dynamic programming under uncertainty

UNIT-V

Simulations of Management Systems: Meaning and process of simulation, Monte Carlo simulation random number generation, waiting line simulation model, inventory simulation model, Advantages and limitations of simulations.

SUGGESTED READINGS:

1. G.V.Shenoy O.K. Srivastava and S.C.Sharma: Operations research for Management, New Age Publications
2. C.R.Kothari, Introduction to Operation Research ,Vikas Publications

Paper -VII : INTERNET APPLICATIONS

UNIT-I

E-mail and Internet - Fundamentals of electronic mail - Users Password - Messengers - Mailer features - inner working - management - MIME types - browsers - Web page installation - HTML fundamentals - Internet - working congestion - culture.

UNIT-II

Word Wide web: Definition - Web details - Writing styles - presentation-registering - Searching the WWW - Working of Search engine - Telnet and FTP

UNIT-III

HTML - Introduction - Style types - acadus and footers - lists and tables - Frames - Scripts - Dynamic documents - HTML tools - web graphics.

UNIT – IV

E-mail Applications New groups - Mailing lists - Chat rooms MUDS -Electronic Publishing - Web Programming Material

UNIT-V

Multimedia - Introduction - Audio - Video - Virtual Reality - Multimedia and HTML documents - privacy and security HTML tags.

SUGGESTED READINGS:

1. B. Greenlan and e. Hepp, Fundamentals of the Internet and WWW(TMh)
2. HTML Black Book (EDS)
3. HTML Complete reference (TMH)
4. 6. in 2 (PHI-2000)
5. Turban/ Rine / pattle. Introduction Technology (WSE)
6. Allan Atah & Chrishpher L Tucci: Internet Busines Models and Strategies Mc. Graw Hill Ltd.

M.B.A- III SEMESTER

PAPER -1: ORGANISATIONAL BEHAVIOUR;

UNIT-I

Organisational Behaviour - Concept - Importance - Approaches - Cognitive Approach - Reinforcement - Approach - Psycho - analytic approach - Factors influencing Organisational Behaviour.

UNIT-II

Individual - Nature of Man - Models of Man-Personality Stages of development of Personality - Determinants of Perception - Factors influencing perception - Learning - Theories of Learning - Attitudes - Formation of Attitudes –

UNIT-III

Group Dynamics - Reasons for the formation of Groups - Types of Groups - Group Decision making - Group cohesiveness - Dissonance - Small Group Behaviour – Organisational Conflicts - Types of Conflicts - Strategies for resolution of Conflicts.

UNIT-IV

Organisational Communication-Hindrances in achieving effective communication: Theories of Leadership behaviour - situational theories of Leadership - Motivation - Theories of Motivation- Maslows, Hetzberg, vroom. Porter and lowter and Theories of X, Y and Z.

UNIT-V

Organizational Change - Resistance to change - Introducing change in large organizations - Organisational stress - Factors contributing to stress - Coping strategies - Stress and performance.

SUGGESTED READINGS:

1. Gordon. J. R. diagnostic Approach to Organisational Behaviour: Allyn and Bacon: New York, 1987.
2. LORBCH.J.W. (Fd): Handbook of Organisation: Behaviour: Englewood Cliffs; Prentice Hall.
3. HARRISON .M.L. diagnosing Organisations: Methods, Models and Processes: Sage publishers. New Delhi, 1987,
4. FORD .R.C. : Organisation Theory - An Integrative Approach :Harper&Row Publishers: New York, 1988.
5. ROBBINS.S.J. essentials of Organisation Behaviour: Text N.D.
6. PARLEK.U: Organisational Behaviour - Performance and Productivity: Randam House: New York, 1988
7. MINER .U: Organisational Behaviour - Performance and Productivity: Random House: New York: 1988.
8. FRED LUTENNS: Organisational Behaviour, Mc. Grow Hill Inc. N.Y.
9. ROBBINS P.STEPHENS: Organisational Behaviour, Concepts, Controversies and Applications, Prentice Hall of India, N.D. 1985.
10. JACKSON, P. JOHN H &MORGAN, CRYILL P. Organisation Theory, A Macro perspective for Management, Prentice Hall
11. Paul Hersey & Ken Blanchard: Management of Organisational Behaviour.- Utilising Human Resources; Prentice Hall of India; New Delhi, 1985
12. Drucker. Peter. F: Managing in Turbulent Times, Pan Books Ltd. London, 1980

PAPER - II: ENTREPRENEURSHIP DEVELOPMENT

UNIT-I

Entrepreneurship - Definitions and Concept - Entrepreneurship in a Developing Economy - Entrepreneurial Values and Attitudes.

UNIT-II

Entrepreneurial Motivation - Process - Motivating Factors - Classification of Entrepreneurs - Economic Barriers to Entrepreneurship - Non - Economic Barriers.

UNIT-III

Concept of project - Types - Characteristics - Project Phases - Project Life cycle - Project family tree - Feasibility Analysis and Detailed Project Report.

UNIT-IV

Technical Analysis - Manufacturing process and technology - Product Mix-Plant capacity – Location and site - Machinery and equipment - Project charts and layouts - Work schedule.

UNIT-V

Project environment - Financial problems - Administrative problems - Marketing problems - Production problems - Problems related to Technology - Power shortage – Unionisation Cost over - runs and time over - runs.

SUGGESTED READINGS:

1. Satish Tanja & S.L. Gupta: Entrepreneur Development, Galgotia Publishing
2. Prasanna Chandra: Project-Analysis & Implementation, TMH
3. P. Keshava Rao- Project Management, Sultan Chand.

PAPER - III: OPERATIONS MANAGEMENT

UNIT-I

Meaning of Operations Management - Scope - Role of Operations Management in the total management system. Interface between the operations systems and the systems of other functional areas.

UNIT-II

Production Planning and Control : Basic functions of production planning and control. Production cycle - Characteristics of process technologies - Project, job, shop between product life cycle and process life cycle.

UNIT-III

Plant layout: Lay out facilities - Factors influencing the plant location - economic, sociological lay out for the process and product system - Group and Static product lay out – Plant capacity and line balancing.

UNIT IV

Quality Control: Standards and specifications, quality assurance and quality circles – Statistical Quality control - Control charts for average, range, fraction defective and number of defects.

UNIT-V

Work Study: Need and techniques of work study - Method study - Identifying the most appropriate method - Work measurement - Its uses and different methods. Computation of allowance and allowed time.

SUGGESTED READINGS:

1. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
2. Everett E Adam & Ronald J. Ebert: Productions and Operations Management, Prentice-Hall 1994
3. Levin, Mc Laughlin, Lamona and Ktlas; Production Operations Management, Tata Mc. Graw Hill, New Delhi, 1974
4. I.L.O., Introduction to work study; Geneva, 1966
5. Norman., Gaither; Production and Operations Management, The Dryden Press

PAPER-IV INTERNATIONAL BUSINESS

UNIT-I

International Business Environment - An Overview - Process - Classification – Transaction Mode. International Economic Tendencies – Liberalisation - Privatisation - Marketization - Globalisation.

UNIT-II

International Economic System - International Agencies and Agreements – International Economic Reforms - International Economic Problems and Prospects.

UNIT-III

International Economic Institutions - GATT - WTO- UNCTAD- IMF-ILO.

UNIT-IV

Multinational Corporations - Determinants of FDI - Alternative Models of Foreign Direct Investment.

UNIT- VI

International Business Management-International Marketing Strategy-International Personnel Strategy-International Financial Management Strategy.

SUGGESTED READINGS:

1. M. Adhikary - Global Business Management, Macmillan
2. P. Subba Rao – International Business, Himalaya Publishing House.

Elective: MARKETING MANAGEMENT
Group-A: CONSUMER BEHAVIOUR

UNIT-I

Consumer Behaviour: A Conceptual overview-Types of consumers-consumer Behaviour: An Inter disciplinary analysis - Application of Consumer behaviour in designing marketing Strategies - problems in studying consumer Behaviour.

UNIT-II

Socio-cultural Influences on Consumer Behaviour; Family influences- Reference Groups - Opinion leadership - Social class-Cultural and sub-cultural influences.

UNIT-III

Psychological foundations of consumer behaviour: Motivation-Learning- perception- Attitude formation and change- Information processing-personality and life style.

UNIT-IV

Consumer Decision making - steps involved in consumer decision making process – Diffusion of innovations - Consumer decision making models: Howard Sheth Model - EKB Model.

UNIT-V

Organisational Buyer Behaviour-Influences on Organisational Buyer Behaviour- Buy situations Sheth Model of Industrial Buyer Behaviour.

SUGGESTED READINGS

1. SCHIFFMAN, LEON. G and KANNUK, LESLIE LAZAR –Consumer Behaviour Prentice Hall of India Pvt. Ltd., New Delhi.
2. DAVID L. LOUDON &ALBERT J. DELLA BITTA - Consumer Behaviour Mc. Graw Hill Inc. New York.
3. DOYER, MACINNIS: Consumer Behaviour: All India Publishers & Distributions, Chennai, 1999
4. SUJA R. NAIR - Consumer Behaviour in Indian Perspectives – Himalaya Publishing House, Mumbai.
5. CHUNAWALLA.S.A. -Commentary an consumer behaviour-Himalaya Publishing House, Mumbai, 2000.
6. MATIN KHAN - Consumer Behaviour, New Age International Publishers, New Delhi,2001

Elective: MARKETING MANAGEMENT
Group-A Paper-VI : ADVERTISING AND SALES PROMOTION

UNIT-I

Advertising: Nature - Scope - Importance - Role of advertising in economic development - Social, Cultural, and ethical dimensions of advertising - Recent trends advertising – advertising Objectives - DAGMR Approach. Organising Advertising - Department: Functions of Advertising Department and Advertising Manager.

UNIT-II

Advertisement copy - Meaning - Components – Types, Essentials of good advertising copy - Advertisement copy for Print media. Radio, T.V. and Outdoor Media layout of Advertising copies - Creativity in Advertising. Advertising Agencies - Functions - Need - Selecting and compensating advertising agencies - Advertising agencies in India- An overview.

UNIT-III

Media alternatives - Media Selection - Media Planning, Scheduling decisions - Media mix decisions - An overview of media scenario in India : Print Media - Broad Cast, TV and Internet Media.

UNIT-IV

Advertising Budgets - Planning for advertising budgets - Methods of determining size of advertising budget. Measuring Effectiveness of advertising: Need-Problems - Tools and techniques for measuring communication effectiveness and sales effectiveness of advertising

UNIT-V

Sales Promotion: Meaning - Objectives - Techniques of sales promotion at consumer level, trade level and sales force level - Essentials of good sales promotion - Planning Sales promotion - Evaluating Effectiveness of sale promotion.

SUGGESTED READINGS

1. David.A., Aker & John G. Hyer :Advertising Management, Prentice Hall of India.
2. Mahendra Mohan: Advertising Management - Concepts and Cases - Tata Mc. Graw Hill.
3. Pran Choudhary & Elliot. R &ALAN TOOP:Successful Sales Promotion - Orient Longman, New Delhi, 1992
4. Rossiter Jr. and Percy, L : Advertising and Promotion Management Mc. Graw Hill Insitt. New York.
5. Chunawala S. A. and K.C. Sethia : Foundation of Advertging - Theory and Practice, Himalaya
6. Rohaor: Advertising Management-Himalaya Publishing House, Mumbai
7. William F. Arens : Contemporary Advertising - Irwin – Mc. Graw Hill 1999
8. Neeraj Kumar : Marketing Communications - Theory and Practice, Himalaya PublishingHouse.Mumbai, 1998.
9. Frank Jefkins: Advertising Macmillan, India Ltd. Delhi

Elective: MARKETING MANAGEMENT
Group-A Paper-VII: SALES AND DISTRIBUTION MANAGEMENT

UNIT-I

Personal selling: concepts of Personal selling, Salesmanship and sales management-Theories of Selling - Salesmanship qualities - Steps in selling process - Temporary issues in sales management: Direct Marketing, Tale Marketing and E-commerce (An overview)

UNIT-II

Sales Management - Nature and Scope - Sales Organisation - Sales Department Relations with other Departments - Sales Forecasting controlling sales efforts: Sales Budgets, Quotas and Territories.

UNIT-III

Sales Force Management Decisions - Recruitment, Selection Training, Motivating, Compensating and Controlling of Sales Force.

UNIT-IV

Managing Channels of Distribution: Selecting Channels of distribution - Channel Policies - Motivating Channel Member - Channel dynamics - Channel cooperation. Conflict and Competition.

UNIT-IV

Management of logistics - Key logistic activities: Order processing, Warehousing, Inventory, Transportation and storage - Developing, logistics strategies - Supply Chain Management - An overview.

SUGGESTED READINGS

1. RICHARD R. STILL, EDWARD W. CUNDIFF, NORMAN A.P. GOVARI – Sales Management, Decisions, Strategies and Cases.
2. FUTRELL-Fundamentals of Selling, Mc. Graw Hill, Inc.
3. P.K. SAHU, K.C. PANT - Salesmanship and Sales Management, - Vikas Publishing House Pvt. Ltd., New Delhi.
4. VASWAR DAS GUPTA - Sales Management in the Indian Perspective - Prentice Hall of India Ltd., New Delhi.
5. DONALD J. POWERS OX AND DAVID J. CLOSS - Logistic Management Tata Mc. Graw Hill Publishing Company Ltd., New Delhi.
6. LOUIS W. STERNY – Marketing Channels. ADEII.EL – ANSARY – Prentice Hall of India, New Delhi.

Elective: FINANCIAL MANAGEMENT
Group-B Paper-V: SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT:

UNIT-I

Nature and Types of Investments: Investment Nature, Objectives, Process, Types and Media - Investment and Speculation Securities: Nature, Type and Characteristics - Securities Markets - Primary and Secondary Market - Stock Exchange -BSE- NSE - OTCEI – Organisation and Regulation.

UNIT-II

Securities Analysis: Objectives of Securities Analysis Fundamental Analysis - Economy, Industry and Company Analysis - Technical Analysis - Dow Theory - Oscillators. Elliot Wave Theory - Efficient Market Theory (Theory)

UNIT-III

Valuation of Securities; Valuation of Equity Shares and Preference Shares – Valuation of Debt Securities – Interest rate risk – default and purchase power risk – Firms Structure of Shares (Problems and Cases)

UNIT-IV

Portfolio Theory: Traditional Theory of Portfolio Management - Arbitrage Pricing theory - Modern theory of Portfolio Management - Morkowitz Risk Return Optimisation - CAPM - Sharpe Portfolio Optimisation - Portfolio Selection - Diversification - Efficient Frontier - Capital Market line (Problems & Cases)

UNIT-V

Portfolio Performance Evaluation- Concept - Objectives - Sharpe's - Treynon and Jensen's Portfolio Performance measures - Portfolio revision - Formula plans (Problems and cases)

SUGGESTED READINGS:

1. Fisher and Jordan: Securities Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
2. Sharpe. Alexander and Bailey: Investments, Edition, Prentice Hall, India, New Delhi.
3. Frederick Amiting: Investment, Prentice Hall, India, New Delhi.
4. Graham & Dadd: Securities Analysis and Portfolio Management, Mc. Graw Hill Co. New Delhi.
5. Preeti Singh, Investment Management, Himalaya Pub. Co. Bombay.
6. V.K. Balla: Investment Management, Sultan Chand & Co. New Delhi.
7. V.A. Avadhani: Securities Analysis and Portfolio Management, Himalaya Publishing House, Bombay.

Elective: FINANCIAL MANAGEMENT
Group – B Paper –VI: FINANCIAL SERVICES MANAGEMENT:

UNIT-I

Indian Financial System – Organised and unorganized Capital and Money markets – Players and types of Financial Services – Fund Based and Fee Based Financial Services – NBFCs (Non-Banking Financial Companies) and their services – Role of financial services in growth & Development of Indian Economy.

UNIT-II

Merchant Banking – Nature, Scope: Issue Management Functions of Merchant Banker- SEBI and Merchant Banking in India- Leasing Concept – Types – Lease Vs. Borrowing.

UNIT-III

Mutual Funds – Concept – Types of funds, advantages SEBI and Regulation of Mutual funds – Evaluation of performance of Mutual Funds.

UNIT-IV

Venture Capital – Nature and scope – Regulatory Framework – Venture Capital Investment Process – Evaluation Criteria – Limitations – Problems of Venture Capital Funds in India – Factoring concept – forms – Hire purchase – Consumer finance, commercial paper – Concept – Features and implications (Cases)

UNIT-V

Credit Rating – Concept of Credit Rating – Types of credit rating – Credit rating and their Methodologies – Emerging avenues of Rating Services & Credit rating Agencies in India.

SUGGESTED READINGS:

1. M.Y. KHAN: Financial Services, TATA Mc. Graw Hill Publishers, New Delhi.
2. V.A. AVADHANI: Marketing of Financial Services, Himalaya Publishing House, Mumbai.
3. Deodhar and Abhyankar: Indian Financial System, Himalaya Publishing House, Mumbai.
4. Machi Raju: Indian Financial System: Vikas Publishing House, New Delhi.

Elective : FINANCIAL MANAGEMENT
Group–B Paper–VII : STRATEGIC FINANCIAL MANAGEMENT

UNIT-I

Financial policy – Corporate Strategy – Strategic Financial Planning – Raising Long term Finance understanding Debt – Changing Complexion of Regulatory Framework – Public Issue – Rights Issue and Private Placement (Theory only)

UNIT-II

Corporate Valuation – Kery Drives – Capital Structure Planning – EBIT, EPS, ROE, Analysis (Problems) Corporate Financial Models – Growth and External Financing Requirement – Developing Models.

UNIT-III

Corporate Acquisitions -Mergers – Reasons – Mechanics-Cost and Benefits - Exchange Ratio – Book Value V/s. P/E Multiple, EPS (Problems) Evaluating merger as Capital Budgeting Proposals – Terms of Merger – Take overs – Signs of Take overs.

UNIT-IV

Corporate Restructuring – Sales Offs – Change in ownership – Diverstitude – Spin off-split off – Going public – Privatisation – leverage buyouts – Buy back of shares – Alignment of Interest – Corporate Governance.

UNIT-V

Corporate Financial Strategies during inflation – Sickness – Corporate Risk Management – Understanding the firms strategic Exposure.

SUGGESTED READINGS:

1. Coper and Weston: Financial Theory and Corporate Policy.
2. Braley and Myers: The Principles of Corporate Finance. Mc.Graw Hill, N.Y.1993.
3. Prasanna Chandra : Financial Management, Theory and Practice.
4. I.M. Pandey – Financial Management, Vikas Publishers, New Delhi.

Elective : HUMAN RESOURCE MANAGEMENT
Group -C Paper- V: HUMAN RESOURCE PLANNING

UNIT-I

Basics of Human Resource Planning- Human Resources Planning - Concept - Process -Need for human resources planning - Objectives of HRP. Macro level scenario of HRP -Benefit of HRP - Problems and possible solutions of HRP - Methods and Techniques -demand & supply forecasting of Manpower-HRP in India.

UNIT-II

JOB EVALUATION: Job Evaluation - Concepts, Scope Objectives, principles, procedure of job evaluation. Advantages and Limitations of evaluation, Basic Methods of evaluation - Job analysis, Job design, Job description - Job specification, Process and uses of analysis.

UNIT-III

HRP: ACTION AREAS - ISSUES AND EXPERIENCES:

- Recruitment and Selection Induction and orientation placements.
- Performance and Potential appraisal.
- Transfer, promotion and reward policies.
- Training, methods of training - Development organisation development, Management Development.
- Retraining Programming.
- Evaluation of Training effectiveness.

UNIT-IV

Measurement in HRP: Human Resource Information System, meaning and importance, HR Accounting - Need, objectives- Models and Benefits of HRA - Human Resource Audit - Objectives, Benefits, Methods and techniques of HR Audit,& Accounting.

UNIT-V

HR Planning Policies - Its effects: Voluntary retirement schemes - effects of excess manpower, exit policy procedure for voluntary retirement scheme - The challenges in implementary employee exit - Merits and demerits of VRS - The challenges of HR Planning and economic liberalization/Globalisation and Privatisation. - HR Management-Research.

SUGGESTED READINGS:

1. V.P. Michael, Himalaya Publishing House, New Delhi.
2. C.B. Memoria & S.V. Gangkar, H. Pub. House.
3. Flipp Edwin. B.Principles of Management.
4. Donald Rabing – H.R.M.

Elective : HUMAN RESOURCE MANAGEMENT
Group -B Paper -VI: HUMAN RESOURCE DEVELOPMENT

UNIT-I

Concepts of Human Resource Development - Evolution of Human Resource Development - Basic Principles of assumptions- Human Resource Development approach. Human Resource - approach Vs. Traditional Personnel Management approach - Importance of Human Resource Development approach in the changing economic scenario.

UNIT-II

Human Resource Development Strategies and Experiences - Planning for Human Resource Development Programmes - Strategies for Human Resource Development- Integrating Human Resource Development function with other functions. The role of top management - The role of Human Resource Development functionaries and other functionaries - Human Resource Development experiences of some organizations and some countries (America, Japan & U.K.)

UNIT-III

Human Resource Development and Supervision-Line Managers and Human Resource Development - Task analysis - Motivational aspects of Human Resource Development - Developmental supervision - counseling & Monitoring, Career counseling, planning & development.

UNIT-IV

Main Issues in Human Resource Development - Organisational approach - Human Resource Development culture and climate concepts and components - organisational Development Intervention - Kinds of Schemes - Inter - Personnel & Group process interventions – Emerging Trends and perspectives.

UNIT-V

Human Resource Development and Psychological foundation-Basic principles of Behaviour Development - Theories of Learning, Personality, motivation, creativity and human nature. Role of training, retraining programmes, supervisory development, management development (Executive development) organisational development.

SUGGESTED READINGS:

1. Wendell, L. French & Cell H. Bellor Jr. - Organisational Development.
2. Beekchand.R, -Organisational Development Strategies & Model
3. Nair & Rao T.V. - Excellence through Human Resource Development
4. V.P. Michael - Human Resource Management & Human Relations
5. Robbins – Organisational Behaviour.

Group - C
Elective : HUMAN RESOURCE MANAGEMENT
Paper-VIII: INDUSTRIAL RELATIONS MANAGEMENT

UNIT-I

Industrial Relations: Basic concept and Philosophy of industrial relations -Historical background - Evolution and Growth of industrial relations in India - structure and framework of industrial relations - Factors influencing industrial relations in India.

UNIT-II

Industrial Disputes: Meaning causes and consequences - Framework for prevention and settlement of industrial disputes in India.

UNIT-III

Collective bargaining: Meaning - characteristics of collective bargaining - process of collective bargaining - Role of collective bargaining in promotion of industrial peace - problems and issues involved collective bargaining - workers participation .in Management Nature - Objectives - techniques -Recommendations of NCL.

UNIT-IV

Union - Management Relation: Trade unions - Definition - objectives - functions – Historical back ground - problems in management of trade unions in India - Trade Union movement in India - Emerging trends in trade union and management relations.

UNIT-V

Employee Grievances and Discipline: causes for employee grievances - Machinery for redressal of employee grievances - standing orders - Industrial discipline - principles - code of Discipline.

SUGGESTED READINGS:

- 1.C.B. Memoria and Memoria - Dynamic of Industrial Relations in India, Himalaya.
2. R.C. Saxena- Labour Problems and Social Welfare. K.Nath& Co.
3. Yodar Dale – Personnel Management and Industrial Relations, Prentice Hall India.

ELECTIVE SYSTEMS - GROUP D
Paper - V: MANAGEMENT INFORMATION SYSTEM

UNIT-I

MIS - Meaning - Components - Structure of MIS Role of MIS in Management System
Concepts - Open Vs. Closed, Stasis Vs. Dynamic - Information systems.

UNIT-II

MIS for planning and Decision Making: Decision Making -Fundamentals and process D.S.S.-
Expert Systems. Artificial Intelligence for complex decisions.

UNIT-III

Functional Information system: Operational, Tactical and Strategic production information
system Components-Marketing information system components.

UNIT-IV

Functional Information systems: Operational Tactical and Strategic, Accounting and
Financial information system components, Human Resource Information system-
Components.

UNIT-V

Organisation of MIS function – Management of H.R., in information system – Pitfalls in MIS
Development – Risks – Threats and Ethical issues in MIS – MIS security.

SUGGESTED READINGS

1. Post V. Gerald, Anderson. L. Davic, Management Information System: Solving
Business Problems with Information Technology, Tata Mc. Graw Hill, New Delh:
1999.
2. Schulthesis Robert: Summer, Mary, Management Information Systems: The
Managers View: Tata Mc. Graw Hill, New Delhi, 1999
3. Kroenke, David: Management Information System, Mc. Graw Hill Book Company,
New York.
4. Davis. B. Gordeon. Olson, H. Margrethe: Management Information Systems:
Conceptual Foundation, Structure and Development – Mc. Graw Hill Book Company,
New York.
5. Jawadekar, W.S.: Management Information System – Tata Mc. Graw Hill, New
Delhi.
6. Kanter, Jerome: Managing with Information – Prentice Hall of India Pvt. Ltd., New
Delhi.

ELECTIVE SYSTEMS - GROUP D
Paper - VI: RELATIONAL DATA BASE SYSTEMS – ORACLE

UNIT-I

Oracle RDBMS - Defining data types - defining columns and keys, normalizing their design, Minimising redundancy, organisation of data in Oracle, Oracle tools.

UNIT-II

SQL PLUS - SQL Command Summary - Data Types, SQL PLUS extensions – views querying the data base using sub queries-the three relationship - saving SQL PLUS commands;

UNIT-III

SQL FORMS - Application development using SQL FORMS, Organisation of SQL FORMS-function key - screen painter, default form - designing a complete form - trigger and their types - trigger command syntax - use of MACRO - generating a form, running a form, user exits.

UNIT-IV

SQL REPORT WRITER - Types of reports, entering the query, formulating the report calculated fields, group settings, modifying text settings, previewing a report, running a report Oracle Utilizing - EXP, IMP, SQL LOADER, Exporting and importing data base information Loading data from foreign files.

UNIT-V

DATA BASE ADMINISTRATOR-Data base security. Optimizing system performance Data dictionary views. SQL CALC. standard spread sheet activities saving a spread sheet - printing spread sheet.

SUGGESTED READINGS:

1. JAMES PERRY T AND JOSEPH, G. LATEER: Understanding Oracle, BP
2. ABBEY AND COREY: Oracle - A Befinners Guide, Tata Mc. Graw Hill.
3. KOCH & LONEY: Oracle – The Complete Reference, Tata Mc. Graw Hill.

ELECTIVE SYSTEMS – GROUP D

Paper – VII: E-COMMERCE

UNIT-I

E-Commerce – Introduction – B to C – B to B-commerce – E-commerce – Technology – Mechanisms of E-commerce – E-commerce architecture – E-commerce Issues, Problems and Prospects – Legal and Ethical Issues.

UNIT – II

EDI – Technology and development of EDI – Intranets Growth and benefits of Intranets specific applications of Intranets – E-commerce standard.

UNIT-III

Electronic payment system – Banking network – Role of Intermediaries – Post paid payment systems – Instant paid payment systems – prepaid payment systems.

UNIT – IV

Security in E-commerce – Security mechanisms healthy a security policy and strategy – Use of Cryptography – Client based security – Server based security.

UNIT-V

Marketing Strategies on Web design – Attracting visitors to website. Direct Marketing – virtual societies – Banners and campaigning – online shopping, shopping solutions.

REFERENCES:

1. Parg Diwan and Sunil Sarma – E-commerce – A Manager's guide to E-Business – Excel books.
2. Damier Amor – The E-business (R) Evolution – HP Professional books.
3. Ravi Kalakota A.B.Whinstan – Frontier of Electronic Commerce.

M.B.A. IV SEMESTER

PAPER-1: BUSINESS PROCESS RE-ENGINEERING AND QUALITY MANAGEMENT

UNIT-I

Business processes - Rethinking - Business processes Re-engineering - Introduction, Steps in the Re-engineering Process - Phases in re-engineering programme.

UNIT-II

Process redesign - Business process Re-engineering and Information Technology – Hurdles in Business process re-engineering - Implementation - success of Business Process re-engineering.

UNIT-III

Concept of quality management - Managing for quality - Impact of quality management in business and commerce - Quality assurance - Statistical quality control - Total quality management - Recent trends in quality management. Role of bench marking and business process engineering in TQM

UNIT-IV

Continuous improvement and Kaizen - Quality function deployment - Quality circles and Quality improvement teams - Administrative functions of TQM - Quality policy – Quality Manual - Mission Statement.

UNIT-V

Models for achieving TQM - Zero Defects - Six sigma Motorola system - Defect Prevention System - Quality criteria based on Deeming Prize - European Quality award and Malcolm Baldrige Award. Quality systems and Quality certification - ISO 9000 standards – ISO 14000 standards.

SUGGESTED READINGS:

1. The Benchmarking Management Guide - American Productivity and Quality Center, Productivity Press, USA 1993.
2. Beyond TQM-Flood, R.L., John Wiley & Sons, England 1994.
3. The TAM Movement-Helga Drummond, UBSPBD, New Delhi, 1995.
4. Total Quality Management for Engineers - Mohammed Zairi.
5. Re-Engineering the Organization - American Management Association, New York, 1994.
6. Michael Hammer & James Champy : Re-engineering the Corporation.

PAPER - II MANAGEMENT OF CREATIVITY AND INNOVATION

UNIT-I

Creativity Concept - Creative abilities - Determination of Creativity - Collective Creativity, Creativity on a Competitive Resource - Creative process - Convergent and divergent thinking

UNIT-II

The Creative personality - traits congenial to creativity - Blocks to creativity - Strategies for unblocking - The creative intelligence - Fluency - Flexibility - Originality.

UNIT-III

Techniques of creative problem solving - Brain Storming - Attribute listing - check list of questions - Synectics - Creative environment- Stimulent and hostile environments for creativity.

UNIT-IV

Creative Organisations - Design of an innovative organisation - Creative societies – The necessity - The Characteristics - A model of a creative society - Creativity as a core of competitive excellence.

UNIT-V

Management of innovation -Nature of innovation - Technological innovation – Management innovations - Innovative entrepreneurship - Agents of innovation.

SUGGESTED READINGS:

1. Pradip. N. Khandwalla. "The Fourth Eye" Wheeler Publishing, Allahabad, 1992.
2. P.N. Rastopgi, "Managing Creativity for Corporate Excellence", Mc Millan India Ltd., Delhi, 1996.
3. Jonne Ceserani, Peter great wood, "Innovation and Creativity", Crest Publishing House, New Delhi, 2001.
4. Clayton. M., Christensen, Innovation and the General Manager, Irwin. Mc Graw Hill, New Delhi,2000.

Paper-III: BUSINESS LAWS

Unit-I : Meaning Scope and Need for Business Laws – Sources of Business Laws in India – Indian Contract Act – Essentials of Valid Contract – Void and Voidable Contract – Breach of Contract – Discharge.

Sale of Goods Act – (General Scope), Negotiable Instruments Act (Salient Features)

Unit-II : Companies Act: types of Companies Process of Incorporation – meetings and Resolutions – Company Management – Prevention of Oppression and Mismanagement.

Unit-III : MRTP Act: Control of Monopolistic, Restrictive and Unfair Trade Practices – MRTP Commission – IXITR : Registration of RT Agreements – Investigation and Control of RTP – Unfair Trade Practices.

Unit-IV : Copy Rights and Patent Act., FEMA, Consumer Protection Act, Environmental Protection Act.

Unit-V : Sick Industrial Companies Act – Board and Appellate Authority for Industrial & Financial Reconstruction – References Enquiries and Schemes – Potentiality Sick Companies.

Suggested Readings:

1. N.D.Kapoor, Business and Economic Laws, Sultan Chand.
2. Bare Act Concerned Katur & Gulshan – Sultan Chand.
3. Katur & Gulshan – Sultan Chand.
4. Tulsian, P.C. – Business Laws – TMIL, Publishing Company Ltd., New Delhi, 2000.

Paper-IV: SMALL ENTERPRISES MANAGEMENT

Unit-I: Small Industry – its role in Indian Economy – Growth- problems and prospects. Small Industry Policy and Institutional Infrastructure for Small Enterprises – Entrepreneurial Competencies – Institutional Interface.

Unit-II: Opportunities Scanning – Choice of Enterprises – Market Assessment for Small Enterprises – Procedures and Methods in starting Small Enterprises – Vital Division to be made during start-up project Report Preparation.

Unit-III: Determining staffing requirements – selection of personnel – Training and Development – compensation and Integration – Determining Financial Requirements – Sources of Finances - Determining Layout – Production Planning and Control – Marketing – Channel Selection – Sales Force Development and Management.

Unit-IV: Management Performance Assessment and Control – Strategies for Stabilization and Growth – Managing Family Enterprises.

Unit-V: Sickness in Small Enterprises – Symptoms – Causes – Internal & External Preventive Measures – Rehabilitation of Sick Enterprises.

Suggested Readings:

1. Small Business Management Fundamentals, Dan Steinhoff, Mc, Graw Hill, Kogakusha, International Student ED, 1978.
2. Management of a small Scale Industry, Vasant Desai, Himalaya Pub. House, 1982.

Elective: MARKETING MANAGEMENT
Group - A: Paper-V: RURAL MARKETING

UNIT-I

Rural Marketing: Concept and components - Characteristics of Rural Markets: Population - Infrastructure - Demand - Consumption Pattern - Incomes - Consumer Behaviour – Changing Scenario of Rural Marketing in India.

UNIT-II

Problem areas and strategies for Rural Marketing: Transportation - Ware housing - Communications - Channels Management - Sales Force Management.

UNIT-III

Rural retail trade - Structure of retail outlets - Problems - Public Distribution system in Rural areas - Managerial aspects - Policy on Rural PDS - Problems of Rural PDS-An overview of marketing of rural industry products.

UNIT-IV

Agricultural Marketing in India - Characteristics of agricultural products - Importance of agricultural marketing-Defects in agricultural marketing systems - Measures to improve agricultural marketing in India.

UNIT-V

Rural Periodic Markets in India - Location - Functionaries - Nature of merchandise - Management of periodic markets. Regulated markets - Origin and growth - Objectives Functions - Management - Problems - Progress.

SUGGESTED READINGS:

1. GOPALA SWAMY: Rural Marketing - Environment, Problems and Strategies - A.H. Wheeler & Co., 1997.
2. ANJILA SAXENA and OTHERS (Ed.): Rural Marketing- Thrustand Challenges- National Publishing House. Jaipur, 1997.
3. RAJAGOPAL: Rural Marketing - Development Policy; Planning and Practice – Rawat Publications, Jaipur, 1998.
4. NEELAMEGHAM. S.: Marketing in India: Cases & Reading, Vikas Publishing House, New Delhi.
5. RAMASWAMY N.S. and RAMA KUMARI: Marketing Management Planning Implementation and Control- The Indian Context. Mc. Millan India Ltd., New Delhi.
6. JAIN.C: Principles and Practice of Agricultural Marketing and Policies, Vora & Co., Publishers, Bombay.

Elective: MARKETING MANAGEMENT
Group-A: Paper –VI : SERVICES MARKETING

UNIT-I

Conceptual frame work of Services: Meaning-Nature - Classification-Characteristics Services
-Reasons for emergence of service marketing - Problems of services marketing.

UNIT-II

Services Marketing Mix - Elements - Product: Concept and levels - Pricing: Pricing method-
Promotion Advertising, Personal Selling, Publicity and Sales Promotion – Distribution
People - Physical evidence - Process.

UNIT-III

Marketing strategies for service firms - Managing differentiation - Service quality,
Productivity Support Services and post sale services.

UNIT-IV

Marketing of financial services - Financial Products-banking and financial institution
Managing customer satisfaction - issues involved in marketing of banking and insurance
services.

UNIT-V

Marketing of Health Care Services - Need - Issues involved in marketing of health care
services. Marketing of Tourism services - Tourism Product - Tourism potential in India -
Marketing strategies for promoting tourism in India.

SUGGESTED READINGS:

1. Love lock, CHRISTOPHER. H. Services Marketing, Prentice Hall, Englewood Cliffs N.J. 1991.
2. Philip Kotler: Marketing in Non Profile Organisations - Prentice Hall, Inc.
3. Philip Kotler and Clarke N. Robert: Marketing for Health Care Organisations.
4. Meskett,J.L.: Marketing in services Economy, Harward Business School Press.
5. Victor T.C. Hiddleton: Marketing for Travel & Tourism, Oxford.

Elective: MARKETING MANAGEMENT
Group - A: Paper-VII: GLOBAL MARKETING

UNIT-I

Global Marketing: Concepts of domestic Marketing, Export Marketing, International Marketing, Multinational Marketing and Global Marketing - Institutional Framework for promoting Global Marketing.

UNIT-II

Global Marketing environment - Economic - Social - Cultural - Political - Legal Factors analyzing- Global Marketing Environment.

UNIT-III

Global Market selection - Entry methods - Global Market segmentation. Targeting and Product Positioning, Global Marketing research.

UNIT-IV

Global Marketing Programmes -I: Product decisions - New Product Development Strategies - Global branding decisions. - Pricing Strategies - Environmental influences on pricing decision -Government policy incentives on global pricing.

UNIT-V

Global Marketing Programmes-II: Channel decisions-channel objectives-channel strategies - Global Marketing communications - Global Advertising - Global Media Decisions – Media decisions – Personal Selling and other promotional tools.

SUGGESTED READINGS:

1. V.J.Kirplani - International Marketing, Prentice Hall of India., New Delhi.
2. John Fayor Weather-International Marketing, Prentice Hall of India., New Delhi.
3. Jeannet Jean - Pierre, Hennessey Hubert - Global Marketing Strategies, Jaico Publishing House, Bombay, 1994.
4. Warren Keegan- Global Marketing Management, Prentice Hall of India, New Delhi, 1996.
5. Douglas - Global Marketing Strategy, Mc. Graw Hill, N.D.I 995.
6. Philip R. Cateora & John N Hess-International Marketing, Richard D. Irwin Inc. Home, Illinois.
7. Rajan Saxena and M.C. Kapoor - International Marketing, Tata Mc. Graw Hill, New Delhi.
8. P. Saravanavel – International Marketing, Print well Publishers, Jaipur, 1988.

Elective: FINANCIAL MANAGEMENT
Paper-V: CORPORATE INCOME TAX AND PLANNING

UNIT-I

Basic Concepts, Assessee, Person, Income, Total Income, Assessment year and previous year. Residential Status of a company - Incidence of Tax - Incomes exempt from Tax applicable to Corporate Assesseees.

UNIT-II

Computation of Income from house property, income from business, capital gains and income from other sources with reference to corporate assesseees (Problems).

UNIT-III

Corporate Taxation - Need, nature and scope - computation of taxable income – Carry forward and set off of losses - (Problems), Deductions from gross total income applicable to corporate assessee (Problems) - Tax incentives applicable to corporate assesseees – problems on computation of taxable income of a company.

UNIT-IV

Tax considerations in Special .Area:

- a) Tax implications of foreign investments and collaborations.
- b) Mergers and amalgamations of companies.
- c) Capital structure and dividend policies.
- d) Depreciations other allowances.
- e) New industrial undertakings and tax relief.
- f) Personnel compensation plans.

UNIT-V

Tax Planning: Concept of Tax planning, Tax avoidance, tax evasion, and tax management - significance of tax planning- Recognised methods of tax planning applicable to corporate assesseees - Legal diversion of income from claiming maximum deductions - Implications of various tax planning methods on cash flows.

SUGGESTED READINGS:

1. Direct Taxes, Law and Practice - Bhagawathi Prasad - Vishwaprakasham – New Delhi.
2. Direct Taxes - Singhania - Taxman Publications.
3. Income Tax - Law and practice - V.P. Gaur and D.B. Narang, Kalyani Publishers, Ludiana
4. Direct Taxes – Law and Practice – Dinkar Pagare, Sultan and Chand and sons, New Delhi.

Elective: FINANCIAL MANAGEMENT
Paper-VI: INTERNATIONAL FINANCIAL MANAGEMENT

UNIT-I

International Financial system: Meaning, Scope importance-international financial environment Components of International Financial system- Financial Management in Global Context - Financial Function - The emerging challenges - Recent changes in Global Financial Markets - International Financial Transactions (theory only).

UNIT-II

The nature and measurement of exposure and risk - Global financial markets and interest rates - Corporate exposure management policy - Management of Hedging speculation of transaction exposure - operating exposure - Interest rate exposure (Problems & Cases)

UNIT-III

Foreign Exchange Market: Concept of foreign exchange - Foreign exchange market and its components - Exchange rate determination and forecasting – Long run - Short-run and forward exchange rates - Exchange rate theories - India's foreign exchange markets on Indian foreign currency market - Foreign exchange management Act and Recent development (problems and cases).

UNIT-IV

Forwards, Swaps and Interest pointing - Currency and interest rate future - Options, financial swaps - international monetary system - IMF - The European Monetary Systems – Economic and Monetary Union- Asian currency transactions - Preparation of foreign currency statements - Non-residential accounts - Loan and overdraft - Blocked accounts (problems and cases).

UNIT-V

Financing and International operations: International equity investment - Long-term borrowing in the global capital markets - short term financial management in a MNC – International Project appraisal - Tax and accounting Implications of International Activities (Problems and Cases).

SUGGESTED READINGS:

1. G. Apte: International Financial Management, Second Edition Tata Mc, Graw Hill Publishing Co. Ltd. New Delhi, 1998
2. A.K. Seth: International Financial Management, Galgotia Publishing Co, New Delhi. 2000.
3. V. A. Avadhani: International Finance: Theory and Practice, Himalaya Publishing company, Bombay, 1990.
4. Levi, Manrice, D: International Finance- The markets and Financial Management of Multinational Business, Harper Collinor, New York, 1996
5. C. Jeevanandam: Foreign Exchange Arithmetic, Sultan chand and Sons New Delhi, 1996.
6. John S.Evons: International Finance: A markets approach Dryden Press, New York.

Elective: FINANCIAL MANAGEMENT
Group: B - Paer-VI: MANAGEMENT OF FUTURES & OPTIONS

UNIT-I

INTRODUCTION: Definitions and Terminology-Rational of future and options development - Types of Trader (arbitrageurs, hedgers, and speculators) - Specification of contracts - Daily settlement and the clearing house - the margin systems and delivery (Theory).

UNIT-II

VALUATION OF FUTURES AND FORWARDS: Contracts on securities that provide no income - contracts on securities that provide known cash income - contracts on securities that provide a known dividend yield - futures versus forward prices - Contracts on currencies and commodities-the cost of carry-Hedging strategies using futures (Basis risk Hedging and cross hedging illustration and minimum variance hedge ration) (Problems).

UNIT-III

INTRODUCTION TO OPTIONS: Terminology - Call options and put options – writing options Buying calls and puts - selling calls - Hedging with options - trading with options - Arbitrage with options (Theory).

UNIT-IV

OPTION PRICING: The determinants of option prices, option process as the costs of replication - the Black - Scholes option pricing model - basics; assumptions; variations; analysis of call and puts; empirical tests - The Binomial option pricing model - Callsnon dividend paying and dividend paying stocks; put option pricing (Problems).

UNIT-V

FUTURES AND OPTIONS IN INDIA: Need and Importance-Foreign Exchange Forwards and futures - Interest Rate Futures - Stock Index Futures - Options on Stock indices, Currencies and future contracts (Theory only).

SUGGESTED READINGS:

1. Todd Lofton, Getting Started in Futures, John Wiley.
2. Michael Thomesett, Getting Started in Options, John Wiley.
3. Daniel Siegel & Diane Siegel, Futures Markets, Dryden.
4. Keith Redhead, Financial Derivatives: An Introduction to Futures, forwards, Options and Swaps, Prentice Hall.
5. Fisher & Jordan: Security Analysis of Portfolio Management Prentice Hall, India.

Elective: HUMAN RESOURCE MANAGEEMET
Group: C -Paper-V: LABOUR LEGISLATION

UNIT-I

Introduction to labour legislation - philosophy of Labour Laws - Labour Laws, Industrial Relations, and Human Resource Management - Labour Laws, Origin, Concepts, Objectives and classifications - Indian Constitution and Labour Laws and I.L.O.

UNIT-II

Laws and Working conditions

Factories Act 1948

Mines Act 1952

Shops and Establishment Law

Placement Labour Act 1951

Child Labour 1986

UNIT-III

Industrial Relation Laws

Trade Union Act 1926

Industrial Disputes Act 1947

Industrial Employment (Standing Order) Act 1946

Disciplinary Action and Domestic Enquiry

Natural Justice

UNIT-IV

Wages and Labour Laws

Minimum Wage Act 1948

Payment of Wages 1936

Payment of Bonus Act 1965,

And Equal Remunerations Act 1976

UNIT-V

Laws for Labour Welfare and Social Security

Workmen Compensation Act 1923

Payment of Gratuity 1972

Employee State Insurance Act 1948

Maternity Benefits 1961

Employee Provident Fund and Miscellaneous Act 1952

SUGGESTED READINGS

1. A.M. Sarma - Industrial Relations - conceptual & Legal Frame Work
2. T.N. Bhagoliwala - Labour Economics
3. Tyagi - Industrial & Labour Laws
4. Monappa – Industrial Relations.

M.B.A. IV SEMESTER

Elective: HUMAN RESOURCE MANAGEMENT Group: C-Paper-VI: STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT-I

Human Resource Strategy - Importance of Human Resources to Strategy- Human Resources contribution to strategy - Strategy driven role behaviours and practices – Organisational Learning – Human Resource Manager and Strategic planning.

UNIT-II

Strategy Implementation: Work - force utilization and Employment practices - Efficient utilization of Human resources - Dealing with employee surpluses and shortages - Selection of employees.

UNIT-III

Strategy Implementation: Reward and Development Systems Strategically oriented performance measurement systems - Oriented performance measurement systems - Strategically oriented compensation system.

UNIT-IV

Strategic Human Resource Development and its linkages with strategic Business Planning (SBP) - Organising and structuring of Human Resource Development in an organization Building core competencies through Human Resource Development - Competency mapping approaches.

UNIT-V

Human Resource Evaluation - Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas.

SUGGESTED READING:

1. Charles R. Greer: Strategic Human Resource Management - A General Manager Approach - Pearson Education, Asia
2. Qudrisyed Mazhek: Management of HRD, IPE, 1996
3. Fombrum Charles & Tichy: Strategic Human Resource management - John Wiley Sons, 1984
4. Rao. T. V.: The Human Resource Development Missionary Oxford & IBH Publications Co., Pvt.,Ltd.

M.B.A. IV SEMESTER

Elective: HUMAN RESOURCE MANAGEMENT Group: D-Paper-VII: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT-I

Introduction – Need & Scope of International Human Resource Management. Meaning – Objectives – Approaches to the study of comparative employment policy IHRM – problem of IHRM and IHRM Research.

UNIT-II

Human Resource Management and the USA: The American Approach to HRM – roots of American HRM – practices of HRM in American organizations – wider impact of HRM in USA – Recent trends in HR development in USA.

UNIT –III

Human Resource Management and Japan: Introduction Key elements of Japanese employee Management – The absorption of Japanese Management culture – Human Relation culture in Japan.

UNIT-IV

Human Resource Management – Europe: European Community – origin and Development – Institution of the EC – the social charter.
Human Resource Management and the single European Marcut Personnel Management in Eastern Europe. Future of HRM in Eastern Europe.

UNIT-V

Globalisation and Human Resource Management: Globalisation Impact on Employment, HRD, Wages & benefits- Trade Unions Managing Diversified cultures. Exit Policy and Practice- Impact on participative management and quality circle.

SUGGESTED READINGS:

1. Essentials of HRM & IT P. Subba Rao, Himalaya Publications.
2. Human Resource Management: Memoria and Memoria
3. Human Resource Management: Beard Well & Holdew - Me. Millan, A Contemporary Perspective.

M.B.A. IV SEMESTER

Elective Systems: Paper-V: SYSTEMS ANALYSIS AND DESIGN

UNIT-I

Systems Analysis and Design - Meaning - System Analyst: Role and Responsibilities. Strategies of System Design and Development - Principles of System Development - Tools of System Development - Requirements Analysis: Strategies - Fact-finding – Feasibility Analysis - Documenting: DFD, DD, DT, Decision Trees,

UNIT-II

System Design- Objectives - Physical Vs. Logical Design- Areas of System Design: Input Design: Data Capture - GUI controls - prototype design - Process Design - Modelling Applications - Information Technology Architecture - Output Design - Principles - Prototype – Interface – Display – Forms Design.

UNIT-III

System Design: Procedure Design – Code Design – File Design – Methods – Storage Structures – Software Design – Techniques – Principles.

UNIT-IV

System Testing: Types – Approaches – Quality Assurance – Assessing Reliability – Documentation – Training the users and operating personnel.

UNIT-V

System Implementation: Strategies and Techniques Conversion Methods – System support and maintenance system crash – Recovery- System Evaluation Techniques.

BOOKS

1. Whitten.L. Jeffery : Bentley. D. Lonnie: System Analysis and Design Methods, Tata Mc. Graw Hill, New Delhi.
2. Senn. A.James: Analysis and Design of Information System Mc. Graw Hill, New York.
3. Davis. B. Gordeon, Olson, H.Margrethe: Management Information Systems: Conceptual Foundations, Structure and Development, Mc.Graw Hill, New York.
4. Garg.K.Vinod, Srinivasan, S: Work book on systems Analysis & Design, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Rajaraman, V. Analysis and Design of Information System, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Vigya Charya R. Bansal, Information System Analysis and Design: A Modern Approach to System Development, New Age International Publishers, New Delhi.

M.B.A. IV SEMESTER

Elective Systems:

Group -D, Paper-VI: APPLICATIONS IN BUSINESS ACCOUNTING

UNIT-I

Computers and Business Accounts - Usage spread sheets in Accounting - Microsoft Excel.

UNIT-II

Budgeting Applications of MS Excel - Preparation of Budgets through spread sheets - Preparation of projected. Income Statement and Balance Sheet.

UNIT-III

Computer applications for managerial decision making - c-v-p analysis. Through spread sheets - pricing decisions through managerial costing.

UNIT-IV

Accounting Packages - Basic features of Accounting Packages - Distinction between Accounting Packages and spread sheet applications - superiority of accounting packages over spread sheet - problems of accounting software packages.

UNIT-V

Preparation of Cash Book - General Ledger Payables - Receivables - Balance Sheet - Income Statement and Balance Sheet through Accounting packages - Inventory Management - Cash Management - Credit Management through accounting packages.

UNIT-VI

Reporting through accounting packages - Financial analysis - Ratio analysis and fund flow statements - security in accounting and reporting through financial package. (Accounting packages Tally or Wing of Ex. May be used for this Course.)

SUGGESTED READINGS:

1. Holt, Jack. A., - Case and Application in Lotus 1,2,3, Galgotia, Publishers
2. Horngreen C.T.: Introduction to Management Accounting, Prentice Hall, Norton.
3. P. Peters Norton's: DOS Guide, Prentice Hall.
4. Smith, J.L., Keither, R.M. and Stephens, W.L.: Managerial Accounting, Me. Graw Hill.

M.B.A. IV SEMESTER

Elective Systems: Paper-VII: ERP SUPPLY CHAIN MANAGEMENT

UNIT-I

ERP Overview, Evolution of ERP - ERP Technologies - ERP as Decision Support System – ERP architecture Considerations for ERP implementations.

UNIT-II

Organisational Analysis - Work flow analysis - Managerial requirements analysis for ERP - Data warehousing and decision support systems - Concepts of data warehousing – Analysis of Data for making forecasts required for DSS.

UNIT-III

Supply Chain Management - Introduction - Concepts in Supply Chain Management – Customer Focus in Supply Chain Management.

UNIT-IV

Management of Supply sources – Inventory Planning Management of Procurement system – Supply Chain Re-engineering.

UNIT-V

Supply chain management and decision support system. ‘IT’ enabled supply chain Management – Supply chain and data minimizing – Performance evaluation of supply chain management.

SUGGESTED READINGS:

1. S. Sadagopal - ERP - A Managerial perspective - Tata Mc. Graw Hill Publisher New Delhi.
2. R.P. Mohanty & S.G. Deshmukh: Essentials of Supply Chain Management- Phoenix Publishing House, New Delhi.