

**JIWAJI UNIVERSITY
GWALIOR**



Syllabus

**SUBJECT
MBA GENERAL
THREE YEAR COURSE**

**SCHOOL OF STUDIES IN
DISTANCE EDUCATION**

SCHOOL OF STUDIES IN DISTANCE EDUCATION
JIWAJI UNIVERSITY, GWALIOR



Syllabus

MBA (Three Year) Course

Scheme of Examination of First Year

Each theory paper marks are divided into two parts:

- Theory paper will be of 70 marks for which minimum pass marks are 21.
- Assignment will be of 30 marks for which minimum pass marks will be 12.
- In aggregate passing marks should not be less than 40%.

Paper Code	Title of the Paper	Max.			Min.			Maxi. Marks
		Theory	Assign	Viva-Voce	Theory	Assign	Viva-Voce	
DEMBA 101	Management Concepts Processes	70	30	-	21	12	-	100
DEMBA 102	Business Communication Skills	70	30	-	21	12	-	100
DEMBA 103	Management Accounting	70	30	-	21	12	-	100
DEMBA 104	Managerial Economics	70	30	-	21	12	-	100
DEMBA 105	Quantitative Techniques	70	30	-	21	12	-	100
DEMBA 106	Business Environment	70	30	-	21	12	-	100
DEMBA 107	Organizational Behaviour	70	30	-	21	12	-	100
DEMBA 108	Computer Applications	70	30	-	21	12	-	100
DEMBA 109	Comprehensives Viva-Voce	-	-	50	-	-	-	50

Note:-

A candidate failing in two subjects shall be allowed to appear in (Distance mode) supplementary examination held with next examination.

Paper - 101
MANAGEMENT CONCEPTS AND PROCESSES

DEMBA 101

Course Objective :- The objective of the course is to help the students gain an understanding of the functions and responsibility of the management which will serve as a foundation for the study of most of the functional areas in the MBA Programme.

Unit – 1 **Introductory** – Concept of Management and its significance, Management Process, Management Roles, Management level and Management skills. Functional Areas of Management. Trends in professionalisation of Management in India.

Evolution of Management Theory – Classical School, Scientific Management School, Human Relations School, Behavioral School.

Approaches to Management – Commodity, Paternalistic, Behavioural, Process, Systems and Contingency.

Unit – 2 **Planning** – Concept, Process, Types and Significance, Types of Plan, Objective Setting : Concept, Types and Process of Setting objectives; MBO.: Concept, Process and Managerial Implications, Decision Making: Concept, Process, Types and Techniques of decision making.

Unit – 3 **Organizing** – nature Principles, Process and significance of organizing, concepts in organizing: Line and Staff authority, Departmentation, Span of Management, Centralization and Decentralization principles of organizational Designing, Types of Organizational Structures.

Unit – 4 **Directing** – Concept, Nature, Scope, Principles of Direction, Leadership Styles Motivation Concepts and Implications Communication Concepts, Process, Barriers to Communication and Building an effective system of Communication, Media and Channels of communication.

Unit – 5 **Coordinating and Controlling : Coordination** – Nature, Scope and Techniques of Coordination. Nature, process and aspect of control, types, areas of exercising control, Major Control System, and their designing, Modern Techniques of Control.

Recommended Books :-

- | | | |
|-------------------------------|---|---------------------------------------|
| 1. Koontz O'Donnel & Weilrich | - | Elements of Management |
| 2. Newmann & Summer | - | Process of Management |
| 3. R.D. Agrawal | - | Organisation and Management |
| 4. peter Drucker | - | Practice of Management |
| 5. L.M. Prasad | - | Principle of Management |
| 6. C.B. Gupta | - | Principle and Practices of Management |

Paper - 102
BUSINESS COMMUNICATION AND RESEARCH METHODOLOGY

DEMBA 102

Course Objective :- The main objective of this course is to provide the students an application and the use of the concepts and tools of business communication and research to make them able in convincing presentation and to analyze real world business situation for effective managerial decision making.

Unit – 1 **Oral Communication Skills** – Concept and process of communication, Oral Communication Skills, Listening and Feedback skills, Effective presentation, Meetings, Committees, Conferences, Public Speech, Interviews, Basic Negotiation skills.

Unit – 2 **Written Communication Skills** – Structure and Layout of Letters, Sales Letter, Credit and Collection Letters, Tenders, Memorandum Notice, Agenda, Communication on Disciplinary matters.

Unit – 3 **Report Writing** – Structure and Style.

Unit – 4 **Business Research : An Overview** – Nature, Process, Scope of Business Research, Types and Process of Research, Difference between Research, Survey and Project, Types of Research Design (Exploratory, Descriptive and experimental, Sampling and Scaling Techniques).

Unit – 5 **Data Management and Marketing Research** – Methods of Primary and Secondary data collection, techniques of data analysis.

Marketing Research : Importance, Types (Customer, Competitive, Product, Market, Sale analysis, Advertising and Motivational).

Recommended Books :-

- | | | |
|---------------------------------------|---|---|
| 1. Raymond V.Lesikar & John D. Pelite | - | Business Communication –Theory & Applications |
| 2. IBS Course Material | - | Business Communication Skill |
| 3. R.C. Sharma & Krishna Mohantala | - | Business corresponding and Report Writing |
| 4. Homani Pradhan | - | Business Communication |

Paper - 103
MANAGEMENT ACCOUNTING

DEMBA 103

Course Objective :- The main objective of this course is to provide the students an understanding of the basis concepts of accounting as it may same as an information and interpretation tools.

- Unit – 1 **Management Accounting** – Meaning, Nature, Scope and Functions of Management Accounting. Relationship between Financial Accounting, Cost Accounting and Management Accounting, Role and Responsibility of Management Accountant.
Accounting Records and system – Journal, Ledger and Preparation of Trial Balance and Final Accounting (Basic Problem only)
- Unit – 2 **Accounting and Major Cost Concepts** – Concepts and classification of cost, Methods and Techniques of Costing, Managerial Costing and Break even Analysis, Standard Costing and Various Analysis - Computation of Material and Labour variance only.
- Unit – 3 **Analysis and Interpretation of Financial Statements** – Financial Analysis, Types of Financial analysis, Preparation of comparative Balance sheet, Preparation of comparative income statement. Ratio Analysis – Capital Structure Ratio, Profitability Ratio, Turnover Ratio, Long term and short term solvency Ratio.
- Unit – 4 **Statement of Change in Financial Statement** –
Fund Flow Analysis – Meaning and Concept of Funds and fund flow, significance importance and limitation of fund flow statement.
Cash Flow Analysis – Comparison between fund flow statement and cash flow statement, significance and time taken of cash flow statement, Preparation of cash flow statement.
Format of Companies Balance sheet – (No Numerical Questions)
- Unit – 5 **Budgeting and Budgetary Control** – Meaning Objective and Characteristics of Budgetary Control, Advantages and Limitation of Budgetary Control, Preparation of Sales Budget, performance Budgeting, Concept of Management Audit and Responsibility Accounting.

Recommended Books :-

- | | | |
|-------------------------------------|---|------------------------------------|
| 1. Robert Anthony | - | Management Accounting |
| 2. Khan & Jain | - | Management Accounting |
| 3. Horn Gren Charles T | - | Introduction to Management Accou. |
| 4. Hingo Rani, Ramnattan and Grewal | - | Management Accounting |
| 5. Bhattacharya & Dearden | - | Test and Cases Accou. for Mana. |
| 6. Manmohan and Goyal | - | Principles of Management Accou. |
| 7. Kulshreshtha, N.K. | - | Theory and Practi. of Mana. Accou. |
| 8. G.M. Pandey | - | Management Accounting |
| 9. S.N. maheshwari | - | Management Accounting |

Paper - 104
MANAGEMENT ECONMICS

DEMBA 104

Course Objective :- The Objective of this Course Is To Provide the Students an application and the use of the concepts and tools of economic analysis in relation to managerial decisions making and to enable them To understand the economics governing industry & business.

- Unit – 1 **Introduction** – Meaning, scope & Significance of Managerial Economics, Five Fundamental Concepts. The Incremental Concepts, Time Perspective Concept, The Opportunity Concepts, Time perspective concept, The Opportunity Cost Concepts, Discounting Principle, Equi Marginal Concepts. Role & Responsibility of Managerial Economist.
- Unit – 2 **Consumer Bheaviour Theory – Utility Analysis** : Cardinal & Ordinal Approach, measurement of Utility & Law of Diminishing Marginal Utility, Indifference Curve: meaning & Characteristics of Indifference Curve, Consumer Equilibrium, Budget Line. Consumer Surplus.
- DEMAND ANALYSIS** : Law of Demand, Factors affecting, Demand, Elasticity of Demand & Demand Forecasting.
- Unit – 3 **Production and Cost Analysis** – Production Function with one Variable input or Law of Variable Proportion, Production Function with Two Variable Input or Isoquant Production Function with All Variable Input or Return to Scale. Law of Supply Factors Factors Affecting Supply & Elasticity of Supply. Classification of Cost.
- Unit – 4 **Market Structure and Pricing** – Different Market Structure, Price & Outpur Determination Under Perfect Competition, Under Monopoly, Under Monopolistic Competition, Under Oligopoly (KINKED DEMAND CURVE). Price Discrimination Under Monopoly
- Unit – 5 **Profit Management** – Nature & Concept of Profit Measurement of Profit, Concept of Risk & Uncertainty, Risk Uncertainty & Innovation Theories of Profit Planning & Forecasting, Profit Policies. Business Cycles Causes & Control Theories of Business Cycle given by Hawtrey, Keynes & Hicks.

Recommended Books :-

- | | | |
|-----------------------|---|-----------------------------------|
| 1. R.L. Varshney | - | Managerial Economics |
| 2. P.L. Mehta | - | Managerial Economics |
| 3. G.S. Gupta | - | Managerial Economics |
| 4. Joel Dean | - | Managerial Economics |
| 5. Mote, Panl & Gupta | - | Managerial Economics |
| 6. Peterson and Levis | - | Managerial Economics |
| 7. Adhikari | - | Managerial Economics |
| 8. Ready, P.N. | - | Essential of Managerial Economics |
| 9. Dwivedu, D.N. | - | Managerial Economics |

Paper - 105
QUANTITATIVE TECHNIQUES

DEMBA 105

Course Objective :- The Objective of this Course is to acquaint the student with simple quantitative technique that are helpful in Managerial decision-making & problem solving Emphasis will be given on application rather than on theoretical derivation.

- Unit – 1 Business Application of Arithmetic progression and Geometric progression, Addition, subtraction, Multiplication of Matrices, Inverse of matrix, Solution of Linear simultaneous with the help of matrices.
Limits, Differentiation of single variable (Excluding trigonometric Functions). Simple Business Application problems of maxima and minima for functions of one variable.
- Unit – 2 Computation and Business application of Mean, Mode, Median, Geometric and Harmonic means, standard deviation coefficient of variation simple, Multiples and Partial correlation. Simple regression estimating multiple regression (relationship among three variables).
- Unit – 3 **Probability** – Addition and Multiplication theorems, Bayes theorem (Simple problems) Theoretical Distribution – Binomial, Poisson and Normal Distribution.
- Unit – 4 Theory of Sampling, test of significance for large and small samples, T-test and F-test and Analysis of variance (up to two way classification).
- Unit – 5 **Analysis of Time Series** – Importance and components of time series, computation of 1st degree trend by the method of least square, Seasonal variation Index by simple average method.
- Non Parametric Method** – Introduction to non parametric statistics, Chi square test, the Sign test for paired data, Ranks sum test; the Kruskal Wallis test the one sample runs test.

Recommended Books :-

- | | | |
|------------------------|---|--------------------------------------|
| 1. Kothari, C.R. | - | Quantitative Techniques |
| 2. Gupta, B.N. | - | Statistics |
| 3. Sanchiti and Kapoor | - | Statistics Theory Methods and Appli. |
| 4. Gupta, S.P. | - | Statistics Methods |
| 5. Elhance and Agrawal | - | Fundamental of Statistics |

Paper - 106
BUSINESS ENVIRONMENT

DEMBA 106

Course Objective :- To impart an understanding of social, economic and political environment influencing the executive decision making in India and to appraise the students with the business and economic environment of the country.

- Unit – 1 **Introduction** – The Concept, Nature, Significance of Business Environment, Salient Features of Capitalism, Socialism, Mixed Economy, Emergence of Public Sector, Public Sector Reforms, Emergence of Private Sector or Privatization and Joint Sector and Co-operative Sector Regularly, Promotional, Entrepreneurial and Economic Role of Government.
- Unit – 2 **Socio-Cultural and Political Environment** – Social Interest and Value – its implication for Industrialization and Economic growth, Social Responsibility, Consumerism, Consumer Protection Act, Ethics and Culture of Business, Current Political Scene and its Impact on Business.
- Unit – 3 **Industrial Environment** – Industrial Policy (Recent), IDRA Act 1951, The Planning Machinery, Industrial Development during five years plans – Achievements and Impediments, Industrial Sickness, MRTP Act 1969 (as amended upto data).
- Unit – 4 **Economic Environment** – SEBI – its Role, FIPB – its Role, Fiscal and Monetary Policies, Policy of Liberalization and Globalization, Foreign Capital and Technology, Export and Import Policy, FEMA.
- Unit – 5 **Technological and Ecological Environment** – Choice of appropriate technology, Technology transfer – status of technology in India, Role of MNCs in India an Economy, Problem of pollution and its control, Role of business and management in controlling pollution.

Recommended Books :-

- | | | |
|-------------------------------|---|-----------------------------------|
| 1. Khera, S.S. | - | Government and Business |
| 2. Cherunilam, F. | - | Business Environment |
| 3. Adhikari, M. | - | Economic Environment of Business |
| 4. K. Aswathapa | - | Essential of Business Environment |
| 5. Ghosh, P.K., Kapoor & G.K. | - | Business Society |
| 6. Dwijendera Tripathi | - | Business Politics in India |
| 7. Kohli and Restura | - | Business Environment |

Paper - 107
ORGANISATIONAL BEHAVIOUR

DEMBA 107

Course Objective :- To impart conceptual knowledge of organizational behaviour and to develop skills useful for understanding, predicting and dealing with human behaviour problems in purposive organizations.

Unit – 1 **Introduction** – Organisation and Organisation Behaviour, Key Determinants of behaviour in Organisation, Goals, Element and focus of O.B. Historical Development of O.B. and Contributions of other disciplines to O.B. O.B. models and their implications.

Unit – 2 **Biological foundation of Human Behaviour** –
Personality : Concept, determinants, affect of personality on Behaviour, Personality traits, theories and test of Personality.

Learning: Definition, theories, Shaping and learning Curves.

Attitudes: Concept Characteristics functions, and formation of attitude; Measurement of attitudes, Cognitive Dissonance theory.

Perception: Concept, process and factors affecting it.

Motivation: Motives and Behaviour, theories of Motivation – Maslow theory, ERG Theory, Herzberg Motivation Theory, Vrooms Expectancy.

Unit – 3 **Group Dynamics** – Concept, Characteristics types, Stages of Group Development, Group Behaviour models, Group Cohesiveness, Group norms, Group think and group shift.

Work Teams : Group Vs. teams, Types Creating high performance teams, Turning Individuals into team players.

Unit – 4 **Organisational Power Structure and Leadership Patterns:** –

Power : Meaning and Types, Distinction between Power, Authority and influence Contingency approaches to power.

Leadership : Meaning, traits of an effective leader, leadership behaviour, leadership styles, managerial grid, Fiedler's Contingency Model.

Unit – 5 **Organisational Changes and Development** –

Organisational Changes : Definitions, Goals of OC, forces for change, Resistance to change, Overcoming Resistance and managing Organisational change.

Organisational Development: Concepts, values, techniques, Organisational Culture and climate, Organisational effectiveness, Management of Stress and conflict in Organisations.

Recommended Books :-

- | | | |
|------------------------|---|--|
| 1. Luthans Fred | - | Organisational Behaviour |
| 2. Davis, Keith | - | Human Behaviour at work |
| 3. Prasad, L.M. | - | Organisation Theory and Behaviour |
| 4. Robbins Stephen, P. | - | Organisation Behaviour |
| 5. Katz and Kahn | - | The Social Psychology of Organisation. |
| 6. K. Awasthapa | - | Organisation Behaviour |

Paper - 108
COMPUTER APPLICATIONS

DEMBA 108

Course Objective :- The aim is to make the students familiar with the fundamentals of Computer and with the working of the Computer and the different uses of the Computer in industry.

- Unit – 1 Generations of Computer, Microprocessors, Data representation, Number Systems (Decimal, Binary, Octal, Hexadecimal and their inter-relationships), Binary Coded Decimal, Alphanumeric Representation, 1st and 2nd complement, Digital Logical Circuits, Boolean algebra, Logic gates, Combinational Circuits, Multiplexer, Decoders, Adders, Flip-flops.
- Unit – 2 **Random Access Memory** – Ferrite – Core memories, Semiconductor memories, ROM, Optical memories, CD-ROM, WORM, Erasable optical disk, Cache memory, Input/Output Devices, Functions of I/O module, Interrupt.
- Unit – 3 Programming Concepts and Software Tools Algorithm, Flowcharting, Categories of languages, Introduction to Assemblers, Translators (Linker and Loader), Assembler implementation, Loaders, Fundamentals of Operating System what is an operating System, System call, Operating System Commands, Serial Processing, Batch Processing, Multiprogramming.
- Unit – 4 **Internet, E – mail & Multimedia** –
Internet : Concept & Definition, Types of Internet connectin, Modem.
E-mail – An Introduction, E-mail Address, Newsgroups, W W W and different Browsers.
Multimedia – Introduction and Application of Multimedia.
- Unit – 5 **Programming with FoxPro** – What is FoxPro, Manipulating Data, Operations, Record Pointers, Modifying, Viewing and Searching the records, Delete, Recall and Pack Command, Ordering Records : Sorting, Indexing, Managing Files : Copy, Rename and Erasing files, multiple files handling, Setting relation, View window, programming, Basics : Modify, Do, Store, Assignment operators, Setting environment, Input – Output : Say, Get, Say ... Get, Read, Array handling : macros, Programming Constructs : If – Endif, Do Case – End Case, Dowhile – Enddo, Programming in FoxProx in different case studies.

Suggested Reading :

1. Fundamental of Computer (Second Ed.) by V. Rajaraman & H.M. Dietel
2. An Introduction to operating systems Addison Wesley, Reading, Mass, 1984
3. Operating System Design by D. Comer, Prentice Hall, Inc. Engle Wood Clitts, N.J., 1984
4. Programming in Basic by Balguruswamy, Tata Mc Graw, Hill Publication Co.Ltd., N. Delhi - 1981
5. BASIC Computer Programming by Er. V.K. Jain, Pustak Mahal, Delhi
6. Programming FOXPRO 2.58, 2.6 (W/D) by Lisking, BPB.

**SCHOOL OF STUDIES IN DISTANCE EDUCATION
JIWAJI UNIVERSITY, GWALIOR**



Syllabus

MBA (General) Three Year Course

MBA (General) Year - II

Scheme of Examination of Second Year

Each theory paper marks are divided into two parts:

- Theory paper will be of 70 marks for which minimum pass marks are 21.
- Assignment will be of 30 marks for which minimum pass marks will be 12.
- In aggregate passing marks should not be less than 40%.

Paper Code	Title of the Paper	Max.			Min.			Maxi. Marks
		Theory	Assign	Viva-Voce	Theory	Assign	Viva-Voce	
DEMBA 201	Production and Inventory Management	70	30	-	21	12	-	100
DEMBA 202	Marketing Management	70	30	-	21	12	-	100
DEMBA 203	Financial Management	70	30	-	21	12	-	100
DEMBA 204	Human Resource Management	70	30	-	21	12	-	100
DEMBA 205	Legal Environment of Business	70	30	-	21	12	-	100
DEMBA 206	Operations Research	70	30	-	21	12	-	100
DEMBA 207	Strategic Management	70	30	-	21	12	-	100
DEMBA 208	Management Information System	70	30	-	21	12	-	100
DEMBA 209	Comprehensives Viva-Voce	-	-	50	-	-	-	50

Note:-

A candidate failing in two subjects shall be allowed to appear in (Distance mode) supplementary examination held with next examination.

Paper - 201
PRODUCTION AND INVENTORY MANAGEMENT

DEMBA 201

Course Objective :- To course is oriented towards the exposition of the various operational problems in the area of Production and management and the tools and the techniques used in the process of decision making in the area.

- Unit – 1 **Introduction - Basic concepts:** Meaning objectives and Function of Production Department with other Departments, Major Decisions – making in production Management.
- Unit – 2 **Production and Planning Control** – Objectives of Production Planning and Control, Objectives, Levels, Problems and Importance of Production Planning, Procedures for Production Planning and its Categories, meaning, objectives and Necessity of Production Control, Techniques of Production Control : Programming, Ordering, Dispatching Follow up Advantages of Production Control.
- Unit – 3 **Inventory Control** – Objects and Importance of Inventory Control, Factors affecting Inventory Control Policy, Relevant Costs in Inventory Control, Methods of Inventory Control, EOQ, and Economics Lot size Recorder level, Determination of Buffer Stocks. An overview of Logistic and supply chain Management. Need application and capacities of Business Process Reengineering.
- Unit – 4 **Location and Layout** – Plant Location – Importance of Plant Location, Relocation, Factors Responsible for plant location Choices, Location Analysis, Selection site.
- Unit – 5 **Industrial Productivity and Maintenance** – Meaning, Objects and Importance of Work Study, Techniques of method Study, Objectives of Work Measurement, Steps in Work Measurement Procedure. Concept of Productivity and contribution of Work, Study Productivity, Necessary and Objectives of Plant Maintenance, Functions of Maintenance Types of Plant Maintenance, Breakdown Maintenance, Selection of optimum maintenance program.

Recommended Books :-

- | | | |
|--|---|--|
| 1. B.S. Goyal | - | Production and Operations management |
| 2. Chunawala & patel | - | Production & Operations Management |
| 3. Buffa E.S. | - | Operations Management |
| 4. Adam E.E. & R.J. Ebert | - | Production & Operations Management |
| 5. S.N. Chary | - | Production management |
| 6. K.K. Ahuja | - | Production management |
| 7. Raymond R. Mayer | - | Production & Operations Management |
| 8. Wild R. | - | Concepts for Operations Management |
| 9. E.L. Wood S Buffa & Rakesh K. Sarin | - | Modern Production/Operations Management |
| 10. Stephanon, F. Spegl | - | The Manufacturing Challenges form concepts to Production |
| 11. Jaffrey M. Lowenthal | - | Re-engineering the Organization |

Paper - 202
MARKETING MANAGEMENT

DEMBA 202

Course Objective :- The objective of the course is to provide an understanding of the underlying concepts, strategies and issues involved in exchange of products and services between the firms and markets.

Unit – 1 **Marketing : An Overview –**

Introduction – Evolution, Distinctive, Functions and Scope, Process, and Types of Marketing, Difference between Marketing and Selling, Marketing Mix, Marketing Segmentation and Targeting, New Challenges in new “Connected” Millennium, Business actions towards socially responsible marketing (Enlightened Marketing and marketing Ethics).

Unit – 2 **Product and Price Management –**

Product Management – Meaning and Classification of Product, Product Policy and Product Planning, Product Mix and Product line, NPD concept, PLC concept, Various Product Concepts (Product Personality, Product differentiation, Product Positioning, Product Modification, Product diversification, Product dropping, Branding, packaging, Logo, TM, Labeling).

Unit – 3 **Promotion and Distribution Management –**

Promotion Management – Concept of Marketing Communication, Marketing Communication Process, Promotion Concept, Types of Promotion and Promotion Mix, Advertising (Nature, Scope, Role, Importance, Developing ad programme), Sales Promotion (Purpose, Decisions and Types), Personal Selling (Designing and managing Sales force, Principles of P.S.), Public Relations (Decision in P.R.).

Distribution Management – Role, Importance, Types, Levels, Influencing factors, Channel design and management decisions, Physical Distribution (Importance and Types), Retailing and Whole selling Types, Fronds and Decision.

Unit – 4 **Marketing and Different Fields –**

Direct Marketing – Growth and Benefits and Major Channels of Direct Marketing Customer database and Indirect marketing.

E-Commerce and Online Marketing – The Online Customer, Online Marketing : its advantages and disadvantages, Conducting Online Marketing, The promise and Challenges of Online Marketing.

Service Marketing – Nature, Importance, Classification, Characteristics and Marketing Mix of Services, Service Marketing Triangle.

Unit – 5 **Marketing Information System : CRM –**

Marketing Information System – Components, Internal Record System, Marketing Intelligence System, Marketing Research System, Marketing Decision Support System, Forecasting and Demand Management.

Customer Relationship Marketing – Attracting, Retaining and Growing Customers, Building Lasting Customer Relationships, Balancing Customer and Competition Organisations.

Recommended Books :-

1. Philip Kotlar - Marketing Management (Millennium Ed.),
2. Kotlar Armstrong - Principal of Marketing (9th Ed.),
3. Ramaswamy - Marketing Management,
4. Sherlaker - Marketing Management,
5. C.B. Mamoria - Marketing Management,
6. Rajan Saxena - Marketing Management,
7. C.N. Sontakki - Marketing Management
8. Chhabra and Grover - Marketing Management,
9. Govind Rajan - Marketing Management,
10. Stantan - Fundamental of Marketing

Paper - 203
FINANCIAL MANAGEMENT

DEMBA 203

Course Objective :- The objective of this course is to develop a conceptual frame-work of Finance Function and to acquaint the participants with tools, techniques and process of Financial Management in the realm of financial decision making.

Unit – 1 **Introduction** – Nature objective and scope of Finance Function and Financial Management, Profit Maximization V/S. Wealth Maximization, Financial Forecasting, Classes of securities and Equity Shares. Preference share, Debentures and Public Deposits ROI Concept.

Unit – 2 **Capital Structure and Cost of Capital** – Meaning of Capitalization, Capital structure and Finance Structure Theories of Capital Structure, Capitalization, Over Capitalization and Under Capitalization, Leverages.

Cost of Capital – Factor affecting Cost of Capital, Measurement of Cost of Capitals, Cost of Preference Share, Equity Share, Debentures and Retained Earning.

Unit – 3 **Management of Working Capital** – Meaning and Concept of working capital, Sources of working capital and factor affecting working capital, Management of cash, Recurable Management and optimum Credit Policy, Management of Inventory.

Unit – 4 **Capital Budgeting / Management of Fixed Capital** – Meaning nature need for capital Budgeting. Technique of Capital Budgeting. Rule Analysis in Capital Budgeting, Estimating of Cost and Benefits of Capital Rationing.

Unit – 5 Dividend Decision/ Management of Earnings Divided Decision and Dividend Policies, Types of Dividend Determinants of Dividend Policy and its impact on Stock price. Dividend Polices followed by Indian Industries, Bonus Issue – Meaning effects and objects of Bonus issue Advantages and Disadvantages of Issue of Bonus Share.

Recommended Books :-

- | | | |
|---------------------|---|--|
| 1. S.N. Maheshwari | - | Financial Management |
| 2. Khan & Jain | - | Financial Management |
| 3. I.M. Pandey | - | Financial Management |
| 4. Prasanna Chandra | - | Financial Management |
| 5. S.C. Kuchhal | - | Financial Management |
| 6. M. Shrivastava | - | Financial Decision making problem & Cases. |
| 7. Weston Brigham | - | Managerial Finance |
| 8. L.K. Bhandt | - | Analysis of Financial management |
| 9. R.K.S. Rao | - | Financial Management |

Paper - 204
HUMAN RESOURCE MANAGEMENT

DEMBA 204

Course Objective :- The course aims at providing a conceptual framework on Management of Human Resources and familiarizing students to deal with Human Resource problems in the organization and understanding the Indian policies practices.

- Unit – 1 **Introduction** – Concepts, Nature, Scope and significance of Personal function in Modern Organisation. Evolution and philosophy of Management of Human Resources. Dimensions of Human Resource Management policies, Present status of HRM in India.
- Unit – 2 **Staffing Policy** – Recruitment – Sources and methods, selection – Purpose – uses need and steps of Job analysis, Job description and Job specification, Placement, Induction, Transfer, Promotion, Demotion and Separations.
- Unit – 3 **Development of Human Resources** – Nature, Objectives Scope of Training, Development and performance Appraisal. Working conditions, Occupational health and safety, Measures of occupational health and safety, Ergonomics – An overview.
- Unit – 4 **Industrial Relations** – Concept of Industrial Relations, Managing Industrial Relations, Collective bargaining – An overview, fringe benefits, Financial and non financial incentives, Labour problems in India.
- Unit – 5 **ISO – 9000** – Definition, characteristics, significance of ISO-9000, Standards of ISO-9000, Difference between ISO-9001, 9002, 9003 and 9004. Implementing ISO-9000, Internal Quality audits, Registration/ Certification of ISO – 9000, ISO – 14000 – An overviews.

Recommended Books :-

- | | | |
|------------------|---|---|
| 1. V.P. Michael | - | Human Resource Management |
| 2. R.S. Dwivedi | - | Management of Human Resource |
| 3. Flippo E. | - | Personnel Management |
| 4. Dale Foder | - | Personnel Management and Industrial Relations |
| 5. C.B. Manuorea | - | Personnel Management |
| 6. C.B. Gupta | - | Human Resource Management |

Paper - 205
LEGAL ENVIRONMENT OF BUSINESS

DEMBA 205

Course Objective :- To main objective of this course is to familiarize the students with the legal frame work of Indian Republic under which Indian Business has to operate. The study will cover only of substance laws relating to the following. Acts.

- Unit – 1 Indian Contract Act 1872, Contract of Indemnity and Guarantee, Contract of Agency.
- Unit – 2 Law of Arbitration, Patent and copy right Act and Negotiable Instrument Act.
- Unit – 3 Partnership Act 1932, Law relating to sale of goods.
- Unit – 4 Companies Act 1956, Companies Law relating to formation and financing of Joint Stock companies, Management of Share Capital.
- Unit – 5 Management of joint stock companies in India appointment role, Functions, Duties and Liabilities of Company Directors and Managing Director.

Recommended Books :-

- 1. N.D. Kapoor - Mercantile Law
- 2. V.K. Batra, & N.K. Kolra - Mercantile Law
- 3. P.K. Malik - Industrial Law
- 4. M.C. Kuchhal - Mercantile Law
- 5. R.C. Chawla & Garg - Mercantile Law
- 6. O.P. Gupta - Mercantile Law
- 7. O.P. Gupta - Mercantile Law
- 8. Varshney - Mercantile Law

Paper - 206

OPERATIONS RESEARCH

DEMBA 206

Course Objective :- The course aims at acquainting the students with some major Operations Research Techniques and Quantitative Techniques and also the application of these techniques to business problems.

Unit – 1 **Introduction of Operations Research** – Definition and Evaluation of or, Characteristics and Scope of or, Management Application of or, Types of Model, Methodology of or.

Unit – 2 **Linear Programming** – Introduction of Linear Programming; Formation, Graphical Solution. Simplex Method Concept of Duality.

Unit – 3 **Allocation Models and Game Theory** – Transportation and Assignment Problems. **Games Theory** – Two – Person Zero Sum Game Mixed Strategies Value of Game.

Unit – 4 **Net Work Analysis and Decision Theory** – Introduction Time estimates in Net Work Analysis. Critical Path Method PERT System of Three time estimates. **Statistical Decision Theory** – Meaning and Scope, Decision Frame Work, Decision under certainty and uncertainty and Risk, Decision Tree.

Unit – 5 **Queuing Replacement Problems and Statistical Quality Control** – **Queuing Theory** – Basic Components of Queuing System, Assumption in Queuing Theory. Problems relating to model (M/M/I : (X/FC/FS) without proof. **Elements of Replacement Theory** – Problems relating to replacement of Equipment that deteriorates with time with and without change in time money value. **Statistical Quality Control** – Control charts for variables and control charts for attributes.

Recommended Books :-

- | | | |
|------------------------------|---|---|
| 1. Levin, Rubin and Stinson | - | Quantitative Approaches to Management |
| 2. Bierman, Bonini & Hansman | - | Quantitative Analysis for Business Decision |
| 3. Miller & Likberman | - | Introduction to Operations Research |
| 4. N.D. Vora | - | Quantitative Techniques in Management |
| 5. M.P. gupta & J.K. Sharma | - | Operations Research for Management |
| 6. V.K. Kapoor | - | Operations Research |
| 7. Gupta & Manmohan | - | Problem in Operations Management |
| 8. Hira Gupta | - | Operations Management |
| 9. S.D. Sharma | - | Operations Management |
| 10. Kotahri, C.B. | - | Quantitative Techniques |
| 11. Kanthi Swarup | - | Operations Research |

Paper - 207
STRATEGIC MANAGEMENT

DEMBA 207

Course Objective :- The main objective of the course is to develop the perspectives of the management of Total Enterprise from the point of view of Top Management.

- Unit – 1 **Framework for policy and strategy** – Nature, Importance and objectives of Strategic Management, Concept of Policy and Strategy (Comparison), Levels of Strategy, Concept of corporate Strategy and Tactics, Synergy and its relevance to Strategy, Process of Strategic decision making, Strategies and their Role.
- Unit – 2 **Strategy Formulation** – Corporate Mission and objectives, Environmental appraisal, Organizational, Different Strategic alternatives and process of Strategic choice.
- Unit – 3 **Strategy Implementation** – Main issues in Strategy implementation, Resource allocation, Project and Procedural Implementation Aspects of Structural, Functional and behavioral implementation.
- Unit – 4 **Strategy Evaluation** – Nature and process of Strategic evaluation and control, Types and Techniques of Strategic and operational control organizational Systems and Evaluation.
- Unit – 5 **Case Studies on Strategic Management** –

Recommended Books :-

- | | | |
|------------------------|---|-------------------------------|
| 1. Azhar Kazmi | - | Organisation and Management |
| 2. Hungerb & K wheelen | - | Strategic Management |
| 3. L.M. Prasad | - | Business Policy and Strategic |
| 4. Willian Gluck | - | Business Policy Strategic |

Paper - 208
MANAGEMENT INFORMATION SYSTEM

DEMBA 208

Course Objective :- The objective of the course is to develop understanding among the student regarding the management information.

- Unit – 1 **MIS** – Importance – Concept, Management-Information-System, Definition, Information Technology and MIS, Nature and Scope of MIS – Characteristics and Functions, Systems Approach and its need, Concept of Synergy.
- Unit – 2 **Structure of MIS** – Structure based on Physical Components, Information System Processing Functions, Decision Support, Levels of Management Activities, Organisational Functions, MIS Classification, Transactional Processing System, Management Information System, Decision Support System (DSS), Executive Support System, Office Automation Systems (OASs), Functional Information System, Financial System, Marketing Information System, Production/Manufacturing Information System, HR Information System.
- Unit – 3 **Decision Making and MIS** – Decision Making, Simon’s Model of decision Making, Types of Decisions, Purpose of Decision Making, Level of Programmability, knowledge of Outcomes, Methods for choosing Among Alternatives, Decision Analysis, Utility, Decision Tree, Optimization Techniques, Decision – Making and MIS.
- Unit – 4 **Information Concepts** – Information a Definition, Types of Information, Strategic Information, Tactical Information, Operation Information, Information Quality, Dimension of Information, Economic Information, Business Information, Technical Dimensions.
- Unit – 5 **System Concepts** – A Definition, Multiple Meaning of the Word SYSTEM, Kinds of Systems, Abstract and Physical Systems, Deterministic and Probabilistic Systems, Open and Closed Systems, User – Machine Systems, System related Concepts, Boundary – Interface and Black Box System Decomposition, Integration of Sub-System, Human as an Information Procession System, Information Filtering, Human Differences in Information Processing, Implications of Information Systems.

Recommended Books :-

1. Gordon B. Davis - Management System, Conceptual foundation structure and Development.
2. Ross and Murdick - Information System for Modern Management
3. Kantar Jerone - Management Information System

Scheme of Examination of Third Year

(Select any two groups out of four)

Each theory paper marks are divided into two parts:

- Theory paper will be of 70 marks for which minimum pass marks are 21.
- Assignment will be of 30 marks for which minimum pass marks will be 12.
- In aggregate passing marks should not be less than 40%.

Paper Code	Title of the Paper	Max.			Min.			Maxi. Marks
		Theory	Assign	Viva-Voce	Theory	Assign	Viva-Voce	
Group – I Marketing Management								
DEMBA 301(M)	Consumer Behaviour	70	30	-	21	12	-	100
DEMBA 302(M)	Advertising Management	70	30	-	21	12	-	100
DEMBA 303(M)	International Marketing	70	30	-	21	12	-	100
DEMBA 304(M)	Strategic Marketing	70	30	-	21	12	-	100
Group – II Financial Management								
DEMBA 301(F)	Security Analysis & Portfolio Management	70	30	-	21	12	-	100
DEMBA 302(F)	Project Management	70	30	-	21	12	-	100
DEMBA 303(F)	International Financial Management	70	30	-	21	12	-	100
DEMBA 304(F)	Financial Services							
Group – III Human Resource Management								
DEMBA 301(HR)	Human Resource Development	70	30	-	21	12	-	100
DEMBA 302(HR)	Industrial Law	70	30	-	21	12	-	100
DEMBA 303(HR)	Industrial Relations	70	30	-	21	12	-	100
DEMBA 304(HR)	Compensation Planning	70	30	-	21	12	-	100
Group – IV Systems Management								
DEMBA 301(S)	Object Oriented Methodology	70	30	-	21	12	-	100
DEMBA 302(S)	Design Management & Implementation of Data Base	70	30	-	21	12	-	100
DEMBA 303(S)	Software Project Management	70	30	-	21	12	-	100
DEMBA 304(S)	Networking & Communication Systems	70	30	-	21	12	-	100
Compulsory Paper for All Students								
DEMBA 305	Training Report and Viva-Voce	-	-	50	-	-		50

Note:- A candidate failing in two papers shall be allowed to appear in (Distance mode) supplementary examination held with next year examination.

Group – I Marketing Management

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Paper - 301 CONSUMER BEHAVIOUR

DEMBA 301

Course Objective :- The objective of the course is to provide an understanding about the customer needs and various factors effecting his behaviour and complexity of the decision making unit and process n both consumer and industrial markets.

Unit – 1 Consumer Behaviour : An Introduction –

Introduction – Defining Consumer Behaviour – Customer and Consumers, Ultimate Customer, Individual Buyer, Decision Process, Significance, Applying C.B. Knowledge, Modeling Behaviour.

Consumer Research – The consumer Research Process, Consumer Research Strategies and Methods, Motivational Research.

Market Segmentation – Who uses Market Segmentation, Bases for Segmentation, Criteria of Targeting, Implementing Segmentation Strategies.

Unit – 2 Individual Determinants of Consumer Behaviour –

Needs and Motivation – Nature and Role of Motives, Motivation, Needs, Goals, Positive Vs Negative Motives Rational Vs Emotional Motives, Dynamic Nature of Motivation, Measurement of Motives.

Personality and Self Concept – Nature of Personality, Measuring Personality, Personality Theories (Freudian, Neo-Freudian and Trait Theory), Personality and Consumer Diversity, Self Concept Development, One or Multiple selves, Makeup of Self Image, Extended Self, Alerting Self.

Perception – What is Perception (Perception, Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception). Dynamics of Perception, Consumer Imagery, Marketing Implications.

Attitude – Definition, Characteristics, Functions, Sources of Attitude Development, Attitude Theories (Congruity Theory, Balance Theory, Cognitive dissonance, Multi attribute Models), Attitude formation, Attitude Change.

Unit – 3 Environmental Influences on Consumer Behaviour –

Group Dynamics and Reference Groups – Type of Groups, Reference Groups, Applications of Reference Group Concept (Celebrities, Expert, Common Man, Spokesperson, Reference Group Appeals and their benefits) Nature of Reference Group Influences.

Family – Foundation, Significances, Family and Households Family Decision Making and Life Cycle.

Social Class – Nature of Social Class, Social Class and Social Status Categories, Measurement of Social Class (Subjective, Reputational, Objective), Social Class Lifestyle, Mobility, Affluent and Non Affluent Customer Social Class and Consumer Behaviour.

Culture – Characteristics, Measurement, Values, Cutlural Change and Counter Culture, Subculture (Nationality, Religious, Geographic, Age, Sex), Cross Culture (Need, Decision areas, Analysis).

Unit – 4 **Consumer Decision Process –**

Personal Influence – Nature and significance of Personal influence, Communication and influence flow, Dynamics of opinion leadership process, Methods to measure opinion leadership (Self Designating, Sociometric, Key Informant, Objective), Profile of Opinion Leader frequency of opinion Leadership. Two step flow of Communication Theory, Firms Promotional Strategy.

Diffusion of Innovation – Diffusion Process, Adoption Process, Profile of Consumer Innovator.

Consumer Decision Making – Four views of Decision making, Levels of decision making, Process, Purchasing Process (Choosing a store, Purchasing Patterns), Post Purchase Evaluation.

Communication and Persuasion – Components, Communication Process, Designing Persuasive Communication (Media, Message, Crisis Communication Strategies).

Unit – 5 **Additional Dimensions of Consumer Behaviour –**

Consumerism – Root of Consumerism, consumer safety, Consumer information, Consumer Choice, Consumer Redress, Consumer Privacy, Consumer Responsibilities, Marketer response to consumer issues.

Organisation Buyer Behaviour – Nature of Organisation Buying, Influence on Organisation Buyer Behaviour, Organisational Buying decisions.

Consumer Behaviour to Profit and Non Profit Marketing – (Health Care, Political, Social causes, Environment Marketing).

Recommended Books :-

1. Schiffman and Kanuk - Consumer Behaviour
2. David L. Loudon & Albert J. Della Bitta - Consumer Behaviour
3. Kotlar - Marketing Management
4. Yogesh Upadhyay - Consumer Behaviour

Paper - 302

ADVERTISING MANAGEMENT

DEMBA 302

Course Objective :- The main objective of the course is to make students familiarize with concepts, tools and techniques of advertising management.

Unit – 1 **Advertising : An Overview –**

Promotional Communication – Marketing communication, Process of Marketing Communication, Promotion as Communication, Growth of Promotion and Advertising, Noise in Communication, Elements of Promotion mix, Objective of Promotion communication, Factors influencing Promotion Mix, Promotional Planning Process, Communication Models.

Advertising World – What is advertising ? Role of Advertising, Reasons for Advertising, Advertising and M. Mix, Advertising as translation of product concept into customer benefits, as a information, as a tool of consumer welfare, use and effect of picture and colour in advertising Types of Advertising, Legal and Ethical issues in Advertising.

Unit – 2 **Campaign Planning and Advertising Decision –**

Campaign – Types of Campaign, Planning, Ad Strategy, Creative Strategy, Brand preposition, USP, Brand Image and USP, Positioning (Brand, Product, market, Psychological), Advertising and Positioning, Three Phase of Campaign Creation, Limitations of three stage model.

Advertising Decision – Advertising Budget, Advertising Appeals, Media, Concept of media, Media Selection, Media Planning Process, Types of Media (Print Media, Electronic Media, Outdoor and Transit Media, Direct Marketing and Cinema), Ad-Effectiveness (DAGMAR Approach, Pre testing and Post testing all medias, Various approach).

Unit – 3 **Creativity in Advertising –**

Message Design – Message Design and positioning, Gap between a copy writer and audience, Message presentation, Message Structure, Message format, Message development, Negative advertising, Visualization.

Advertising Copy – Advertising copy for Print Media, advertising copy for Radio, TV and Outdoor Media.

Unit – 4 **Layout Preparation –**

Layout – Components, Background, Border, Caption, Coupon, Decoration, Heading, Illustration, Photographic, Animal Illustration, Mascot, Name plate or Logo, Slogan, Space, Balance/Weight and movement in layout, Optical Center, Format of Layout.

Advertising ART – Position, Right and left hand advertisements, Top Bottom, Division, Emphasis, On-Background, Caption, Heading, Text, Introduction, Lettering, Space and Proof Correction, Demise of the paste-up-Artist.

Unit – 5 **AD Production –**

Print and Production, TV Commercial Production, AD film production, Animation films production, Computer Graphics.

Recommended Books :-

1. Chunawalla & Sethia - Foundation of Advertising Theory and Practice.
2. P.K. Agarwal - Advertising Management
3. Frank Jefkins - Advertising

Paper-303
INTERNATIONAL MARKETING

CODE – 303

Course Contents

- UNIT – I** **International Marketing :- An Overview**, challenges, Concept of Global Marketing Major Participants in International Marketing ,Balance of Payment theories of International Trade, Forms of International Business.
- UNIT –II** **Scanning International Marketing Environment.**
Risks in International Marketing, **Environmental Analysis** – Economic, Commercial, Social, Cultural, Political, Regional, Legal and Trading (Trade Barriers) Environment, Non- Trading Barriers.
State Trading, International Market Selection and market Entry Strategies.
- UNIT- III** **International Marketing Strategies.**
Product Strategies – Product Concept, PLC, NPD, Branding, Packaging and Labelling, Alternative Product strategies and product communication strategies, **International Pricing-** Pricing Concept, Objectives, Factors, Pricing methods/ approaches, Transfer Pricing, Dumping, Retrograde pricing.
Distribution – Distribution system, structure, Strategies, Factors affecting selection of channels, Logistic Management. **Promotion** – Single country Promotion Process and multicountry communication process, promotion strategies (Push, Pull, Push Vs Pull), Advertising, Personal Selling, Sales Promotion, sponsorships, Trade fair and Exhibitions.
- UNIT – IV** **Export and Import Management –**
Export Management – Export Promotion, Export financing (Sources of Funds), Role of Export houses, Export Procedure and documentation.
Import Management – The Import Process, Types of Importers, Import procedure and Documentation.
- UNIT – V** **International Economics Institutions –**
Regional Economic Integrations- Free trade areas, Custom Unions, Monetary Unions, Common Markets, The global economy
Economic Institutions – IMF, IBRD or World Bank, WIPO and WTO.

READINGS:-

Main Texts Reading Philip R. Ceteora, John L. Graham, Prashant Salwan, International Marketing, Tata McGraw Hill.
Reference Reading R.L Varshney and B. Bhattacharya, International Marketing Management, Sultan Chand.
Francis Cherunelam, International Marketing, Himalaya Pub.

Paper – 304
STRATEGIC MARKETING

CODE – 304

Course Contents

UNIT I

Marketing Strategy : An Overview – Strategic Marketing Management : Concept, Characteristics and Trends; Marketing Issues at Different Levels of Strategy; Marketing's Role in Formulating and Implementing Strategies; Process of Formulating and Implementing Marketing Strategy.

UNIT II

Strategic Analysis:

Understanding market opportunities – Customer Analysis; Competitor Analysis; Marketing Analysis; Environment Analysis and dealing with Strategic uncertainties. Internal Analysis.

UNIT III

Decisions in Marketing Strategy:

Corporate objectives and growth strategies – their marketing implications; Business strategies and their impact on marketing strategy; Identification and selecting marketing segments; Differentiation strategy :concept, importance and sources; Positioning: types, process and analytical tools for positioning decisions.

UNIT IV

Markets and Marketing Strategy –

Marketing strategies for new market entries, growth markets, mature and declining markets and new economy.

UNIT V

Implementation and the Planning Process –

Designing appropriate structures and process of implementing different strategies; Marketing plans; Marketing metrics – Process Of designing marketing metrics, strategic monitoring systems and marketing metrics.

READINGS

Main Text/s David A. Aaker, Strategic Market Management, Wiley.

Supplementary Texts Orville C. Walker, John W. Mullins, Harper W. Boyd and Jean-Claude Larreche, Marketing Strategy, TataMcGraw Hill.

Alan R. Andreasen and Philip Kotler, Strategic Marketing for Profit Organisations, Prentice Hall of India.

Group – II Financial Management

Paper - 301

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

DEMBA 301

Course Objective :- The objective of this course is to familiarize the students with the techniques and areas of security analysis and portfolio management.

Unit – 1 The Investment Environment –

Concept Nature and Scope of Investment Management, Investment V/S Speculation, Investment Categories of Alternative forms of Investment, Investment Process, Increasing Popularity of Investment, Features of Investment Programme, Market for Securities and Taxes, Types of Investor.

Unit – 2 Security Analysis or Common Stock Analysis –

Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Theory.

Unit – 3 Risk and Return –

Security Return and Valuations – Security Returns, Approaches to valuation, valuation of fixed Income securities, Valuation of Preference Shares. Valuation of Equity Shares.

Risk – Systematic and Unsystematic Risk – Interest Rate Risk, Market. Inflation Risk, Market Risk, Liquidity Risk.

Unit – 4 Security Market in India –

Nature and Functions of Stock Exchange, Primary V/S. Secondary Market, Listing of Securities, SEBI Act 1992 – Purpose of SEBI Act 1992, Power and functions of SEBI, Guidelines issued by SEBI, Types of Traded Securities, New Issue Market – Methods of Marketing Shares and Functions of NIM.

Unit – 5 Portfolio Management –

Introduction to Portfolio Management, Capital Market Theory, Portfolio Selection Models – Marketing Theory, Sharpe single under model, Portfolio Selection – Utility Theory and Indifference curve, Classification of Managed Portfolio.

Recommended Books :-

1. Preeti Singh - Investment Management
2. Fisher and Jordon - Security Analysis and Portfolio Management
3. Elton and Gribler - Modern Portfolio Theory and Investment Analysis
4. V.A. Aradhari - Capital Marketing Management
5. Bhalla - Investment Management

Paper - 302
PROJECT MANAGEMENT

DEMBA 302

Course Objective :- The objective of this course is to Expose students to all aspect of project Management Covering Project Formulation, Evaluation Implementation and Control. The course will help students to prepare Project Reports for Projects Selected by them.

Unit – 1 **Introduction** – Concept of Project Management, Characteristics of a Project Categories of Project, Project Life Cycle, Phases, tools and Techniques for Project Management. Project Management and his Problems, Roles and Responsibilities of Project Manager.

Unit – 2 **Project Formulation** – Market Aspect in Project Formulation : (a) Input Analysis Market and Demand Analysis-Collection of Secondary Information. Conduct of Market Survey, Characterisation of the Market Demand Forecasting. **Technical aspect of Project Formulation** – Input Analysis, Location and site, Size and Cost of Land, Raw Material, Utilities, Manpower Transport Facility Incentives and Concession. Environment Consideration Climatic and National Hazard Consideration. **Financial Aspect of Project Formulation** – Estimation of Cost of Project Operating Cost Means of Finance Working Capital Requirements and its sources Estimates of Working Capital results, Project Cash Flow.

Unit – 3 **Project Implementation Stages** – Initiating the Project Specifying and Scheduling the Work, Clarifying Authority, Responsibilities and Relationships Obtaining Resources. Establishing Control System Directing Controlling Bottlenecks in Project Implementation guide lines of Planning Commission for Effective, Implementation of the Project, Pre-requisites for successful Project Implementation.

Unit – 4 **Project Evaluation** – Objectives of Project Evaluation, Types of Project Evaluation, Methods of Project Evaluation.

Appraisal Criteria – Net present Value Benefit Cost Ratio, Internal Rate of Return Pay back Period, Investment Appraisal, Indian practices of Investment Appraisal Techniques in US, Germany and Japan. Project Evaluation under uncertainty.

Unit – 5 **Project Management** – Forms of Project Organisation, Project Planning, Project Control, Human Aspect of Project Management. Pre-requisites for successful Project Management. Net Work Techniques in Project Management.

Recommended Books :-

- | | | |
|-------------------------------|---|---|
| 1. Dr. Prasanna Chandra | - | Project Planning Analysis Selection and Implementation |
| 2. Patiek Healey | - | Project Management |
| 3. David Niekson, Suzy, Siddo | - | Management Project |
| 4. United Nation | - | Quantitative Techniques in Management |
| 5. UNIDO Publication | - | Oxford & 9BH guidelines for Project Evaluation |
| 6. Dr. Prasanna Chandra | - | Project Planning Appraisal Budgeting and Implementation |
| 7. Goyal | - | Project Management |
| 8. P.C.K. Rao | - | Project Management and Control |
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Paper - 303
INTERNATIONAL FINANCIAL MANAGEMENT

DEMBA 303

Course Objective :- The objective of the course is to provide the students and appreciation and use of concepts and techniques of financial management in relation to global financial market as well as financial transaction relating to international market.

Unit – 1 **Introduction** – Concept, Scope and Importance of International Financial Management, International Financial Management v/s Domestic Financial Management. Role and responsibilities of International Financial Manager, Financial function in Global Context, Games from International Capital Flow.

Balance of Payment – Components of Balance of Payment, Disequilibrium of Balance of Payment and measures to remove disequilibrium, Different Approaches of Adjustment of Balance of Payment.

Unit – 2 **International Monetary System and International Financial System** –

Phase of Development of International Monetary System – Gold Standard and its features, Suspension of Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime Since 1973, Floating rate regime, Limited Flexibility System, International Liquidity its bases. IMF Finding facility, Role of IMF in the post Bretton Woods World and Problem of Adjustment, An appraisal of Liquidity Promotion measures, European Monetary System, Economic Monetary Union (EIMU).

Unit – 3 **Foreign Exchange Market** – Concept and distinctive features of Foreign Exchange Market, SPOT Market, Forward Market, Types of Transactions and Settlement Dates, Exchange rate Quotations and Arbitrage, Relationship between Forward rate and Future Spot rate, Foreign Exchange Market in India

Exchange Rate Determination and Forecasting – Exchange rate and factors influencing it, Exchange rate Quotations, Forward Market Quotations, Relationship between Exchange Rates, inflation Rates and Interest Rate, Determination of Exchange Rate in Spot Market and in forward market, Need of Exchange Rate Forecasts, Techniques of Exchange Rate Forecasting, Forecast in a controlled Exchange.

Unit – 4 **Exposure and Risk** –

Nature of Exposures and Risk – Transactions exposure, Transaction exposure and Operating exposure, According and Relationship of Transactions and Translation Exposure.

Risk - Foreign Exchange and Interest Rates Risk and their management, Political risk and its management, Inflation risk and its impact.

Financial Swaps – Interest rate Swaps and Currency Swaps.

Unit – 5 **Project APPRISAL & CAPITAL BUDGETING** –

Capital Budgeting for the multinational corporations, Multinational working capital Management. Short term Finance, Foreign Trade, International Cash Management, International Receivables & Inventory Management, International Investment Strategy, Forex Regulation & Control. Project Appraisal in International Context.

Recommended Books :-

- | | | |
|----------------|---|------------------------------------|
| 1. V.K. Bhalla | - | International Financial Management |
| 2. V.K. Bhalla | - | Global Business |
| 3. Apte | - | International Financial Management |
| 4. Sharon | - | International Financial Management |
| 5. Shipro | - | Multinational Financial Management |
| 6. Varshney | - | International Financial Management |

Paper - 304
FINANCIAL SERVICES

DEMBA 304

Course Objective :- The objective of the course is to provide an understanding of the underlying concepts, strategies and issues involved and working of financial services.

Unit – 1 **Introduction** – Evolution and Role of Financial Services Companies in India, Indian Financial System Organisational structure, Financial System and Economic Development – Meaning, Basic functions, Rudimentary Finance, Direct Finance and Indirect Finance, Non Banking of NBFCs/MNBCs/RNBCs, RBI Functions.

Unit – 2 **Leasing Financing and Hire Purchase** –

Lease – Meaning type of Leasing, Financial Evaluation of Leasing : Lease; Point of View, Lessors Point of View.

Economic Pros and Cons of Leasing : Advantage and Limitation from Lessee and Lessor Point of View.

Hire Purchase – Meaning and Hire Purchase, Legal Position of Hire Purchase, Hire Purchase V/S Installment Payment System, Hire Purchase V/S Lease Financing, Sale V/S. Hire Purchase Financing.

Unit – 3 **Consumer Finance** –

Housing Finance – Introduction, National Housing Bank (NHB) Direct, Housing Finance System, Housing Finance Scheme, Finding of HFC's.

Bills Discounting – Types of Bills, Discounting of Bills of Exchange, Purchasing of Bills, Drawer Bills and Drawers Bill, Refinance facility from RBI.

Credit Cards – Functioning of credit Cards.

Unit – 4 **Factoring and Forfeiting** – Distinctive, Function of Factors, Types/ Forms of Factoring, Difference between Factoring and Forfeiting. Difference between Factoring forfeiting and Export Factoring Bank Services Various factoring Services.

Mutual Fund – Meaning Regulatory Mechanism : SEBI Mutual Fund Regulate Mutual Fund Characteristic, Advantages of Mutual Fund Classification of Schemes.

Unit – 5 **Financial Intermediaries and Credit Rating** –

Insurance and UTI – Meaning of Insurance Services, Life Insurance Policies LIC and Industrial Finance, GIC and security Market, Liberalisation of Insurance Industry.

UTI – Objective, Working, Resources and Functions.

Credit Rating – Meaning of Credit and Rating Symbols by Crisil, Ica and care.

Recommended Books :-

- | | | |
|--------------------------------|---|---|
| 1. M. Y. Khan | - | Indian Financial System |
| 2. M. Y. Khan | - | Financial Services |
| 3. S. N. Maheswari | - | Banking Law and Practice |
| 4. R.K. Sharma & S.K. Gupta | - | Financial Management |
| 5. India Introductor of Banker | - | Introduce to Foreign Trade Foreign Exchange and Risk Management |
| 6. Shekhar & Shekhar | - | Banking Law and Practice |
-

Paper 305

Training Report and Viva-Voce

Group – III Human Resources Management

Paper - 301

HUMAN RESOURCE DEVELOPMENT

DEMBA 301

Course Objective :- To impart the students to take on the challenges world of HRD and to develop skills for increasing effectiveness of a performance appraisal system.

Unit – 1 **HRD** – Role of HRD department, Human Resource Planning – Concepts, Significance, need and approaches to HRP, Methods and Techniques of demand forecasting and supply forecasting.

Unit – 2 **Training** – Concept of Training, Importance of training, Training need identification, Training Methodology and Methods, qualities of a effective trainee. Evaluation of Training programmes. Why training fails ?

Unit – 3 **Management Development** – Definition, Nature and purpose of Management development, and techniques, Managing Quality and Productivity – Attractive work arrangements, Flexitinations, Quality Circles, Kaizen, 5 – S of housekeeping, Building Employee commitment.

Unit – 4 **Career Planning** – Concept, process of Career Planning, Responsibility for career planning, career Anchors, Advantages and limitations of career planning. Performance Appraisal – Concept, Importance, Rationale for doing PA, obstacles in effective PA. Making PA more effective. PA practices in Public and Private Organisations.

Unit – 5 **Human Resource Information Systems** – Concept, Importance, Computer Application in HRM – An Overview, Research in HRM, Human Resource Accounting – Concept, Objectives, Human Resource, Accounting models, HRD Audit – Need for HRD audit, concept, why most of companies want HRD audit and Role of HRD audit in Business improvement, Methodology of HRD audit, limitations of HRD audit.

Recommended Books :-

1. Pareek and Rao - Designing and Management Human Resources
2. Garry Demeler - Human Resource Management
3. Dwivedi - Personnel Management
4. Decenzo and Robbins - Personnel/Human Resource Management
5. E. Flippo - Personnel Management
6. T.V. Rao - HRD Audit

Paper - 302
INDUSTRIAL LAW

DEMBA 302

Course Objective :- To impart knowledge of the contents of Laws relating to Industrial relations of Labour Welfare and to enable the student to intercept and apply these laws.

Unit – 1 Factories Act 1948. Payment of Bonus Act 1965.

Unit – 2 Employee state Insurance Act 1948. Payment of Gratuity Act 1972.

Unit – 3 Trade Union Act 1926, Minimum Wages Act 1948, Contract Labour Act (Regulation and Abolition) 1970.

Unit – 4 Employees Provident Fund & Miscellaneous Act 1952, Maternity Benefits Act 1961, Payment of Wages Act 1936.

Unit – 5 Workmen’s compensation Act 1923, Industrial dispute Act 1947.

Recommended Books :-

- | | | |
|-----------------|---|----------------------------|
| 1. Kapoor, N.D. | - | Industrial Law |
| 2. Mishra, S.N. | - | Labour and Industrial Law |
| 3. Sethi, K.L. | - | Indian Labour Legislations |
| 4. Malik, P.L. | - | Industrial Law |
| 5. Chakaraborty | - | Labour Law in India |
| 6. C.B. Gupta | - | Human Resource Management |

Paper - 303
INDUSTRIAL RELATIONS

DEMBA 303

Course Objective :- To enable students to deal with particular industrial relations situations in a constructive manner with special reference to Indian conditions and to acquaint them with significance and process of collective bargaining and industrial democracy.

- Unit – 1 **Industrial Relations** – Concept Scope and Objectives, Impact of IR on production Forms, Causes and Machinery for settlement of Industrial disputes.
- Unit – 2 **Trade Union** – Concept function and role of Trade Union, Expectations of Trade Union, Problems of Trade Union including Inter and Intra union rivalry, Trade Union movement in India.
- Unit – 3 **Collection Bargaining** – Concept, Functions and Characteristics, Process of bargaining, Prerequisites of collection bargaining, Union Management agreements in India Organizations, Status of collection bargaining in India.
- Unit – 4 **Worker’s Participation** – Definition, Characteristics feature, forms and level of participation. Worker’s participation in India. Employee discipline, Employee grievance, grievance handling procedures, Domestic enquiry, Framing of charge sheet and show – casue notices. Employee counseling – Types, Steps and Process.
- Unit – 5 **Industrial Welfare** – Concept, Need and Objectives of Labour welfare. Significance of Labour welfare in the modern organization, Responsibility of implementing labour welfare measures. Origin and growth of Social security, Measures of social security, Difference between Social insurance and social assistance.

Recommended Books :-

- | | | |
|------------------------|---|---------------------------------------|
| 1. Mamoria and Mamoria | - | Dynamic of Industrial Relations |
| 2. R.D. Agarwal | - | Dynamics of Labour Relations in India |
| 3. Baldev R. Sharma | - | The Indian Industrial Worker |
| 4. C.B. Sharma | - | Personnel Management |

Paper - 304
COMPENSATION PLANNING

DEMBA 304

Course Objective :- To provide understanding of Management compensation and wage and salary administration in Corporate Sector and Public Service and to impart Skills in formulating compensation policy and system based on principal of equity and efficiency.

- Unit – 1 **Introduction** – Employee Compensation – Definition, Objectives, Types, factors affecting employee Compensation, employee Compensation Planning, Problem in Compensation Planning; Behavioral aspect of Employee Compensation.
- Unit – 2 **Wages Administration** – Need for a rational wage policy, Concept relating to Minimum, Fair and living wages, Methods of Payment.
- Wages Determination** – Job Evaluation techniques. Theories, wage Determination process, Methods of wage Fixation.
- Unit – 3 **Salary Administration** – Aim of Salary Administration, Principle of Salary Formulation; Components of Salary Administration, Salary Structures, Salary Progression, Salary Administration Procedures.
- Unit – 4 **System of Rewards and Incentives** – Types of Rewards and Incentives Different Incentive Plans, Dearness Allowance and other Allowances – Principal of fixation, Consumer Price Index Number, System Relating to Fringe Benefits, Organization and operation of wage and salary Administration, Department in Business Concerns, Wage Records and Monitoring the System.
- Unit – 5 **Wages and Productivity** – Concept of Productivity, Efficiency and Productivity of Labour and payment of wages. The Problems of Low, Productivity of Indian workers, Sharing the gains of Productivity.

Recommended Books :-

1. Armstrong, M and Helen Munlis - A land-book of Salary Administration
2. Burgess, L.R. - Wage and Salary Administration
3. Subramaniam, K.N. - Wages in India
4. Lupton, T. and Bowey - Wages and Salaries
5. Dayals, S. - Industrial Relations System in India
6. C.B. Gupta - Human Resource Management
7. C.B. Mannoria - Personnel Management
8. T.N. Bhagoliwal - Economics of Labour Welfare and Industrial Relations.

Group – IV Systems Management

Paper - 301

OBJECT ORIENTED METHODOLOGY

DEMBA 301

Course Objective :- To familiarize with operating environment and to get and to get familiarity with the application of Object Oriented technology (OOT) using object oriented programming languages C++ and for system development.

- Unit – 1 **Basic OOPs concept** – Difference between procedural oriented and object oriented language, object class Inheritance, Polymorphism, Data Abstraction, Data Encapsulation, Data Hiding, Programming in C++ (above issues) overview of Ada, effect and small talk.
- Unit – 2 **Modeling concepts** – Modeling as a design technique, Object modeling, Dynamic Modeling, Functional Modeling.
- Unit – 3 **Design Methodology** – Concept of OMT, The OMT Methodology, Analysis of system design – overview, breaking a system into subsystems, concurrency, identification, Allocating subsystems to processors and Tasks, Management of data stores handling global resources, choosing s/w control implementation, Object design – overview, combining three models, Designing, Algorithms, Optimization, Implementation of control, Design of Associations, Object rep-reservation, Physical packaging, Methodology summary.
- Unit – 4 **Implementation** – From Design to implementation, programming style, object-oriented languages – Translating and design into an implementation, class definition, creating objects calling operations, Using inheritance, Implementing Associations, RDBMS.
- Unit – 5 **Applications** – Computer, Animation, background, problem statement, Analysis, System, Design, Object Design, Implementation ; Electrical Distribution, Design system background, problem statement, Analysis, system design, Object Design, Implementation.

Recommended Books :-

1. C++ by Steven Prata
2. Object Oriented Modeling & Design – Rambarg
3. OOPs - E. Balaguroswamy

DESIGN MANAGEMENT & IMPLEMENTATION OF DATABASE

MPT(SM) 302

Max. marks-100

External - 70

Internal - 30

Objective : To understand the data management and database management system and its applications.

UNIT-I : Basic Concepts :

Database and database users, Database system, concepts & Architecture, Data Modeling using the Entity – Relationship Model, Record storage & Primary file organization, Indian structure for files.

UNIT-II : Relational Model Language and systems – The relational Data Model, Relational Algebra, structured query language (SQL).

UNIT-III : Database Design theory & Methodology – Functional Dependency and the Normalization for relational databases, Database Design process, physical, Database Design in Relational Database.

UNIT-IV : Introduction to Knowledge – Base system Knowledge and Databases. Distributed Databases: Basic Idea, distributed data storage, data replication, data fragmentation. Object oriented databases – Basic idea and the model, object structure, object class, inheritance & multiple inheritance.

UNIT-V : Advanced Database Concepts :

Security & Authorization, Different types of database, Data warehousing, data mining ODBC concept, Emerging database technologies and applications.

Architectures for DBMS, Transaction processing, concept concurrency, control techniques, Database recovery techniques.

Suggested Reading:

1. Navarte.
2. Harsen & Harsen.
3. Korth.
4. B. P. Desai.

Paper - 303
SOFTWARE PROJECT MANAGEMENT

DEMBA 303

Course Objective :- To understand implementation of Software Project and their time and Cost Management with Quality.

- Unit – 1 **Project Management Concepts, Software Process and Project Metrics** – The Management Spectrum : People (The Players, Team Leaders, the Software Team, Coordination and Communication Issues), The Problem (Software Scope, Problem Decomposition), The Process (Melding the problem and the process, Process Decomposition), The Project Measures, Metrics and Indicators, Metrics in the process and project domains, Software measurement : Size oriented metrics, Function oriented metrics, Metrics for software quality : Different factors that affect quality, measuring, quality, defect removal efficiency.
- Unit – 2 **Software Project Planning** – Observation and estimating, Project Planning Objectives, Software Scope obtaining information necessary for scope, Resources : Human Resources, Reusable Software Resources, Environmental Resources, Software project estimation, Decomposition Techniques, Software sizing, problem based estimation, process based estimation, Empirical Estimation Models : The structure of estimation models, The COCOMO model, The Make-Buy Decision : Creating a decision tree.
- Unit – 3 **Risk Management** – Software risks, Risk Identification : Product size risks, business impact risks, customer related risks, Process risks, Technology risk, Development environment risks, Risk associated with staff size and experience, Risk projection : Developing a risk table, Assessing risk impact, Risk assessment.
- Unit – 4 **Project Evaluation and Tracking** – The relationship between people and effort, defining a task set for the software project, Selecting Software Engineering tasks, Refinement of major tasks, Defining a task network, Scheduling : Timeline charts, Tracking the Schedule, The project plan.
- Unit – 5 **Software Quality Assurance** – Quality Concept : Quality, Quality Control, Quality assurance, Cost of Quality, Software reviews, Formula Technical Reviews, Software Reliability : Measures of Reliability and Availability, Software safety and hazard analysis, ISO 9000 Quality Standards.

Recommended Books :-

1. Harold Kerzner - Project Management – A System approach to Planning, Scheduling and Controlling
2. R.E. Fairly - Software Engineering Concepts
3. Pankaj Jalote - An Integrated Approach to Software Engineering

Paper - 304
NETWORKING & COMMUNICATION SYSTEM

DEMBA 304

Course Objective :- To understand the networking procedure for building up database and taking online decision.

- Unit – 1 Introduction : data communication, networks, protocols & standards, line configuration, topology, transmission mode, categories of networks internet works.
- Unit – 2 OSI Model & signals : Concept of model functions of OSI model, TCP/IP models, Difference between OSI & TCP/IP models, analog & digital signals, analog-to-digital encoding, analog to analog encoding.
- Unit – 3 Transmission, Multiplexing & Error correction Detection : digital data transmission, guided and unguided media, types of multiplexing, the telephone system, error correction and detection techniques.
- Unit – 4 Data Link control switching LAN & MAN : flow control, Error control, Ethernet, Token, BUS, Token Ring, FDDI, IEEE 802.6, SMDS circuit switching packet, switching message, switching & network layer.
- Unit – 5 Network Security, cryptography, electronic mail, Architecture and services. The user agent, Message Format, Message Transfer, E-Mail Privacy, The World Wide Web, Multimedia, audio, video ISDN and ATM.

Paper 305

Training Report and Viva-Voce