

**MAHARISHI MAHESH YOGI VEDIC VISHWAVIDYALAYA
DIRECTORATE OF DISTANCE EDUCATION**

SCHEME FOR MASTER OF BUSINESS ADMINISTRATION (MBA)

MBA SEMESTER - III

Sub. Code	Paper	Nomenclature	Max. Marks
COMPULSORY PAPERS			
3DMBA1	I	Decision Support & Management System	100
3DMBA2	II	Business Ethics	100
OPTIONAL PAPERS (Select any two groups to be studied in semester III and IV)			
HRD GROUP – A			
3DMBA3	III	Organisational Development	100
3DMBA4	IV	Industrial Psychology	100
3DMBA5	V	Labour Legislation	100
FINANCE [GROUP – B]			
3DMBA6	VI	Capital Market System	100
3DMBA7	VII	International Financial Management	100
3DMBA8	VIII	Taxation & Tax Planning Management	100
MARKETING [GROUP – C]			
3DMBA9	IX	Sales & Distribution Management	100
3DMBA10	X	Advertising and Brand Management	100
3DMBA11	XI	Consumer Behaviour and Market Research	100
INFORMATION TECHNOLOGY [GROUP – D]			
3DMBA12	XII	Concept of Networking	100
3DMBA13	XIII	Data Base Management System	100
3DMBA14	XIV	System Analysis & Design	100
COMPULSORY PAPER			
3DMBA15	XV	Training Project (Evaluation & Viva-Voce)	100

MBA SEMESTER - IV

Sub. Code	Paper	Nomenclature	Max. Marks
COMPULSORY PAPERS			
4DMBA1	I	Strategic Management	100
OPTIONAL PAPERS (Select any two groups as studied in III semester)			
HRD [GROUP – A]			
4DMBA2	II	Management of Industrial Relations	100
4DMBA3	III	Human Resource Development	100
4DMBA4	IV	Total Quality Management	100
FINANCE [GROUP – B]			
4DMBA5	V	Merchant Banking and Financial Services	100
4DMBA6	VI	Security Analysis And Portfolio Management	100
4DMBA7	VII	Project Management And Entrepreneurship	100
MAKKETING [GROUP – C]			
4DMBA8	VIII	International Marketing	100
4DMBA9	IX	Rural and Industrial Marketing	100
4DMBA10	X	Marketing of Service	100
INFORMATION TECHNOLOGY [GROUP – D]			
4DMBA11	XI	Application Development Using Oracle	100
4DMBA12	XII	Internet and E- Commerce	100
4DMBA13	XIII	Enterprise Resource Planning	100
COMPULSORY PAPER			
4DMBA14	XIV	Evaluation of Management Skills through Presentation	100

Decision Support & Management System

UNIT- I

Introduction to management information system. An overview Structure of MIS, HIW, SIW, and Communication technology of MIS control functions.

UNIT -II

Conceptual Foundations- The decision making process. Concept of Information, System Approach, organizational structure and M.I.S.

UNIT- III

Information based support system – Support system for planning, control and decision making. Support system for Financial, Marketing, H.R., Production decision making.

UNIT- IV

M.I.S. Requirements – Developing Long Range Information System Plan. Strategies for the Determination of Information Requirements and Database requirement.

UNIT- V

Data base design, user Interface design. Development implementation plan. Quality assurance and Evaluation of Information System.

REFERENCE BOOKS:-

- Management Information System – Davis and Olson.
- Management Information System – Jawadekar.
- Decision Support – Devis Michel W.
- Management Information System – W.S.Jawadekar
- Management Information System – Gordon B.Danis and Margrethe H.Olson.
- Management Information System – Kenneth C.Laudon and Jane P.Laudon.
- Information System (Theory&Practice) – John G.Burch & Gary Grudnitski
- Management Information System OZ. – Brandy Monk
- Advanced cases inn MIS – Muneesh Kumar.
- Business Information system – J.M. Jawadekar

BUSINESS ETHICS

UNIT - I

Models of Management in the Indian Socio -Political Environment. Work Ethos and Indian Heritage in production and consumption Indian Insight in to TQM.

UNIT - II

Problems relating to stress in corporate Management- Indian Perspective. Teaching ethic Trans cultural Human Values in Management Education.

UNIT – III

Relevance of values in Management. Need for values in Management. Need for values in global change- Indian perspectives.

UNIT - IV

Holistic Approach for Managers in Decision Making. Secular v/s spiritual values in Management.

UNIT - V

Personal growth and lessons from ancient Indian educational System science and Human values.

REFERENCE BOOKS

1. Foundations of managerial work – Chakraborty S.K
2. Contribution from Indian thoughts- – Himalya publication
3. Business Ethics – Andrew Crane and Dirk Matten,Oxford Press
4. Business Ethics – A Philosophical Reader (Paperback)by Thomas I. White
5. Business Ethics – Concepts and Cases - Text Velasquez, Manuel G. Prentice Hall, Inc
6. Business Ethics - A.V.RAO(exel books)

ORGANISATIONAL DEVELOPMENT

UNIT- I

Conceptual Framework: Organizational Development: - Definition, Process, Nature and Characteristic . Growth and relevance of Organisational Development History and Evolution of Organisational Development. Social Technical system. Organisational structure related issues. Process related issues. Organization Development Experts:- Role and Qualities

UNIT-II

Process and Facets of O.D Action research. Organization Diagnosis. Group and Group's Process. The emergence of the virtual and network organisation. The influence of concepts such as best value and changing stakeholder requirements. Change processes and their implications. The strengths and weaknesses of the planned change approaches. Information technology a newer configurations in OD.

UNIT -III

Concept and process of Organisational Development Intervention: Techniques of OD Interventions:- Applying criteria to goals , Establishing inter-unit task forces , Experimentation with alternative arrangements , Identifying "key communicators" , Identifying "fireable offenses", In-visioning , Team Building , Intergroup Problem Solving, Management/ leadership training , Setting up measurement systems and Survey-feedback.

Michael beer suggestions on O.D. Intervention. Clarification: Sensitivity training, Grid training, System for Management . Role analysis with Technology (RAT) . Role Negotiation Technique(RNT):- Inter dependency exercise .

UNIT -IV

Designing and Implementing Organisational Development Intervention Techniques: Collecting and Analyzing Diagnostic Information. Human Process Interventions. Human Resource Management Interventions. Organizational transformation. Learning organization. Diversity and Inter-group Interventions.

UNIT - V

Emerging Topics in Organisational Development: Self-regulating Work Teams. Introduction of Organisational Development self Analysis. Quality of work life (QWL). Process Consultation. MBO, Force field Analyses.

REFERENCE BOOKS:-

- Organisational development – French & Bell . PHI
- Human behaviour at work – Keith Devis Tata Mc-graw hill
- HRD – PC tripathi Sultan chand
- Organisation behaviour – F Luthans, Tata Mc-graw hill
- Organisation development and change. – D Thakur Deep & Deep
- Organisation and change – Weiss, Joseph
- Organizational Behaviour -- Archana Tyagi (Excel Books)
- Organizational Behaviour -- P.G. Aquinas (Excell Books)
- Organizational Behaviour -- Mishra M.N. (Vikas Pub. House)
- Organizational Behaviour -- Chandan J.S. (Vikas Pub. House)

INDUSTRIAL PSYCHOLOGY

UNIT - I

Industrial Psychology:- Definition, Nature, Objective, Scope and premises of Industrial Psychology. Industrial psychology as a science and profession. Job related behaviour and its measurement - individual and situational variables in the form of involvement, and associated. Job Information, Job analysis:- Uses , Values and Method of analyzing job content and context.

UNIT - II

Different types of psychological tests in the process of personnel selection. Advantages and disadvantages along with precaution in administering tests. Job satisfaction Factors and Vroom's seven dimensions of job satisfaction. Minnesota satisfaction questionnaires (MSQ). Factors influence an individuals performance in an organisation.

UNIT- III

Concept of Stress. Concept of Image with inclusion of Image building and Methods of image building. Role identification: -Concept and Role of individual in the organization.

UNIT - IV

Concept of Assessment center. Different techniques of assessment. Decision making in Organisation- Group decision making-

UNIT - V

Group think:- Brain storming. Work study (Time and motion study):- accident and safety, Fatigue, Monotony, Boredom, Moral , Productivity

REFERENCE BOOKS

- Industrial Psychology – P.K Ghosh ,Himalaya Publication
- Industrial Psychology – Mc Cormic & Igen Prentice Hall Blum & Naylor
- Industrial Psychology – CBS Publication 1984
- Industrial Psychology – J Tiffin Prentice H
- Introductory Psychology Textbooks – RA Griggs, SL Jackson,
An objective Analysis and Update – P Marek LawrenceEarlbaum
- Applied industrial/organizational psychology – MG Aamodt - Belmont, Calif Wadsworth Pub.
 - Industrial/Organizational Psychology – Ronald E. RiggioScott Foresman & Co January 1990)

LABOUR LEGISLATION

UNIT- I

Factory Act-1948. Trade Union Act-1926.

UNIT- II

Industrial Dispute Act-1947. Lay off , Retrenchment, Transfer , closure, Exception of sec25FF. Payment of wages act-1948.

UNIT- III

ESI Act 1948. Workmen Compensation Act-.1923

UNIT- IV

Payment of Bonus Act-1965. Employees Provident Fund. Family Pension Fund & Deposit Linked Insurance Fund- 1952.

UNIT -V

Standing order act-1948. Payment of Gratuity Act-1972. Maturity Benefit Act-1961. Equal remuneration Act-1976.

REFERENCE BOOKS

- | | |
|---------------------------------------|--|
| IR and Trade Universe | - GP sinha and PRN Sinha |
| Labour Legislation | - SC Srivastava |
| Handbook of Labour and Industrial Law | - P. L. Malik Eastern Book company Lucknow |
| Labour and Industrial Law | - P.L. Malik Eastern Book company Lucknow |
| Industrial Relations and Labour laws | - Shrivastava S.C. (Vikas Pub.House) |
| Business Laws | -- S.S.Gulshan (Excel Books) |

CAPITAL MARKET SYSTEM

UNIT – I

Capital Markets:- Call money Markets. Treasury Bills Markets. Commercial Bills Market. Commercial Paper market. Gilt-edged securities market. Derivative securities market. Fixed Income Securities. Equity Securities.

UNIT – II

Stock Exchange of India ,Functions, Listing, settlement . Stock Market structure in other countries: London, Eurontex and Tokyo. SEBI and Security Exchange Commission of US. Trading & settlement. Bank for International Settlement (BIS). National Clearance and Depository system:- A centralized clearing system for Eurobonds.(CEDEL).

UNIT – III

Over the counter exchange of India (OTCEL). National stock exchange (NSE). Stock holding corporation of India Ltd. (SHCIL). Central Depository system.

UNIT – IV

Futures ,Options , Call and Stock Split. Right issue . Bonus shares, Derivatives- Reverse Split. Stock invest , Bonds- Zero Coupon. Regulation on minimum subscription- Strips.

UNIT –V

Underwriting. Allotment. Transfer & Transmission of shares/Debentures. Refunds. Mutual Funds: Concept, Type: Open and close ended, Commingled funds, equity funds, Debts funds, Asset Allocation and Index funds Flexible funds, Balanced and income funds.

REFERENCE BOOKS

- Nabhi's Manual of SEBI – Jain book Agency, New Delhi
- Manual of SEBI – Bharat Law House, New Delhi
- Investment Management – Preeti Singh
- Global Capital Market – Joshi P.R.[Tata Mc Graw Hill]
- Fund management in India – Thomas [Tata Mc G. Hill]
- Indian Capital Market – Trends & Dimensi Shasshi Kant & Arumugam [Tata Mc G. Hill]
- Indian Financial system – Machiraju

INTERNATIONAL FINANCIAL MANAGEMENT

UNIT – I

International Financial Environment. International Monetary System:- Classical Gold Standard, Britton Woods System, The Flexible Exchange Rate System and Euro Currency. International Monetary Fund:-Financial Facilities, Policies and Functions. Concept of Special Drawing Rights and related rules. International Financing:- International Banking Services.

UNIT – II

Balance of Payment: Meaning, Importance in Finance, Concept of Revenue and Capital account and uses. Global Financial Markets:- Domestic and Offshore markets and Euro Market. The Foreign Exchange Market:- Structure, Types of Transactions & settlements Rates, Quoting and Arbitrage, Forward Quotations. Indian Foreign Exchange Market:- Structure, Scope, Participants and procedures.

UNIT – III

Forwards, Swaps, and interest parity: Currency and interest rate futures Currency options, Call, Put, Spreads, Hedging with currency option's and Concept of Hedging. (Numerical Problems/cases)

UNIT – IV

Sourcing Equity Globally:- Strategies to source equity globally-Yankee stock offerings, The European stock market, Asian Stock markets, American Depository Receipts[ADRs] and Global Registered Shares. Factors affecting international Equity returns. Sourcing Debt Globally :- Foreign exchange risks and the cost of debt. The major global debt market segments:- Bonds: Bearer and Registered Bonds . Bond market , Credit rating. Euro Bonds:- structure & Practices, Clearing procedures, External Commercial Borrowing[ECB].

UNIT – V

Foreign Investment Decisions: Capital Budgeting Techniques and Risk analysis. FDI investments:- Decision process and Strategies. FDI Via Mergers, and Acquisitions (M&A): Rational and difficulties. International Joint ventures. Export and Imports: Financial tools : Letter of Credit, Bills of Lading, Bills of Exchange and Forfaiting.

REFERENCE BOOKS

International Financial Management– Rodriguez RM, Carter Foreign exchange and Money Markets

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|------------------------------------|-----------------------------|
| Financial Management | – SN Maheshwari |
| Multinational Financial management | – Alan C. Shapiro |
| International Financial Management | – David B. Zenoff, J. Zwick |
| International Financial Management | – P.G. Apte |
| International Financial | – Buckley Adrian |
| Multinational Financial Management | -- Madhu Vij (Excel Books) |
| International Business | -- Bedi N.V. (Vrinda Pub.) |
| International Business | -- Prabhakar rao (Kalyani) |

TAXATION & TAX PLANING MANAGEMENT

UNIT - I

Introduction of Direct and Indirect taxes and their types, A Brief history of Income Tax in India . Scope and application of Income tax in India. Definitions as per Income Tax Act of India: Income, Assessment Year, Previous Year, Assesses, Person, Agricultural Income and Semi Agricultural income. Residence and Tax liability of:-An Individual, HUF, Firm, Company, and Cooperative Society. (Assessment).

UNIT – II

Incomes exempted from Tax. Computation of Income Tax under Various Heads:- Income from Salary, (Assessment),Income from House Property . (Assessment) and Income from Capital Gain. (Assessment)

UNIT- III

Income from Other Sources (Assessment). Assessment of income from Business (Company Assessment). Assessment of an Individual. Depreciation and Development Provisions under Income Tax Act.(Theory).

UNIT- IV

Income Tax Authorities: Their appointment and Jurisdiction and Powers and Assessment Procedures. Filing of Return: - For an Individual, For Firm ,For Company. Provisions of deduction of income tax at source, Advance payment of tax, Refund of tax and Payment of tax.

UNIT – V

Tax Planning: Meaning, Importance, Techniques, advantages. Tax Planning differentiate with Tax Avoidance and Tax Evasion. Areas of Tax Planning (Analysis). Limitations of Tax Planning . Tax Management:- Meaning, Process, scope, & Importance, and Difference between Tax Planning and tax Management.

REFERENCE BOOKS

- . Income tax law & Practice -- A.K.Dhagat & Gargav(Ramesh Book Depot Jaipur)
- Income tax law & Practice – K.P. Gour & B. Narang
- Income tax law & Practice – K.K. Singhania (Tax – Man publication)
- Income tax law & Practice – Bhagwati Prasad
- Income tax law & Practice – H.C. Mehrotra
- Income tax law & Practice – N.V. Mehta(S.K. Publishing House Bombay)
- Income tax law & Practice – K. Chaturvedi
- Tax planning with Precedents – S.X. Potter, H.H. Monree

SALES & DISTRIBUTION MANAGEMENT

UNIT- I

Concept of sales management. The nature and role of sales management. Objectives of sales management. Theories of selling, sales executive as a coordinator. Relations of sales management with other marketing activities.

UNIT -II

Sales and marketing planning. The place of selling in marketing plan. Relationship selling. Personal selling objective. Diversity of personal selling situations. Sales - Related marketing policies. Product policies , Distribution policies. Pricing policies, Process of personal selling.

UNIT -III

Personal management. Recruitment and selection of sales personnel. Training programmes:- Concept and Evaluation . Compensation.

Sales meeting. Different type of sales organisation. The development of personal selling skills.

UNIT -IV

Sales control:- sales budget . Evaluation and supervision. Sales quotas, Management of territories. The sales analysis, Sales audit system. Sales resistance, Psychology of customer.

UNIT - V

Sales Forecasting. Sales Environment:- Sales channel, Sales promotion, Selling and Reselling. Telephone selling and Internet Selling. Selling service and Sales responsibilities.

REFERENCE BOOKS

- Sales Management decision & cases – Still, Cundift
- How to build dynamic sales organisation – Mury & Arnold
- Sales Manship & Publicity – RS Davar
- Elements of sales manship & publicity – Pradhass
- Sales distribution management – FL Lobo
- Sales and distribution Management -- S.L.Gupta (Excel Boks)

ADVERTISING AND BRAND MANAGEMENT

UNIT- I

General understanding about advertising: Advertising - Nature, scope & classification. role of advertising in Indian economic and social development. Ethics and truth in Indian advertising.

UNIT-II

Marketing communication Programme. Advertising Planning:- Objectives and Budget . Advertising research as a supporting tool. Development of concept, selection of the concept. Selection of the advertising message. Building an advertising copy. Factors related with copy strategy.

UNIT III

Campaign planning process . Media Planning:- Target and Media Research, Media objectives, Media mix selection and Scheduling and Budgeting. Media Buying:- Media Tactics, Monitoring. Evaluation of Media Planning. Media Strategy:- Delivering on Objectives, Target audience strategies and Media Vehicle selection, Allocation of media budget. Advertising effectiveness. Comparative study with different promotion mix.

UNIT – IV

Advertising agency:- Management and Survival . Reorganizing agency. Global standards of agency functioning.

UNIT - V

Branding – Core Issues: Brand building exercise:- Concept, Strategy and culture. Brand personality and Positioning . Brand life cycle, Brand identity. Branding for commodities

REFERENCE BOOKS

- Advertising Management - AAKER
- Advertising Management - Chunnawalla
- Brand Positioning - S. Sengupta
- Product Management - Majumdar
- Advertising Management - M. Mohan
- Advertising And Sales Promotion - Kazmi & Batra(Excell)
- Brand Management - Harish V. verma(Excell)

CONSUMER BEHAVIOUR AND MARKET RESEARCH

UNIT-I

Study of consumer Behavior – Role of Consumer Research. Need system. Consumer motivation. Personality, Dynamics of Perception.

UNIT- II

Consumer as an Individual: Involvement and motivation, knowledge and values . Nature, role of motive and classifying motive. Personality, learning and characteristics and classification of learning. Characteristics, functions and sources of attitudes, attitude theory and models.

UNIT- III

Environmental Influences on Consumer Behavior: Cultural, Social, Personal, Family and situational influences, opinion leadership and life style marketing.

Characteristics of culture, cultural understanding, nature of social class, Social class and consumer behaviour.

Nature and significance of personal influence, marketing Implications of personal influence significance of family in Consumer behaviour and family life cycle . Opinion leadership forms.

UNIT- IV

Consumer Decision Processes. Consumer Decision rules. Post purchase processes: Framework, dissonance, satisfaction / dissatisfaction.

Consumer Behavior Models: Nicosia Model, Howardsheth Model, Engel-Blackwell and Miniard Model, Sheth Family Decision Making Model.

CRM: CRM and Consumer Behavior, Consumer Roles, Market Values and CRM.

UNIT -V

Research Plan, Research Design, Management Uses of Market Research, Difference Between Marketing and Marketing Research, Data Collection Methods. Sample Planning Process, Model of Market Research for Decisions Coding of Data, Significance Testing, Analysis and Interpretation of Data, Sales research format, Product Research format

REFERENCEBOOKS:

Consumer Behaviour-
Marketing research
Marketing Management
Marketing Management
Consumer Behaviour

– Schiffman
– Biod
– GC Beri
– Sangeeta Agarwal
-- Kazmi & Batra (Excell)

CONCEPT OF NETWORKING

UNIT -I

Basic concept of data communication. Introduction to Networking types need and advantages of computer . Networks, transmission Media, transmission mode, Topology, Network component.

UNIT- II

Network Concept: Data transmission in the OSI model, Implementing IP Addressing and their types, switching mode, signaling (Analog to digital and digital to Analog)

UNIT- III

Network Device: Usage of Network device like HUB, Switch, Routes, routes, Bridge, Gateway. Protocols detail which are present in OSI models, Networking in peer to peer and client server architecture.

UNIT- IV

Introduction to WIN NT Architecture, File System Concept of PDC of Win-NT, Managing use, accurate, group, domain, Workgroup etc and their permission, trust relationship

UNIT- V

Sharing file . Directory in network sharing printer, scanner, CD-ROM, Model. Floppy etc, details on network services like DNS, DHCP etc.

REFERENCE BOOKS

Computer Network	– Tannebaum PHI
Data & Network Communication	– Tiller
Computer network in Win-NT	– BPB Publication
WIN NT Architecture	– Tata Mcgrawhill
Data and Computer Communication	– Wlliam stallings, PHI

DATA BASE MANAGEMENT SYSTEM

UNIT -I

Introduction to Database, file, Record fields, problems with database. Categorization of DBMS (Networking, hierarchical & Relation database) Application of DBMS. The three layered Architecture Advantages & disadvantage of DBMS.

UNIT -II

Important Components DBA, database, application program, DDL, DML etc. Component of DBMS query processor, Data dictionary. Physical database structures, Normalization and logical design.

UNIT- III

Introduction to RDBMS, E – R Model and E – r Diagram Examples and exercise E F. CODD 12 rules for relation database, data base concept:- Transaction management properties of a transaction, commit and Rollback, concurrency, locking

UNIT- IV

Data integrity, integrity constraints, Auditing, backup and recovery. Data dictionary, system catalogue, introduction to distributed data base. Introduction to client – server and ODBS connectivity.

UNIT -V

Introduction to SQL: - SQL language DML language DML commands, Relation Algebra & SQL.

REFERENCE BOOKS

- | | |
|------|---------------|
| DBMS | – C.J.Date |
| DBMS | – Korth |
| DBMS | – Vipin Desai |
| DBMS | – leon |

SYSTEM ANALYSIS & DESIGN

UNIT I

Overview of S.A.D, software application today, The changing scenario, problem identification, requirement Analysis, feasibility study, fact finding roll of a system analyst, qualities of the Analyst.

UNIT II

Details of SDLC approach; - Business system concept system development life cycle, project selection, feasibility. Tools for Analysis, and design. Need for structured techniques, Structured System Analysis.

UNIT III

System requirements and analysis, Data flow Diagram, data dictionary. Process organization and investigation:-decision analysis, decision trees, decision Tables, expansion explosion and normalization.,

Introduction to system design: - logical and physical design.

UNIT IV

Detail design modulation, module Specification, file design, data base design, input output, design System control and quality system Assurance.

UNIT V

System testing and Audit trails system Administration and training. Conversion and operational plan, H/W & S/W selection criteria, performance and acceptance testing criteria.

REFERENCE BOOKS

- System analysis and design – Elias Award
- SAD – Condon
- Analysis, design and implementation of information System – A.K. Sharma

Evaluation of onsite training report and viva- voce

[Maximum Marks 100]

- Project Report Evaluation 50 Marks (By External Examiner Separately).
- Project Report Based Viva- Voce and Presentation 50 Marks (By External and Internal Examiner Jointly).

Note: - The Project would be of 100 marks including Report +Viva-voce (50+50). It would be undertaken by student during the time of his semester for a minimum of 240 hours. The candidate would be required to submit the report in two copies before the commencement of the theory papers. This would be actual On-Job working training.

STRATEGIC MANAGEMENT

UNIT-I

Business Policy. Conceptual & Foundation in Business Policy. Strategic Management ,Process ,Moders ,Types. Corporate Strategy-Mission & Objectives. Strategic Planning-Programming ,Implementation. Evaluation & Control.

UNIT-II

Environment Scan & SWOT analysis in detail. GE, BCG Mgt grid, Strategic Mgt Matrix. Management of Change. Strategy Choice Making. Narrowing the choices; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.

UNIT-III

Strategic alternative & Strategic Choice. Structural implementation.

UNIT-IV

Behavioral implementation. Functional implementation.

UNIT-V

Corporate ethos & Corporate Planning. Corporate Culture & Corporate ethics. Evolution &Control.

REFERENCE BOOKS

- Strategic management - JA pearce , RB Robinson Jr
- Strategic management & Operations Research -Sudhir Lakhanpal
- Strategic management - Robinson
- Corporate strategy - Ansoff HI
- Business policy & strategic Management -Glueck & Jaunch LR
- Strategic management Concept/Practice & Cases -Thomas
- Business Policy -Kazmi A
- Strategic Management Text and Cases - Rao VSP (Excel Books)
- Strategic Management Business Policy & Strategic Management - Kachru(Excel Books)
- Strategic Management -Lomash S. (Vikas Pub.House Ltd.)

MANAGEMENT OF INDUSTRIAL RELATIONS

UNIT-I

Introduction. Industrial conflict, Industrial Dispute- meaning ,classification & impacts. Causes of industrial dispute ,prevention & settlement of dispute Methods for settlement of industrial dispute Theory of Consensus in Industrial Society.

UNIT-II

Meaning & Objectives of Trade Union .Functions of Trade Union. Type & Structure of trade Union ,various approaches to the origin of T.U. Origin & development of T.U in India, weakness of T.U. Suggestions to Strengthen in T.U, advantages & disadvantages of T.U. Recognition of T.U.

UNIT-III

Collective Bargaining-Meaning ,role & pre-requisite of C.B. Agreement CB process, CB in India, problems of CB. Strike & lockouts in India ,strike & it's various forms, Legality of strike. Lockouts, penalties for strikes & lockouts. Industrial Discipline- meaning, objective, & principles of discipline. Positive and negative discipline, code of discipline. Approaches to an act of indiscipline.

UNIT-IV

Standing order & grievances procedure – standing order meaning and matters to be provided in model of standing order , meaning and causes of grievances. Importance and procedure of grievances handling .model of grievances procedure. Workers participation in management – meaning and objectives forms of participation merits & demerits of workers participation scheme. workers participation in management in India. Central board of workers education. meaning , methods of training, importance of training. Organisation of training program , Essentials or principles of a good training program Changing Managerial Mindset and Impact on labour (from Feudal mercantilist to Innovative Entrepreneurial mode)

UNIT-V

Labour Welfare –meaning, scope, & importance. Labour Welfare Officers. National Council of Labour, code of conduct. Social Security-social assistance & social security. Cross cultural industrial relations in the age of boundary less Universe.

REFERENCE BOOKS

- Industrial Relation & Labour Legislation - Prof.G.P.Sinha &P.R Slinha Oxford IBH
- Industrial Relation & Personal Management C.B Mamoria
- Industrial Relation-Conceptual and Legal Framework A.M Sharma Himalaya Publication

- Industrial Relations & Labour Laws Srivastava, SC(Vikas Publishing)
- Industrial Relations & Personal Mgmt. Pylee, M
- Business Legislation for management Kuchhal M.C. & Deepa(Vikas)

- Industrial Relation & Labour Law Singh B.D. (Excell)

HUMAN RESOURCE DEVELOPMENT

UNIT- I

Nature, meaning & need of Human Resource Development. Understanding Human Resource Development. Quality of work life-scope, approaches to improve QWL. Impact of QWL on organizational climate requirement or precondition for success of QWL.

UNIT- II

Quality circle-features, purpose, benefit. Introduction of QC in an organization. Job enhancement, job enrichment, socio technical work system. Career development, Career development program, career planning. Succession planning.

UNIT- III

Management of Conflict. Role of conflict, Goal of conflict. Law of effect. Role analysis technique.

UNIT- IV

Training & Development. Responsibility for training need & objective. Determination of training need identification (TNI). Management Development Method. Evolution of training & development. VRS scheme, golden hand shake.

UNIT- V

Performance appraisal, 360 degree performance appraisal. Potential appraisal, BARS, BOS. Assessment center, human asset accounting method. Principle of organization- How authority is delegated. Recovery of delegated authority, principle of delegation. Guide of overcoming weak delegation. Uniformity of policy, HRD & IR.

REFERENCE BOOKS

- | | |
|--|--------------------------------------|
| • HRD in 21 st Century | Rao & Pareek, Tata Mc-Graw Hill Pub. |
| • Human behavioral at work, OB | Keith Davis, Tata Mc-Graw Hill Pub. |
| • OD. | Aswathapa Himalaya Pub. House |
| • HRD practices (Assimilation & Implications). | Bhatia & Verma |
| • Human Resource Development & Mgmt. | Biswanath, ghosh |
| • Human Resource Management | Bhattacharya D.K. (ExcelBooks) |
| Human Resource Management | Rao VSP.(Excell Books) |

TOTAL QUALITY MANAGEMENT

UNIT-I

The concept of Total Quality Management. Historical perspective of Quality. Evaluation of TQM. Principles of TQM.

UNIT-II

TQM & HRD. Need & Significance of TQM. Benefits of TQM. Phases of TQM. ISO 9000 QUALITY Movement.

UNIT-III

Requirement of success in TQM. TQM in India. KAIZEN. Just in time procedure & KANBAN system. Training towards TQM. Competitive advantages of TQM

UNIT-IV

Empowerment. Benchmarking. Learning organization & its advantages. Dimension of quality. OTIS (Satisfaction of Customer) & Voltas leadership.

UNIT-V

Why quality is Important? The quality gurus. International quality standards. TQM tools & techniques. Juran on Quality at international level

REFERENCE BOOKS

- TQM Dr. B Narayan (APH publishing house)
- TQM Parag Diwan (Deep & Deep)
- Management concept & strategies JS Chandan(Vikas publication)
- HRM T.N Chabra
- Managing for total quality N.Logothesis(Tata-Mc Graw Hill)
Total Quality Management
- Principles and practice Mandal S.K. (Vikas Publishing)
- Total Quality Management Shalendra Nigam (Excel)

MERCHANT BANKING AND FINANCIAL SERVICES

UNIT-I

Merchant Banking and Depositories Services: Merchant Banking – Importance & Growth. Category of Merchant Bankers. Regulation of Merchant Bankers, Merchant Banking activities. Efforts towards innovation, Steps of setting up Merchant Banking outfit. Issue management , SEBI – it's Statutory power

UNIT-II

Factoring, Forfeiting, & Venture Capital Services: Factoring – concepts & forms. Factoring Vs Bill discounting, Credit insurance, forfeiting , Export. Factoring Vs forfeiting, Mechanics of Factoring & forfeiting . Legal aspect of Factoring. Steps involved in forfeiting, liability of a primary forfeiter. Evaluation of Factoring , RBI guidelines of factoring services. Factoring services in India. Venture capital vs. Development capital, Growth of Venture capital in India. National equity fund scheme, guidelines for Venture Capital

UNIT-III

Mutual Funds and Credit Rating Services: Mutual fund concept, need & importance, classification. Mutual fund returns, Organizations of Mutual funds. Growth of Mutual fund in India. Regulation of Indian Mutual Funds. Credit Rating – concept score need importance and benefits. Advent of Credit Rating agencies in India. Rating methodology of debt, instruments & equity shares etc.

UNIT-IV

Acceptance Credit & Bill Discounting: Advantages & Principles of Acceptance, Credit, Accepting house, Discount house. Regulation of Acceptance Credit & Bill Discounting Activities. Accept Credit & Bill Market scheme in India. Salient of the Bill discounting scheme. L/C .Letter of Credit. UCP for Doc Credit. Bill discounting scheme of Financial Institutions

UNIT-V

Hire Purchase: Concept & Characteristics, mathematics of Hire Purchase. Legal aspects, tax aspects, accounting aspects. Lease Financing- concept, scope, types and cost of Leasing. Leasing in India.

REFERENCE BOOKS

- Merchant Banking
- Merchant Banking
- Lease Financing Theory & Practice
- Financing of Hire Purchase
- Emerging Scenario of Financial Services
- Indian financial system

JC Verma (Bharat Law House)

Nidhi Prakashan

Dr.B Brahmaiah(Himalaya Publishing House)

JC Verma (Bharat Law House)

E Gordan & K Natrajan

Machiraju

MMYVODE

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT I

Introduction: Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment. (Managing investment Portfolios. Factors Influencing Selection of Investments) . Client relationship. Indian Capital markets, trading methods, commonly used terms – Speculations, Settlement, Good and Bad delivery of shares.

UNIT -II

Risk & Return: Concept of Risk and Return, Systematic and Unsystematic Risk, Measuring Risk Exposure, Risk Measurement. Valuation of securities, Concept of Beta, Capital Assets Pricing Model (CAPM) Security Market Line(SML) and Capital Market Line (CML) Valuations. Market risk, exposit, ex-ante returns, benefits of diversification. Arbitrage pricing theory, market efficiency.

UNIT -III

Share valuation models – Kidder Peabody model, constant. Growth, Dividend model, Three-phase model, H model, P/E analysis, ROE analysis. Dividend discount models. Valuation of preference shares.

UNIT - IV

Valuation of Bonds: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Convexity, Bond Value Theorem. Valuation of Warrants, Rights Issued. Security Analysis: Fundamental Analysis and Technical Analysis. Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing. Portfolio Concepts: Portfolio and Security Returns, Diversification, Sharp Index Model.

UNIT - V

Industry analysis and company evaluation. Charting and Technical analysis- charting, Types of Charts Momentation analysis, the use of derivatives. Portfolio Construction, Revision, Evaluation, Strategies. Life cycles and multistage growth models. Cash flow models of valuation. Price-earnings ratios models of valuation. Modern Portfolio Theory and Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe, and Treynor Measures.

REFERENCE BOOKS:-

- Security Analysis and Portfolio Management
Fisher Donald and Ronald J.
Jordan (2000), , PHI; NewDelhi.
- Financial Institutions and Markets
Bhole L.M (2002), Tata
Mc.Graw-Hill Publishing
CompanyLimited New Delhi.
- Financial Services
Khan M.Y (2002), Tata
McGraw-Hill Publishing Company
Limited, New Delhi.
- Evaluation and portfolio Analysis
Elton Edwin J and martin G.
Gruber (Eds)(1972) Security,
PrenticeHall Inc Englewood cliffs
Newjersy.
- Fundamentals of Investments
Alexander Gordon J. William
F sharpe, Jeffery V.Bailey (2001),
third Edition,Pearson Education Inc;
Delhi.
- Portfolio Management-
- Security Analysis & Portfolio Management
Barua, Verma, Raghunathan
Bhat Sudhindra (ExcelBooks)
- Security Analysis & Portfolio Management
Pandian P (Vikas Publishing)

PROJECT MANAGEMENT AND ENTREPRENEURSHIP

UNIT-I

Concept of Project, Project classification: Industrial BMRED (Balancing, Modernization, Replacement, Expansion, and diversification) & non- industrial. Project life cycle, Project formulation. Identification of project opportunities. Project feasibility analysis: - Market, Technical, Financial. Project Identification and Formulation.

UNIT-II

Project Appraisal: Different types of Project appraisal: Technical, Economic, organizational, Commercial, and Financial appraisals. Project Appraisal criteria:- NPV,IRR, Pay back, Sensitivity Analysis. Probability analysis Approach.(Case Study)

UNIT- III

Social cost benefit analysis: rational for social cost benefit Analysis: UNIDO, LM and Indian Approaches to social cost benefit analysis. Management of Projects: Forms of project organization, Project planning, Control Use of control techniques, Human aspect of project management.

UNIT-IV

Entrepreneurship:-Concept, Theories and profile of Entrepreneurship. Entrepreneurship and economic development. Motivation and Entrepreneurship Competence.

UNIT-V

Entrepreneurship and Environment support system Management of small business. Identification, Assessment, Perception and Implementation of projects. Indian experiences in small Business.

REFERENCE BOOKS.

- Project preparation appraisal budgeting and Implementation- Prassan Chandra
- Project Finance - Machraju
- Project Management- Dr.N.P.Agarwal
- Project planning and control – Rosy joshi
- Project management and Control – S Ghosh

RURAL AND INDUSTRIAL MARKETING

UNIT- I

The Industrial marketing system. Industrial marketing concept. Product characteristics. Buying motives of Institutional customers.

UNIT- II

Industrial buying system and purchasing system. Value Analysis, Vendor Analysis.

UNIT- III

Industrial Market Segmentation. Targeting and Positioning of Industrial Products. Service component. Personal Selling situations. Profile of the Rural Market. Consumption pattern in rural areas. Rural segmentation and Targets.

UNIT- IV

Promotional component of Rural Market. Rural distribution system. Measurement of Advertising effectiveness in rural marketing. Special publicity reference to the Rural Marketing System.

UNIT- V

Product Development and Packaging for Rural Marketing. Pricing system in rural marketing. Difference Between Urban & Rural Marketing System. Marketing of Consumer durables and Non-durables for Rural Marketing.

REFERENCE BOOKS

- | | | |
|------------------------|---|-----------------------|
| • Industrial Marketing | - | J S Hill |
| • Rural Marketing | - | T. Gopal Swamy(Vikas) |
| • Industrial Marketing | - | Reeder & Reeder |
| • Marketing Management | - | Ramaswamy |
| • Industrial Marketing | - | Gandhi |
| • Rural Marketing | - | Shamim Ahmed |

MARKETING OF SERVICE

UNIT –I

Concept of service and importance . Reasons of growth of service sector. Characteristics of service ,classification of services. Role of services sector in India Economy.

UNIT –II

Strategies for service marketing. Molecular model and Client centered marketing. Gronross Service Marketing Model. Internal external and interactive marketing. Segmenting Targeting &positioning various services.

UNIT –III

Product & Product differentiation. Product level. Pricing of services –pricing concept pricing strategies . services use of differential pricing, Service distribution. component of service delivery system ,potential management. Problems associated with retailing of services.

UNIT –IV

Promotion –concept for service , Advertising. Sales Promotion & Personal Selling in service industry. People –Importance of people in service marketing. Role of various people involved. Physical evidence –concept of physical Evidence ,importance type of Physical evidence in various services. Process –concept type of process Role of process in various services.

UNIT –V

Service Quality –concept of service quality. Gronross model of service quality. Conceptual model of service quality. Marketing of service –challenges in India. Productivity in services, increasing productivity.

REFERENCE BOOKS

- Services Marketing Sinha
- Services Marketing S.M. Jha
- Services Marketing IGNOU
- Services Marketing concept Application & cases M. K Rampal, S.L Gupta
- Services Marketing : Valarie .A. Zeithamal
- Integrating Customer Focus Across the Firm
- Services Marketing P.N Reddy , H.R. Appanniah S.Anil Kumar, Nirmal
- Services Marketing Vasanti Venugopal ,Raghu V.N
- Service Marketing Bhattacharyya D.K. (ExcelBooks)
- Service Marketing Ravi Shankar (ExcelBooks)

APPLICATION DEVELOPMENT USING ORACLE

UNIT-I

Introduction to Oracle, Data structure, oracle tools, features of oracle, oracle process architecture, oracle file structure. Database architecture, data types in oracle, SQL Plus. (DDL, DML, DCL commands)Referential integrity.

UNIT –II

Data grouping, joining, view, sub query, indexing- synonyms, security- what is privileges, object Privileges, Granting object privileges using synonyms. Revoking system privileges using rolls. Oracle utilities (Export & Import).

UNIT –III

PL/SQL—Introduction to PL/SQL , PL/SQL engine, Features of PL/SQL. Advantages of PL/SQL . PL/SQL Blocks Declaring variables, Declaring constant, nesting blocks, scope & visibility of variables, Labeling the blocks assignment operator available function.

UNIT –IV

Oracle functions and operators, creating and generating report. using SQL Plus (Specifying column heading, Char formats, break, compute, T-tille B-Tille page size, line size, pause.)

UNIT –V

Oracle forms- Application development using forms. form module, creating a form using form builder, Generating and running a form. Database triggers and their types. Creating and using Triggers. Enabling &Disabling triggers. Dropping- triggers.

REFERENCE BOOKS

- | | |
|------------------------------------|-----------------|
| Oracle – | Ivan Bayruos. |
| Developer 2000 - | Ivan Buyross. |
| Oracle Press (Series) | |
| Commercial Application Development | |
| using Oracle Developer 2000. – | BPB Pub. Delhi. |

INTERNET AND E- COMMERCE

UNIT-I

Introduction – Internet , Internet Basics ,History of the internet , Component of the internet (web server, client, protocols) what you can do with the internet .How the internet works. Introduction to the World Wide Web site. Homepages, search engines, popup search engine. Domain name and addressing. Telnet internet relay chat (IRC),chatting ,safe chatting rules electronic mail – advantages ,e-mail address and mail box creating &managing web based free e-mail.

UNIT –II

Introduction E-Commerce ,Traditional Commerce an overview. electronic commerce Issue associated with E commerce . Comparison between traditional &electronic commerce . Broad view of E commerce .The internet hierarchy. Basic block of E- commerce .Network layer TCP/IP protocols. The advantages of internet, security threat and solutions. Message security, How encryption works. Method of encryption .Fast cryptography , certificate authority. Enterprise authentication using digital certificate, new security standards for the internet

UNIT –III

Electronic payment scheme layered protocol model for electronic payment. a view of internet payment process (how diagram). credit card payment method on internet cyber. cash very tone and first virtual scheme secured electronic transaction (SET), joint electronic payment initiatives (JEPI), Electronic checking. Digital cash electronic data interchange(EDI), Implementation difficulties of EDI, working concept, financial EDI and EDI and internet.

UNIT –IV

Electronic markets and its s-classification of E Commerce market. value chain and market space .Roll of intermediary. Framework of business value evolving with internet E- Commerce business issues consumer oriented business , consumer market. One to one marketing. Consumer demographic, maintain loyalty gaining acceptance online catalog The pilot catalog are a unique search engine, internet v/s private net software agent institution final market forecast

UNIT –V

Introduction to HTML, Introduction to universal resource identifier (URI) fragment identifies relative URI structure of HTMLdocument, Basic HTML tags, Font Properties, Hyperlinks & types. Setting background properties bookmarks, inserting Images ,Image properties ,Inserting and formatting tabs &frame, making forms &setting its actions.

REFERENCE BOOKS

Computer Network –

Tanne Baum

Computer Network –

Ragesh

Creating a Winning E- Business-

Napier

Data &Network E-Business –

Napier

Data &Network Communication –

Miller

Internet for everyone –

Leon & leon, Dr.

Anjay sinha

E.Commerce

Diwan & Sharma(ExcelBooks)

ENTERPRISE RESOURCE PLANNING

UNIT I

Evolution at ERP - MRP and MRP 2 to problems of systems needed for system. integration and interface , early ERP packages, ERP products and markets , opportunities and problem in ERP selection and implementation

UNIT -II

ERP implementation ,Identifying ERP benefits ,team formation. Consultant intervention election ERP. Process of ERP implementation ,Managing change in organisation preparing IT infrastructure majoring benefits of ERP . integrating with other system , POPT ERP

UNIT -III

Modules in ERP business modules of the ERP packages. reengineering concepts , the emergence of the reengineering concepts. concept of the business concept rethinking of the process. Identification of reengineering, need preparing for reengineering. implementing change , change management BPR & ERP

UNIT -IV

Supply change management the concept of value chain. differtiation between ERP and SCM, SCM for customer jocus need specificity of SCM - SCM Scenario in India . Products and markets of SEHL. Issues shell. Issues in selection and implementation of SCM of solution

UNIT -V

CRM solution. E.Business Introduction to net technologies. Evolution of E- commerce, EDI and e-business basic and advanced business models of onientennet.

Internet banking and related technologies security and privacy issues , technologies of e-business futer and growth of e-business

REFERENCE BOOKS

Countdown 2000 ,

Tata McGraw Hill by Aleix Leon

ERP ,

Lucie Press NY.2000 by Ptak,

Carol A.&Eli Schrfagenheim.

Concept in Enterprise

Resource planning -

Monk /Brady

Evaluation of Management Skills through presentation.

[Max Marks: 100]

Note- Candidate is expected to choose a topic from an emerging issue and has to prepare a presentation. The candidate must submit an abstract of the presentation at least one month before the commencement of term end examination. **The selected topic must be from one of the opted specializations.**

Note: - The candidate would undertake the Project of His/ Her choice Topic and submit the report before commencement of theory papers, with through analysis work. He/ She would also be required to make a presentation along with Viva-voce.