

DIRECTORATE OF DISTANCE EDUCATION
GURU JAMBHESHWAR UNIVERSITY OF SCIENCE & TECHNOLOGY, HISAR
COURSE CURRICULUM
FOR
MASTER OF BUSINESS ADMINISTRATION
THROUGH DISTANCE EDUCATION

COURSE SCHEME: FIRST YEAR

Pass Marks: 40% in each paper

SEMESTER –I

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
CP -101	Management Process and Organisation Behaviour	70	30	100
CP-102	Managerial Economics	70	30	100
CP-103	Environment Management	70	30	100
CP-104	Accounting for Managers	70	30	100
CP-105	Business Communication	70	30	100
CP-106	Computer Applications in Management	70	30	100
Total		420	180	600

SEMESTER-II

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
CP-201	Human Resource Management	70	30	100
CP-202	Financial Management	70	30	100
CP-203	Marketing Management	70	30	100
CP-204	Production and Operations Management	70	30	100
CP-205	Statistical Analysis	70	30	100
CP-206	Research Methodology	70	30	100
Total		420	180	600

COURSE SCHEME: SECOND YEAR

During Second year in addition to compulsory papers and project studies, a student will have to choose one specialization area comprising four papers in each of the third & fourth semesters.

SEMESTER-III

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
CP-301	Business policy and Strategic Analysis	70	30	100
CP-302	Business Legislation	70	30	100
	Specialization Paper	70	30	100
	Specialization Paper	70	30	100
	Specialization Paper	70	30	100
	Specialization Paper	70	30	100
Total		420	180	600

SEMESTER-IV

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
CP-401	Entrepreneurship Development	70	30	100
CP-402	Project Report (6 Months Internship Based)	100	-	100
CP-403	Comprehensive Viva-Voce (Including Viva-voce on Research Project)	50	-	50
	Specialization Paper	70	30	100
	Specialization Paper	70	30	100
	Specialization Paper	70	30	100
	Specialization Paper	70	30	100
Total		500	150	650

Note: Project Report (Internship Based) : The students will have to undergo a six months internship in any public/private/co-operative organisation or any institution where the candidate is employed. The internship training will be started just the completion of theory exam of 3rd Semester. Synopsis may be submitted upto 31st March and the Project Report may be submitted upto 31st July without late fees. Period of project writing will be considered as part of internship period.

LIST OF PAPERS OF VARIOUS SPECIALIZATION AREAS

FINANCE

3RD SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
FM-303	Corporate Taxation	70	30	100
FM-304	Security Analysis and Investment Management	70	30	100
FM-305	Management of financial Institution	70	30	100
FM-306	Principles of Insurance and Banking	70	30	100

4TH SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
FM-404	Management of Financial Services	70	30	100
FM-405	Project Planning, Analysis and Management	70	30	100
FM-406	International Financial Management	70	30	100
FM-407	Financial Derivatives	70	30	100

MARKETING

3RD SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
MM-307	Advertising Management	70	30	100
MM-308	Sales Management	70	30	100
MM-309	Consumer Behaviour	70	30	100
MM-310	Rural Marketing	70	30	100

4TH SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
MM-408	Product and Brand Management	70	30	100
MM-409	E-Commerce	70	30	100
MM-410	International Marketing	70	30	100
MM-411	Marketing of Services	70	30	100

ORGANIZATION BEHAVIOUR AND HRD

3RD SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
OBH-311	Management of Industrial Relations	70	30	100
OBH-312	Managing Interpersonal and Group Process	70	30	100
OBH-313	Human Resource Planning and Development	70	30	100
OBH-314	Organizational Effectiveness & Change	70	30	100

4TH SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
OBH-412	Management Training and Development	70	30	100
OBH-413	Organizational Change and Intervention Strategies	70	30	100
OBH-414	Human Resource Development: Strategies and Systems	70	30	100
OBH-415	Cross Cultural and Global Management	70	30	100

INTERNATIONAL BUSINESS

3RD SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
IB-315	International Business Environment	70	30	100
IB-316	Export-Import Procedures, Documentation and Logistics	70	30	100
IB-317	India's Foreign Trade & Policy	70	30	100
IB-318	Foreign Exchange Management	70	30	100

4TH SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
IB-416	International Financial Management	70	30	100
IB-417	International Marketing	70	30	100
IB-418	Global Human Resource Management	70	30	100
IB-419	E-Commerce	70	30	100

INFORMATION TECHNOLOGY MANAGEMENT

3RD SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
ITM-319	Management Support System	70	30	100
ITM-320	System analysis and Design	70	30	100
ITM-321	Data base Management	70	30	100
ITM-322	Internet Programme for E-Commerce	70	30	100

4TH SEMESTER

Paper Code	Nomenclature of Paper	Max Marks		Total
		External	Internal	
ITM-420	ERP	70	30	100
ITM-421	RDBMS & SQL Concepts	70	30	100
ITM-422	Applications Development	70	30	100
ITM-423	e-CRM	70	30	100

Note:

- 1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
- 2. 30% of the maximum marks are allocated for internal assessment in each theory paper based on two assignments (handwritten) of 15% marks each.**

CP-101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Max. Marks – 100

**External -70; Internal -30
Duration – 3 hrs.**

Objectives

The objectives of the paper are to familiarize the students with basic management concepts and behavioural processes in the organization.

Course Contents

Evolution of management thought; Systems and contingency approach for understanding organizations; Managerial processes, functions, skills and roles in an organization. Social Responsibility of Business. Understanding and Managing individual behaviour. Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual decision making and problem solving; Understanding and managing group processes interpersonal and group dynamics applications of emotional intelligence in organizations, communication, group decision making, Leadership and influence process; Understanding and Managing organizational system-Organizational design and structure, Work stress.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-102:MANAGERIAL ECONOMICS

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

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

Course Contents

Concepts and techniques. Nature of business decision-making, marginal analysis, optimisation: Theory of Demand-demand functions, income and substitution effects, revealed preference and demand forecasts; Production and cost-returns to scale, cost curves, break-even analysis; Theory of Firm - profit maximisation, sales maximization, organizational slack, ownership and control; Market Structure - competition, monopoly, oligopoly, non-price competition; Macro Economics Aggregates and Concepts - GNP and GDP - Aggregate Consumption - Gross Domestic Savings-Gross Domestic Capital Formation- WPI, CPI, and inflation-Employment-Balance of Payments-Money Supply and Monetary Policy-Fiscal Policy; Concept and Measurement of National income; Determination of National income-Consumption Function, Fiscal impact and investment, Synthesis of Monetary and Real Factors.

Suggested Readings

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000
2. Baumol, W.J. Economics Theory and Operations Analysis, 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill 1985.
4. Heat, Paul G. & Philips K.Y., Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutosoyiannis, A. Modern Micro Economics, New York, Macmillan, 1991.
6. Milgrom, P and Roherts J. Economics, Organization and Management Engieweed Cliffs, New Jersey, Prentice Hall Inc., 1992.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-103 Environment Management

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The objective of this course is to acquaint the students with concepts and environment and their use in managerial decision-making.

Course Content

Environmental Management fundamentals - Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management: Fundamentals Fossil Fuels use, Energy production and trade, Energy Balance. Ecosystem concepts; Basic Concepts and their application in Business, industrial Ecology and Recycling industry, Environmental Management System: EMS Standards, ISO 14000. Environmental Auditing, Clearance/Permissions for establishing industry; Environmental Management & valuation: Environmental Accounting, Economics - Environmental Taxes Shifts, Green Funding , Corporate Mergers, Environmental Ethics; Environmental Management Trade and Environmental Management Debt and Environment, GATT / WTO Provisions; Environmental Laws: Acts Patents, IPRS, Role of NGO'S PIL; Pollution & Waste Management - Air, Water, Land Pollution, Trade in wastes; Water, Forest & Products and Trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP - 104 : ACCOUNTING FOR MANAGERS

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

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

Course Contents

Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with Special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation, Financial Statement Analysis, Funds Flow Analysis, The Statement of Cash Flows; Management Accounting - Concept, Need, Importance and Scope; Cost Accounting - records and Processes, Cost ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control, Job and Process Costing; Budget and Budgetary Control, Performance Budgeting, Zero-base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-105: BUSINESS COMMUNICATION

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Course Contents

Importance and nature of business communication; Effective communication skills; process of communication; Barriers and gateways in communication; Do's and Don't of business writing: Commercial letters; Writing business reports; Oral and Non-Verbal communication - presentations of reports, public speaking, and negotiations; Legal aspects of business communication.

Suggested Readings

1. Bowman, Joel and Branchaw, Bernadine P. "Business Communication: From Process to Product". 1987. Dryden Press, Chicago
2. Hatch, Richard, "Communicating in Business". 1977 Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Charles E. "Effective Business Communications". 2nd ed. 1976. Tata McGraw Hill, New Delhi.
4. Pearce, C Gienn etc. "Business Communications: Principles and Applications" 2nd ed. 1988. John Wiley, New York.
5. Treece, Maira, "Sucessful Business Communications" 3rd ed. 1987. Allyn and Bacon Boston.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-106: COMPUTER APPLICATIONS IN MANAGEMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

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

Course Contents

Computers - An Introduction - Computers in Business; Elements of Computer System Set-up; Indian Computing Environment; Components of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business. PC - Software Packages - An Introduction - Disk Operating System and Windows; Text Processing Software. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Modes of Data Processing - Computer Software systems; Software Development Process; File Design & Report Design; Data Files-Types/Organization; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Application Portfolio Development. Introduction to a Micro Data Base Manager; Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation & Label Generation; Programming Concepts; Use of Files in Programming. Presentation Graphics - Creating a Presentation on a PC. Data Communications; Networking - LAN & W A Ns. Management of Data Processing Systems in Business Organizations.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-201 : HUMAN RESOURCE MANAGEMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organisation. The Objectives of this course is to sensitize students to the various facets of managing people and to create and understanding of the various policies and practices of human resource management.

Course Contents

Concepts and Perspectives on Human Management; Human Resources Management in a Changing Environment; Corporate Objectives and Human Resource Planning; Career and Succession Planning; Job Analysis and role Description; Methods of Manpower Search; Attracting and Selecting Human Resources; Induction and Socialisation; Manpower Training and Development; Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination; Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

Suggested Readings

1. Aswathappa, K. Human Resource and Personnel Management Tala Mc Graw Hill. New Delhi, 1997.
2. De Cenzo, D A & Robbins S P. Human Resource Management. 5th ed., New York, John Wiley, 1994.
3. Guy, V & Mattock J. The New International Manger, London, Kogan Page, 1993.
4. Holloway, J. Ed. Performance Measurement and Evaluation. New Delhi, Sage, 1995.
5. Monappa, A & Saiyadain M. Personnel Management. 2nd., New Delhi, Tata Mc-Graw-Hill, 1966.
6. Stone, Lloyed and Leslie W. Rue, Human Resource and Personnel Management Richard D. Trwin, Illinois, 1984.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-202: FINANCIAL MANAGEMENT

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

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

Course Contents

Aims and Objectives of Financial Management; Financial Analysis and Control; Cost-Volume-Profit Analysis; Operating and Financial Leverage; Time Value of Money; Investment and Capital Structure Decisions; Instruments of Long Term Finance; Cost of Different Sources of raising Capital; Weighted Average Cost of Capital; Optimum Capital Structure; Valuation and Rates of return; Methods of Capital Budgeting; Short-term Financing Investments; Management of Working Capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

Suggested Readings

1. Archer, Stephen H. etc. Financial Management. New York, John Wiley. 1990.
2. Bhalla. V.K. Financial Management and Policy. 2nd ed. New Delhi, Anmol, 1998.
3. Brealey, Richard A and Myers Stewart C. Principles of Corporate Finance. 5th ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
5. Van Home. James C. Financial Management and Policy. 10th ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bernard and Mohan, Nancy. Principles of Financial Management, New York, Macmillan Publishing Company, 1991.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-203:MARKETING MANAGEMENT

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

The Purpose of this course is to develop and an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Nature and scope of marketing, Corporate orientations towards the marketplace, The Marketing environment and Environment scanning, Marketing information system and Marketing research, Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decisions - promotion mix, advertising, sales promotion, publicity and personal selling; Channel management - selection, co-operation and conflict management, vertical marketing Implementation and systems, Organising and implementing marketing in the organisation; Evaluation and control of marketing efforts; New issues in marketing - Globalisation, Consumerism, Green marketing, Legal issues.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-204: PRODUCTION AND OPERATIONS MANAGEMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & layouts; Layout Planning and Analysis; Material Handling Principles - Equipments, Line Balancing - Problems; Operations decisions - Production Planning and Control-in Mass Production-in Batch / Job Order manufacturing; Capacity Planning-Models; Process Planning - Aggregate Planning - Scheduling - maintenance Management Concepts - Work Study, Method Study, Work Measurement, Work Sampling, Work Environment - Industrial Safety; Material Management: An Overview of Material Management, Material Planning and inventory Control; JIT; Materials Planning Budgeting and Material Requirement Planning; Purchase management; Stores Management; Quality Assurance - Acceptance Sampling, Statistical Process Control, Total Quality Management; ISQ-9000; Maintenance Management; Safety Management.

Suggested Readings

1. Admn, E E & Ebert, RJ. Production and Operations Management. 6th ed., New Delhi, Prentice Hall of India, 1995.
2. Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Buffa, E S. Modern Production Management. New York, John Wiley, 1987.
4. Chary, S N. Production and Operations Management. New Delhi, Tata McGraw Hill, 1989.
5. Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill, 1984.
6. Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill, 1992.
7. Moore, FG and Hendrick, T E. Production/Operations Management. Homewood, Illinois, Richard D. Irwin, 1992.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-205 : STATISTICAL ANALYSIS

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objective

The objective of this course is to make the students learn about the application of statistical tools and techniques for decision making.

Course Contents

Univariate Analysis: An overview of central tendency, dispersion, and skewness. Probability Theory: Probability - Classical, relative and subjective probability; Addition and multiplication probability models; Conditional probability and baye's theorem. Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.

Statistical Decision Theory: Decision environment; Expected profit under unvertainty and assigning probabilities; Utility theory.

Sampling and Data Collection: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

Data sources: Primary and secondary; Primary data collection techniques - schedule, questionnaire, and interview.

Statistical Estimation and Testing: Point and interval estimation of population mean, proportion, and variance; Statistical testing - hypotheses and errors, Sample size; Large and small sampling tests - Z tests, and F tests.

Non Parametric Tests : chi-square tests; Sign tests; wilcoxon Signed - Rank tests; Wald - Wolfwitz tests; Kruskal - Wallis test.

Correction and Regression Analsis: Two variables case.

Index Numbers: Meaning and types; Weighted aggregative indices - laspeyre's and Paasch's indices; Laspeyre's and Paasch's indices compared; Indices of weighted average of (price -quantity) relatives; Tests of adequacy; Special problems -shifting the base; splicing overtapping index series; Uses and problems.

Statistical Quality Control: Causes of variations in quality characteristics; Quality control charts - purpose and logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control; Warning limits; Control charts for attributes - fraction defectives and number of defects; Acceptance sampling.

Suggested Readings

1. Hooda, R.P: Statistics for Business and Economics, Macmillan, New Delhi.
2. Heinz, Kohler: Statistics for Business & Economics, Harper Collins, New York.
3. Hien, L.W. Quantitative Approach to Managerial Decisions, Prentice Hall, NJ.
4. Lawrence B. Morse: Statistics for Businss & Economics, Harper Collins, NY.
5. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hall, Delhi.

6. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance International, Thompson Business Press, London.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP-206: RESEAECH METHODOLOGY

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objective

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

Course Contents

Nature and Scope of Research Methodology; Problem Formulation and statment of Research Objectives; Value and Cost of Information - Bayesian Decision Theory; Organisation Structure of Research Process; Research Designs - Exploratory , Descriptive and Experimental Research Designs; Methods of Data Collection Obsevational and survey Metods; Questionnaire Design. Attitude Measurment Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis - ANAOVA , Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods Applications.

Suggested Readings

1. Andrews, FM., and S.B. Withey Social Indicators of Well Being. Plenum Press, NY, 1976.
2. Bennet, Roger; Management Researsh, ILO, 1983.
3. Fowler, Floyd J. Jr., Survey Methods., 2nd ed., Sage Pub., 1993.
4. Fox, J A and P.E. Tracy: Randomized response: A Method of Sensitive surveys. State Pub., 1986.
5. Gupta, S.P. Statistical Metods, 30th ed., Sultan Chand, New Delhi,2001.
6. Golden, Biddle, Koren and Maren D.Locke: Composing Qualtative Research.Sage Pub., 1997.
7. Salkind, Neil., Exploring Research. 3rd ed., Prentice Hall, NJ,1997

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

SECOND YEAR: 3RD SEMESTER

CP-301 :BUSINESS POLICY AND STRATEGIC ANALYSIS

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Course Contents

Business Policy as a Field of Study: General Management Point of View: Vision, Mission, Objective and Policies: Environmental Analysis; SWOT Analysis; Tools and Techniques for strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model; Industry Analysis; Concept of Value Chain; Strategic Profile of a Firm; Framework for Analysis Competition; Competitive Advantage of a Firm.

Suggested Readings

1. Ansoff, H Igor, Implanting Strategic management, Englewood Cliffs, New Jersey, Prentice Hall inc., 1984.
2. Budhiraja, S B and Athreya, M B Cases in Strategic Management New Delhi, Tata Mc Graw-Hill 1996.
3. Christensen, C R etc. Business Policy: Text and Cases 6th ed., Homewood, Illinois, Richard D Irvin, 1987.
4. Glueck, William F. Strategic Management and business policy, 3rd ed. New York McGRAW- Hill 1998.
5. Hax, A C and Majlut, N S Strategic Management Englewood Cliff, New Jersey, Prentice Hall Inc., 1984.
6. Hamel, G and Prahalad, C K Competing for the Future Boston, Harvard Business School Press, 1994.
7. Peters, Tom. Business School in a Box New York, Macmillian 1995.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

CP- 302: BUSINESS LEGISLATION

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

The Course is designed to assist the students in understanding basic laws affecting the operating of a business enterprise.

Course Contents

The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts. The Sale of Goods Act, 1930: Formation of a Contract. Right of an Unpaid Seller. The Negotiable Instruments Act, 1881: Nature and types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instruments. Arbitration; The companies Act, 1956; Nature and types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Share and Capital Membership. Borrowing Powers. Management and Meetings. Accounts and Audit Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement Winding up.; Consumer Protection Act and Cyber Laws.

Suggested Readings

1. Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, JS. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980
3. Ramaiya, A. Guide to the companies Act. Nagpur, Wadhwa, 1992.
4. Shah. S.M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
5. Tuteja, SK Business Law For Managers, New Delhi, Sultan Chand, 1998.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

SEMESTER-IV

CP-401 : ENTREPRENEURIAL DEVELOPMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objective

The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with reference to India.

Course Contents

Entrepreneurial traits, types and significance; Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth. Competing theories of entrepreneurship; Entrepreneurial Development Programme in India.- History, Support, Objectives, stages of performances; Planning and EDP- objectives. Target group, selection of centre, pre-training work; Govt. Policy towards SSI's; Entrepreneurial Input; Entrepreneurial Behaviours and entrepreneurial motivation. N-Achievement and management success in rural area. Innovation and entrepreneurship; Establishing Entrepreneurs System. Search for business idea, sources of ideas, idea processing, input requirements; Sources and criteria of financing, fixed and working capital assessment; Technical assistance, marketing assistance, sickness of units and remedial assistance; Preparation of feasibility reports and legal formalities and documentation.

Suggested Readings

1. Clifton, Davis S and Fyfe, David E. "Project Feasibility Analysis". 1977 John Wiley, New York.
2. Desai, A N. "Entrepreneur & Environment" . 1990. Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". 1985. Heinemann, London.
4. Jain Rajiv. "Planning a Small Scale Industry: A Guide to Entrepreneurs". 1984. S.S. Books, Delhi.
5. Kumar, S A. "Entrepreneurship in Small Industry". 1990, Discovery, New Delhi.
6. McClelland, D C and Winter, W G. "Motivating Economic Achievement". 1969. Free Press, New York.
7. Pareek, Udai and Venkateswara Rao, T. "Developing Entrepreneurship - A Hand-book on Learning Systems". 1978, Learning Systems, Delhi.

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

CP-402 : RESEARCH PROJECT

Max. Marks – 100

The students of MBA IV semester have to work on a project in any one of the functional areas of business management i.e. Finance, Marketing, IB, IT, HRM etc. Prior to submission of the project report to the directorate, they will have to get the synopsis approved from the directorate. The last date of submission of synopsis will be 31st May of the second year. However, the late submission of the synopsis will be allowed (only in hard cases) with late fee of Rs. 500/- upto 30th June and Rs. 1000/- upto 30th of July of the respective year of final year of MBA students (Please refer prospectus). The guidelines for synopsis and project report are available on the University Website.

Note:

30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

CP-403: COMPREHENSIVE VIVA-VOCE

**Max Marks: 50
(including 35 external and 15 internal)**

SPECIALIZATION AREAS : FINANCE

3RD SEMESTER

FM-303 CORPORATE TAXATION

Max. Marks – 100

**External -70; Internal -30
Duration – 3 hrs.**

Objective

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

Course Contents

Basic Concepts of Income Tax; Residential status of a Company; Computation of Income under Different Heads of Income

Set off and Carry forward of Losses, Deductions and Exemptions; Additional Tax on Undistributed Profits; Companies Profit Surtax Act; Computation of Tax Liability; Meaning and Scope of Tax Planning regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers; Tax Planning Relating to Amalgamation and Merger of Companies; Tax Considerations in Respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions

Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures; Implications of GST Laws on Tax Avoidance and Tax Evasion

Suggested Readings

1. Ahuja, G K & Gupta Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1999.
2. Ilengar, A C. Sampat Law of Income Tax. Allahabad, Bharat House, 1981.
3. Kanga, J B and Palkhivala, N A. Income Tax. Bombay, Vol. 1-3, N.M. Tripathi.
4. Ranina, H.P. Corporate Taxation: A Handbook. 2nd ed., New Delhi, Oriental Law House, 1985.
5. *Bare Acts of CGST, IGST, UTGST*
6. Singhania, V K. Direct Taxes: Law and Practice. Delhi, Taxman, 1991.
7. Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw, Hill, 1986.

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.

30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks etc.

FM-304: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT
Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

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

Course Contents

Investment-Return and Risk; Operations of Indian Stock Market; New issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of investing; Markets and Brokers; Investment Companies; Market indices and Return; Security Credit Ratings, Objectives of Security Analysis; Investment Alternatives; Valuation Theories of fixed and Variable Income Securities; The Return to Risk and the Investment Decision; Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market; Stock market Analysis-Fundamental and Technical Approach, Efficient Market Theory; Recent developments in the Indian Stock Market.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

FM-305: MANAGEMENT OF FINANCIAL INSTITUTIONS

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions; Evaluation Risks and Returns of Assets and Liabilities of financial Institutions; Flow of Fund Analysis of the Borrowing and Lending Behaviour of financial Institutions; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning; Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India; Capital Adequacy and Capital Planning; strategy of Growth; Problems of Time and Cost Over runs; Financial Planning of Financial Institutions; Financial Goals and Performance Statements; Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

Suggested Readings

1. Bhalla, V K. India Financial System, Delhi, Anmol Pub., Ltd., 1998.
2. Dougall, Herbert E and Gaumnitz. Capital Markets and Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980.
3. Hempel, George H and Yawitz, Jess B. Financial Management of Financial Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1977.
4. Kane, Joseph A. Development Banking. Toronto, Lexington Books, 1984.
5. Rose, Peter S. and Fraser, Donald R. Financial Institutions. Ontario, Irwin Dorsey, 1985.
6. Vij, Madhu. Management of Financial Institutions in India. New Delhi, Anmol, 1991.
7. Yeager, Fred C. and Setiz, Nail E. Financial Institutions Management: Text and Cases. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

FM-306: PRINCIPLES OF INSURANCE AND BANKING

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objective

The objective of this course is to apprise the students with the banking law and practices and develop an understanding of fundamentals and environment of insurance.

Course Contents

Introduction to insurance; various types of insurance; principles of insurance; important insurance policies in life and non-life insurance; IRDA and its role in insurance sector in India; privatization of insurance industry in India; insurance business operations; recent trends in insurance around the globe, Concept and implications of bank assurance and universal banking in India.

Insurance Environment: Internal, External, Legal and Commercial. Comparative Environment of Insurance Business. Insurance procedure - Settlement of Claims under life and non-life insurance. Contemporary issues in insurance.

Evolution of Bankin Law; Main provisions of Banking Regulation Act, 1949; and RBI Act, 1934 and Negotiable Instruments Act, 1881.

Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these securities.

Guarantees: Contract of Guarantee and contract of inemnity, Guarantee as Banker's Security. Writing Reports on Bank visits; Prevailing practices in Banking-Case studies. Banker Customer Relationship; Contemporary Issues in Banking: NPA and Capital Adequacy in Indian Banks.

Suggested Readings

1. Gulshan, S.S., Law and Practices of Banking in India.
2. Davar, S.R., Law & Practice of Banking.
3. Tandon, H.L., Banking Law and Practice in India.
4. Varshney, P.N., Banking Law and Practice.
5. Cox, David., Elements of Banking; John Murray, London.
6. Bodla, B.S., Garg, Mahesh and Karam Pal, Insurance - Fundamentals, Procedures and environment.
7. Nigam, B.M.L., Banking Law and Practice, Konark Publishers, Delhi.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

FINANCE: 4TH SEMESTER

FM-404: MANAGEMENT OF FINANCIAL SERVICES

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents

Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; Stock Exchange Operations; Mutual Fund; Mercant Banking Services; Managing of issue shares and bonds-Mobilising of Fixed Deposits-Inter-Corporate Loans-International Finance; Other Financial services - Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring of Failing and Bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

Suggested Readings

1. Bhalla, V K. Management of Financial Services. Anmol, New Delhi, 2001.
2. Bhalla, V K. and Dilbag, Singh. International Financial Centres. New Delhi, Anmol, 1997.
3. Ennew, C, Trevor Watkins & Mike Wright; Marketing of Financial Services. Heinemann Professional Pub., 1990.
4. Gordan, E and K. Natrajan Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
5. Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1983.
6. Kim, Suk and Kim, Seung, Global Corporate Finance. Text and Cases. 2nd ed., Miami Florida, Kotb, 1993.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

FM-405: PROJECTS PLANNING, ANALYSIS AND MANAGEMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The basic purpose of this course is to understand the frame work for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environment Appraisal of Projects.

Suggested Readings

1. Ahuja, G K & Gupta Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997.
2. Bhall, V K. Modern Working Capital Management. New Delhi, Anmol, 1997.
3. Bhalla V K. Financial Management and Policy. 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

FM-406: INTERNATIONAL FINANCIAL MANAGEMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The Objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents

Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System; managing short-term assets and liabilities; Long-run Investment Decisions. The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting. Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

FM-407: FINANCIAL DERIVATIVES

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The Objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents

Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging; Forward and Futures Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black-Scholes Option Model; Binomial Model; Options on Stock indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

Suggested Readings

1. Bhalla, V K. Investment Management: Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001.
2. Financial Derivatives. Delhi, S. Chand, 2001.
3. Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books 1993.
4. Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
5. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management.
6. Hull, John C. Options, Futures and Other Derivative Securities. 2nd ed., New Delhi, Prentice Hall of India, 1996.
7. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

MARKETING - 3rd SEMESTER

MM-307 : ADVERTISING MANAGEMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Course Contents

Role of advertising in the Marketing Process : Legal Ethical and Social Aspects of Advertising; Process of Communication - Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand - Objective Setting and Market Positioning; Dagmar Approach - Determination of Target Audience; Building of Advertising Programme - Message, Headlines, Copy, Log, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting; Evaluation - Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation - Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign - Advertising V/s Consumer behaviour, Sales promotion - Role of Creative strategies; advertising - Retail, National, Cooperative, Political, International, Public Service Advertising.

Suggested Readings

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

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

MM-308: SALES MANAGEMENT

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

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

Course Contents

Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

MM-309 : CONSUMER BEHAVIOUR

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

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

Course Contents

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation, Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making; Industrial Buying Behaviour; Models of Consumer Behaviour, Consumer Behaviour Audit; Consumer Behaviour Studies in India.

Suggested Readings

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

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

MM-310 : RURAL MARKETING

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The Objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalisation of the economies.

Course Contents

Nature, characteristics and the potential of rural markets in India, Socia-cultural, economic & other environmental factors affecting rural marketing. Attitudes and behaviour of the rural consumers and farmers; Marketing of consumer durables and nondurable goods and services in the rural markets with special reference to product planning, Media Planning, planning of distribution channels and organising personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors: Organisation and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perishability. Marketing structure and performance. Processing facilities for different agricultural products. Role of warehousing: Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of central and state governments. Institutions and organisations in agricultural marketing. Unique features of commodity markets in India. Problems of agricultural marketing; Nature, scope and role of co-operative marketing in India.

Suggested Readings

1. Arora, R C. Integrated Rural Development. 1979, Scharnd, New Delhi.
2. Desao. Vasat. Rural Development. 1988, Himalaya, Bomabay.
3. Mishar, S. N. Politics and Society in Rural India. 1980, Inter India, Delhi.
4. Porter, Michael, E. competitive Strategy. 1980. Free Press, New York.
5. Rudra, Ashok. India Agricultrual Economics. Myths and Realities. 1982. Allied, New Delhi.
6. Stalk, George, Competing Against Time. 1990. Free Press, New Delhi.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

MARKETING : 4th Sem.

MM-408 : PRODUCT AND BRAND MANAGEMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The Objective of this course is to impart in -depth knowledge to the students regarding the theory and practice of Product and Brand Management.

Course Contents

Product Planning and Management: Product concepts and levels; Product line and mix decisions; Product life cycle and marketing strategy implications.

New Product Development: Idea generation and screening; Concept development and testing; Business analysis; Product testing; Test marketing and product launching.

Branding Strategies: Importance of branding; Branding terminology; Basic branding concepts-brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Product verses corporate branding.

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; Multiple branding; Private versus national branding.

Brand Positioning and Re-launch: Brand building and communication.

Branding in Specific Sectors: Customer, industrial, retail, service brands, E-branding, Branding for international marketing.

Suggested Readings

1. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.
2. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.
3. Czerniawski, Richard D. & Michael W. Maloney Creating Brand Royalty, AMACOM, NY, 1999.
4. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.
5. Murphy, John A. Brand Strategy. Cambridge, The Director Books, 1990.
6. Steward, P. Building Brands Directly. London, MacMillan, 1996.
7. Upshaw, Lyhh B. Building Brand Identity: A Strategy for success in a hostile market place. New York, John, Wiley, 1995.

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

MM-409 : E-COMMERCE

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.

Course Contents

Introduction to E-commerce; Definition - Forces Fueling E-commerce - Industry framework - types - Internet Services Providers - Internet access providers - Internet Vs. Online Services; WWW : concepts - Technology - Applications - electronic Payment systems : Electronic Payment Technology - Digital Cash - electronic check - On-line Credit Card; Electronic Commerce and Banking: Changing dynamics in the Banking Industry - Home banking Implementation approaches - Open Vs Closed modes - Management issues in online Banking - Electronic Commerce and Retailing - Changing retail Industry Dynamics - Online retailing - Management challenges - Electronic Commerce and online publishing: Online publishing strategies - Approaches - Advertising and online publishing - Digital copyrights and Electronic publishing; Intranets and Supply Chain Management - Managing retail supply chains - Supply chain application software - Intranets and customer asset Management Customer asset management basics - online sales force - online customer service and support - Technology and Marketing strategy; Intranets and Manufacturing: Integrated logistics, - Agile Manufacturing - Emerging Business requirements - Manufacturing Information Systems - Intranet based manufacturing logistics Management; Intranets and Corporate Finance: Financial Systems - Financial Intranets - Software modules in Financial Information System - Transaction Accounting - Inventory Accounting Payment management - Treasury and Cash Management - Human Resource Management Systems - size - structure of Financial Software Markets - The Corporate Digital Library - Intelligent Agents.

Suggested Readings

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

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

MM-410 : INTERNATIONAL MARKETING

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

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

Course Contents

International Marketing - Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions - World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc., Procedure and Documents Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments - Open Account, Bills of Exchange; Letter of Credit - Export Finance; International Marketing Mix - Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

Suggested Readings

1. Bhattacharya, B. Export Marketing: Strategies for Success. New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing; Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw. J J. International Marketing; Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
5. Prinsalomi, V. H. International Marketing. Prentice Hall.
6. Terpstra, Vern and Sarathy, R. International Marketing. Oriando, Dryden Press, 1991.
7. Walter, I and Murray, T. Handbook of International Business. New York, John Wiley, 1988.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

MM-411 : MARKETING OF SERVICES

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

The objective of this course is to develop insights into emerging trends in the service in a developing economy and tackle issues involved in the management of services on national basis.

Course Contents

The Emergence of Service Economy; Nature of Services; Goods and Services marketing Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses; The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Demand-supply Management; Advertising; Branding and Packaging of Services; Recovery Management and Relationship Marketing; Service Marketing: Origin and Growth-Classification of Services - Marketing of financial services - The Indian Scene - Designing of service strategy.

Suggested Readings

1. Lovelock, Christopher H. Managing Services: Marketing Operations and Human Resources; Englewood Cliffs. New Jersey, Prentice Hall Inc., 1995.
2. Lovelock, Christopher H. Services Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mcdonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.
4. Newton M P Payne, a. the Essence of Services Marketing. New Delhi, Prentice Hall of India, 1996.
5. Verma, H V. Marketing of Services. New Delhi, Global Business Press, 1993.
6. Zeithaml, V A and Bitner, M J. Services Marketing. New York, McGraw Hill, 1996.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

ORGANIZATION BEHAVIOUR AND HRD - 3rd Sem.

OBH-311 ; MANAGEMENT OF INDUSTRIAL RELATIONS

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents

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

Suggested Readings

1. Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
3. Niland, J R. etc., The Future of Industrial Relations. New Delhi. Sage, 1994.
4. Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
5. Ramaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
6. Virmani, B R. Participative Management vs. Collective Bargaining. New Delhi. Vision Books, 1988. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman, 1987.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

OBH-312 : MANAGING INTERPERSONAL AND GROUP PROCESSES

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Course Contents

Group as a Medium of Learning; Developing and Change; Group Cohesiveness; Influence Processes; Interpersonal Communication; Interpersonal Awareness and Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building.

Suggested Readings

1. Bennis, W G. Essay in Interpersonal Dynamics. U.S.A., Dorsey Press, 1979.
2. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Kolb, D. etc. Organizational Behaviour: Practical Readings for Management 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
4. Mainiero, L A & Tromley C L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.
5. Moore, M D. etc. Inside Organizations: Understanding the Human Dimensions London, Sage, 1988.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

OBH-313 : HUMAN RESOURCE PLANNING DEVELOPMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

Course Contents

Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development; HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

Suggested Readings

1. Arthur, M. Career Theory Handbook. Englewood Cliff, Prentice Hall Inc., 1991.
2. Belkaoui, A R and Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood. Quorum Books, 1995.
3. Dale, B. Total quality and Human Resources: An Executive Guide. Oxford, Blackwell. 1992.
4. Greenhaus, J H. Career Management. New York, Dryden, 1987.
5. Kavanagh, M J. etc. Human Resource Information System: Development and Applications. Boston, PWS-Kent. 1993.
6. Mabey, C and Salama, G. Strategic Human Resource Management. Oxford, Blackwell, 1995.
7. Thomson, R and Mabey, C. Developing Human Resource. Oxford, Butterworth-Heinemann, 1994.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

OBH-314 : ORGANIZATION EFFECTIVENESS AND CHANGE

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

Course Contents

An Overview of Concepts of Organizational Change Effectiveness and Development; Skills of Change Agent; Organizational Climate and Culture; Power and Politics; The Process of Empowerment; Organizational Learning; Creativity and Innovation. Conflict and Negotiation; Intergroup Behaviour and Collaboration. Business Ethics and Corporate Governance; Management of Gender issues; Cross-Cultural Dynamics.

Suggested Readings

1. Anderson, A. H. and Barker D. Effective Enterprise and Change Management, Oxford, Blackwell Publisher Ltd. 1996.
2. French, W E and Bell, C H. Organization Development. New Delhi, Prentice-Hall of India, 1995.
3. Kao, S R. etc. Effective Organization and Social Values. New Delhi, Sage, 1994.
4. Khandwalla, P N. Organisation Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995.
6. Mendonca, M and Kanungo R N. Work Motivation, New Delhi, sage, 1994.
7. Robbins, S P. Organisational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

ORGANIZATION BEHAVIOUR AND HRD - 4th Sem.

OBH-412 : MANAGEMENT TRAINING AND DEVELOPMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course students to manage the Training systems and processes.

Course Contents

Training Process - an Overview; Role, Responsibilities and Challenges to Training Manager; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

Suggested Readings

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, 1988.
2. Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page. 1995.
3. Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness. Aldershot, Gower, 1986.
6. Reid, M A etc. Training Interventions: Managing Employee Development. 3rd ed. London, IPM. 1992.
7. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization London, Century, 1992.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

OBH-413 : ORGANIZATION CHANGE AND INTERVENTIONS STRATEGIES
Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

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

Course Contents

Organization Change - an Over view; Approaches to Problem Diagnosis; Some Major Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills, Designing Interventions - Interpersonal, Team, Intergroup and System; Evaluation of OD, Ethics of OD Professional, Future of OD.

Suggested Readings

1. Abad, Ahmad. etc. Developing Effective Organization. New Delhi, Sri Ram Center for Industrial Relations, 1980.
2. De Nitish. Alternative Designs of Human Organizations. Lodon, Sage, 1988.
3. French, W H. and Bell, Ch. Organisation Development. New Delhi, Prentice Hall of India, 1991.
4. French, W L. etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Unive Book Stall, 1990.
5. Harvey, D F. and Brown, D R. An Experiential Approach to Organization Development. Englewood Cliffs, Jersey, Prentice Hall Inc., 1990.
6. Huse, F E. and cummings, T G. Organization, Development and Change. 3rd ed. New York, West, 1985.
7. Sinha, Dharani, P. etc., Consultants and Consulting Styles. New Delhi, Vision, 1982.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

**OBH-414: HUMAN RESOURCE DEVELOPMENT: STRATEGIES
AND SYSTEMS**

Max. Marks – 100

**External -70; Internal -30
Duration – 3 hrs.**

Objectives

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course Contents

Field of HRD - Concepts, Goals, Challenges; HRD Climate and Practices in India; Staffing HRD Function; Developing HR Strategies; HRD System Design Principles; Design & Administration of Select HRD Systems; HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations.

Suggested Readings

1. Dayal, Ishwar. Successful Applications of HRD. New Delhi, New Concepts, 1996.
2. Dayal, Ishwar. Designing HRD Systems. New Delhi, Concept. 1993.
3. Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A. D. New Delhi, ISTD, 1995.
4. Maheshwari, B L. & Sinha, Dharni P. Management of Change Through HRD. New Delhi, Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions : The HRD Response. New Delhi, Tata McGraw Hill, 1992.
6. Rao, T V. etc. Alternative Approaches & Strategies of Human Resource Development. Jaipur, Rawat, 1988.
7. Silvera, D N. HRD: The Indian Experience. New Delhi, India, 1991.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

**OBH-415 : CROSS CULTURAL AND GLOBAL HUMAN
RESOURCE MANAGEMENT**

Max. Marks – 100

**External -70; Internal -30
Duration – 3 hrs.**

Objectives

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

Course Contents

Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Selection, Source, Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective, MNG and Compensation System.

Suggested Readings

1. Adler, N J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.
2. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
3. Dowling, P J. etc. International Dimensions of Human Resource Management 2nd ed. California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Marcic, D and Puffer, S M. Management International: Cases, Exercise and Readings. St. Paul, West Publishing, 1994.
6. Mead, R. International Management: Cross Cultural dimensions. Black Well, Camb., Mass., 1994.
7. Mendenhall, M. etc., Global Management. Cambridge Massachusetts., Blackwell, 1995.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

INTERNATIONAL BUSINESS - 3rd Sem.

IB-315: INTERNATIONAL BUSINESS ENVIRONMENT

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

The primary objectives of this course are to acquaint the students to emerging global trends in business environment.

Course Contents

International Business : An overview - Types of International Business; The External Environment; the Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns and Macroeconomic Management; Theories and Institutions: Trade and Investment - Government Influence on Trade Investment; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks; International production; Internationalization of Service Firms; Operation Management in International Firms; World Financial Environment; Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers; International Banks; Non-Banking Financial Services Firms; Stock Markets; Global Competitiveness; Export Management; Licensing; Joint Ventures, Technology and Global Competition; Globalization and Human Resource Development; Globalization with Social Responsibility; World Economic Growth and the Environment; Country Evaluation and Selection; International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements; Consortium Approaches; External Relations Approach.

Suggested Readings

1. Alworth, Julian S. The Finance Investment and Taxation Decisions of Multinationals, London, Basil Blackwell, 1988.
2. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business, New Delhi.
3. Bhalla, V.K. International Economy: Liberalisation Process. New Delhi, Anmol, 1993.
4. Daniel, John D and Radebanh, Lee H International Business. 5th ed., New York, Addison Weley, 1989.
5. Eiteman, D.K. and Stopnehill, At Multinational Business Finance, New York, Addison Wesley, 1986.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

**IB-316 : EXPORT-IMPORT PROCEDURES,
DOCUMENTATION AND LOGISTICS**

Max. Marks – 100

**External -70; Internal -30
Duration – 3 hrs.**

Objectives

The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

Course Contents

Documentation Framework - Exim Documentation; International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk coverage, Cargo Insurance, Foreign Exchange regulations and Formalities; Quality Control and Pre-Shipment; Inspection Concept Scheme and Procedures; Role of Cleaning and Forward Agents; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks; Procedures and documentation for availing export incentives-Duty draw backs, Import Licensing and other incentives; Processing of an Export Order, World Shipping: Structure, Liners, and Tramps, Conference System; Freight and Structure. Containerisation and other developments, International Agreements and Conferences on Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerisation, Machinery for Consultation; Air Transport: International set-up, Freight rate structure.

Suggested Readings

1. Bhalla, V.K. and S. Ramu. International Business Environment and Management 5th ed., Delhi, Anmol, 2001.
2. Desai, H.B. Indian Shipping Perspectives. Delhi, Anupam Pub., 1988.
3. Government of India Handbook of Import - Export Procedures.
4. Paras Ram Export: What, Where and How. Delhi, Anupam, Pub., 1995.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

IB-317 : INDIA'S FOREIGN TRADE POLICY

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

To acquaint the students with recent trends in India's foreign trade, and management and policy related issues in foreign trade in the global context.

Course Contents

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade; Directional Pattern: Major export commodities - Thrust area commodities - their trend, problems and prospects; Major competitors; Major Import commodity Groups; Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System; Import Substitution and Export Promotion Policies; Export incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure support for Export Promotion; Export Promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions; Role of State Trading Organisations in Foreign Trade, Export Processing Zones; Export Oriented Units and Export and Trading House Schemes: Multilateralism and Bilateralism in India's International Business.

Suggested Readings

1. Bhalla, V.K. International Business Environment and Management. 8th ed., Delhi, Anmol, 2001.
2. Bhashyam, S. Export Promotion in India: The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988.
3. Dhanna, Sri Ram Export Marketing in India's New Manufactures, University of Delhi, Delhi, 1986.
4. Jain, S.K. Export Performance and Export Marketing Strategies, Commonwealth Pub., Delhi, 1988.
5. Nayyar, Deepak India's Export and Export Policies in the 1960s, Cambridge University Press, 1976.

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

IB-318 : FOREIGN EXCHANGE MANAGEMENT

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

To acquaint the students with the mechanism of the foreign exchange markets measurement of the foreign exchange exposure, and hedging against exposure risk.

Course Contents

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organisation of the Exposure Management Function; Parameters and constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

Suggested Readings

1. Aliber, R.Z. Exchange Risk and Corporate International Finance. London, Macmillan, 1978.
2. Bhalla, V.K. International Financial Management. 2nd ed., New Delhi, Anmol, 2001.
3. Luca Cornelius Trading in the Global Currency Markets, N.J. Prentice Hall, 1995.
4. Shapiro, A.C., International Financial Management, Boston, Allyn and Bacon, 1979.
- Sutton, W.H. Trading in Currency Options, New York Institute of Finance, 1987.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

IB-416 : INTERNATIONAL FINANCIAL MANAGEMENT

Max. Marks – 100

**External -70; Internal -30
Duration – 3 hrs.**

Objectives

The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents

Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System; Long-run Investment Decisions - The Foreign Investment Decision; Political Risk Management; Multinational Capital Budgeting- Application and Interpretation; Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Suggested Readings

1. Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Bhalla, V.K. International Financial Management. 2nd ed., New Delhi, Anmol, 2001.
3. Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc., 1996.
4. Kim, suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami Florida, Kolb, 1993.
5. Shapir, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

IB-417 : INTERNATIONAL MARKETING

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

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

Course Contents

International Marketing - Definition, Concept and Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions - World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import and Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments - Open Account, Bills of Exchange; Letter of Credit - Export Finance; International Marketing Mix - Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

Suggested Readings

1. Bhattachary, B. Export Marketing : Strategies for Success. New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren. Global Marketing Management Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, J.J. International Marketing: Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
5. Terpstra, Vern and Sarathy, R. International Marketing. Oriando, Dryden Press, 1991.
6. Walter, I and Murray, T. Handbook of International Business. New York, John Wiley, 1988.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

IB-418 : GLOBAL HUMAN RESOURCE MANAGEMENT

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the management of global organisations.

Course Contents

Global Business; Growth and Evolution; Environment Variables in Global Business; Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

Suggested Readings

1. Adler, N.J. International Dimensions of Organizational Behaviour. Boston, Kent Pub., 1991.
2. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management, Chicago, Irwin, 1995.
3. Dowling, P.J., etc., International Dimensions of Human Resource Management. 2nd ed., California, Wadsworth, 1994.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.
5. Marcis, D and Puffer, S.M. Management International: Cases, Exercises and Readings. St. Paul, West Publishing, 1994.
6. Mead, R. International Management : Cross Cultural Dimensions. Black well, Camb., Mass., 1994.
7. Ronen, S. Comparative and Multinational Management. New York, John Wiley, 1986.

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

IB-419 : E-COMMERCE

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

The objective of the course is to acquaint the students with the use of E-Commerce in competing markets.

Course Contents

Introduction to E-commerce; Definition- Forces Fueling E-commerce - Industry framework - types - Internet Services Providers - Internet access providers - Internet Vs. Online Services; WWW: Concepts - Technology - Applications - Electronic Payment systems: Electronic Payment Technology - Digital Cash - electronic check - On-line Credit Card: Electronic Commerce and Banking: Changing dynamics in the Banking Industry - Home banking Implementation approaches - Open Vs Closed models - Management issues in online Banking - electronic Commerce and Retailing - changing retail Industry Dynamics - Online retailing - Management challenges - Electronic Advertising and online publishing: Online publishing Strategies - Approaches - Advertising and online publishing - Digital copyrights and Electronic publishing; Intranets and Supply Chain Management - Managing retail supply chains - Supply chain application software - Intranets and customer asset Management Customer asset management basics - online sales force - online customer service and support Technology and Marketing strategy; Intranets and Manufacturing: Integrated logistics, - Agile Manufacturing - Emerging Business requirements - Manufacturing Information Systems - Intranet based manufacturing logistics Management; Intranets and Corporate Finance: Financial Systems - Financial Intranets - Software modules in Financial Information System - Transaction Accounting - Inventory Accounting Payment Management - Treasury and Cash Management - Human Resource Management Systems -size - structure of Financial Software Markets - The Corporate Digital Library - Intelligent Agents.

Suggested Readings

1. Cady, G.H. and part McGreger, The Internet, BPB Pub., Delhi, 1999.
2. Carpenter, Phil e Brands, HBS Press, Boston, 2000.
3. Keen, Peter and Mark McDonlad Th e-Process Edge. Delhi, Tata McGraw-Hill,2000.
4. Mann, Catherine. L. Global Electronic Commerce. Institute for International Economics, Washington, DC, 2000.
5. Oberoi, Sundeep e-Security and You. Delhi, Tata Mcraw-Hill, 2001.
6. Rich, Jason R. “Starting an E-Commerce Business”. IDG Books, Delhi, 2000.
7. Samantha Shurety. “E-business with Net Commerce”, Addison Wesley. Singapore, 2001.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

INFORMATION TECHNOLOGY MANAGEMENT -3rd Sem.

ITM-319 : MANAGEMENT SUPPORT SYSTEMS

Max. Marks – 100

External -70; Internal -30

Duration – 3 hrs.

Objectives

This course has been designed to develop an understanding of the concepts and application of Information Technology based Management Support Systems.

Course Contents

Overview of CBIS Applications; Decision Making Concepts - A Need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business; Modeling in Decision Support; Spread Sheet Software Systems as DSS Tool; Development of Planning Models in Various Functional Areas; Introduction to Integrated Financial Planning System for Financial Modeling. Group Decision Support Systems; Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-objective and Analytic Hierarchy Process. Artificial Intelligence; Need and Application. AI Based Systems; Fuzzy Knowledge in Rule-Based Systems; Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a Functional Area. PROLOG - A Tool for AI Programming. Executive Information Systems and their Applications.

Suggested Readings

1. Bratko, Ivan. Prolog: Programming for Artificial Intelligence. 2nd ed., California, Addison-Wesley, 1990.
2. Davis, Michael W. Decision Support. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.
3. Jayashankar, R. Decision Support Systems; New Delhi, Tata McGraw Hill, 1989.
4. Patterson, Dan W. Introduction to Artificial Intelligence and Expert Systems. Englewood Cliffs, New Jersey Prentice Hall Inc., 1990.
5. Rolph, Paul. How to Choose and Use an Executive Information System. New Delhi, Viva Books.
6. Sprague, Ralph H. Decision Support for Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Turban, E. Decision Support & Expert Systems. 2nd ed., New York, Macmillan, 1990.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

ITM-320 : SYSTEM ANALYSIS AND DESIGN

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

Course Contents

Overview of Systems Analysis and Design; Software applications today - the changing scenarios - Introduction to different methodologies and Structured System Analysis - Problem identification-requirement analysis: tools and techniques-feasibility analysis - Operational, Technical and Economical Feasibility - details of SDLC approach. Business Systems Concept; Systems Development Life Cycle; Project Selection; Feasibility Study. Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization. Detailed Design; Modulation; Module Specification; File Design; Data Base Design. System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating system Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

Suggested Readings

1. Awad. Elias M. Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India, 1990.
2. Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
3. Hawryszkiewycz, I T. Introduction to Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India, 1991.
4. Marco, T.D. Structured Analysis & System Specification. New Delhi, Yourdon Press, 1989.
5. Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India, 1991.
6. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press, 1992.
7. Shitten, J L. etc. System Analysis and Design Methods. New Delhi, Galgotia, 1994.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

ITM-321 : DATABASE MANAGEMENT SYSTEMS

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objectives

This course has been designed to introduce the students with the applications of systems designed to manage the data resource of organizations. It provides the students an opportunity to study the hands-on implementation of a database corporate environment.

Course Contents

Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models. Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness; Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System. Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems, Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems; Structured Query Language. Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organisation Problems; Implementation and Maintenance Issues; Database Administration.

Suggested Readings

1. Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
2. Kroenke, David M. Database Processing : Fundamentals, Design, Implementation. 4th ed., New York, McMillan, 1992.
3. McFadden, Fred R and Hoffer, Jeffrey, A. Database Management. 3rd ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Philip J. A. Guide to SQL. Boston and Fraser, 1990.
5. Salemi, Joe. Client/Server Data Bases. Emeryville, California, Ziff-Davis Press, 1993.
6. Systems and Developers Manuals for an RDBMS such as Oracle.

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

ITM-322: INTERNET PROGRAMMING FOR E-COMMERCE

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objective

The objective of the course is to familiarise the students with the internet programming for e-commerce.

Course Contents

Authenticating HTML *: Building Blocks of HTML, Page Design, Site Design, Linking HTML Documents, Adding Images, audio and video; SCRIPTS: Java Scripts VB Scripts; LINUX: Basic features, vi editor, * LINUX Commands, Elements of Shell Programming; # Com Concepts : Dot Com companies, Hybrid companies, Security of Data Transfer - Cryptography - Encryption and decryption of data - Digital Signatures, Cyber Laws.

- # Configuration and Features of Internet Information Server (118)
- # Configuration and features of Apache Web Server
- ** SERVER Side Programming Using PERL, JAVA-ODBC, ASP
- * Involves Programming.
- # Only theory
- ** Included for lab only (not for the theory exam)

Suggested Readings

1. Coleman, Pat and Peter Dyson Intermetts BSP Pub., Delhi, 1997.
2. Keen, Pter and Mark McDonal The e-Process Edge, Delhi, Tata McGraw -Hill, 2000.
3. Oberoi, sundeep e-Security and You, Delhi, Tata McGraw - Hill, 2001.
4. Richart, Alberto Manual and Stephen Asbury Active Server Pages 3, IDG Books, Delhi, 2000.
5. Rich, Jason R. Starting an E-Commerce Business, IDG Books, 2000.
6. Samantha Shurety, "E-business with Net Commerce", Addition Wesley, Singapore, 2001.
7. Schneider, Robert D. & J. R. Garbus Optimizing SQL Server, 7, N J., Prentice-Hall, 1999.

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

INFORMATION TECHNOLOGY MANAGEMENT : 4th Sem.

ITM-420 : ERP

Max. Marks – 100

**External -70; Internal -30
Duration – 3 hrs.**

Objective

To make the students able to participate in planning and implementation of advanced enterprise-wide systems and technologies in their career.

Course Contents

Enterprise Resources Planning: Evolution of ERP-MRP and MRP II-problems of system islands-need for system integration and interface-early ERP Packages-ERP products and Markets-opportunities and problems in ERP selection and implementation; ERP implementation: Identifying ERP benefits team formation-Consultant intervention Selection ERP-Process of ERP implementation - Managing changes in IT organisation Preparing IT infrastructure - Measuring benefits of ERP - Integrating with other systems; Post ERP; Modules in ERP: Business Modules of ERP Package; Reengineering Concepts: The emergence of reengineering concept - concept of business process rethinking of processes - Identification of re-engineering need-preparing for reengineering - implementing change -change management - BPR & ERP; Supply Chain Management: The concept of value chain differentiation between ERP and SCM - SCM for customer focus-need and specificity of SCM-SCM scenario in India - products and markets of SEHL issues in selection and implementation of SCM solutions - CRM solutions; E-Business: Introduction to 1-Net technologies - Evolution of E-Commerce, EDI and E-Business-business opportunities - basic and advanced business models on internet - internet banking and related technologies - security and privacy issues technologies for E-Business. Future and Growth of E-Business.

Suggested Readings

1. Hammer, Micheal and Jamts Chamby Reengineering the Corporation, 1997.
2. Leon, Alexix Countdown 2000, Tata McGraw.
3. Ptak, Carol A. & Eli SChragenheim ERP, St. Lucie Press, NY, 2000.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

ITM-421 : RDBMS & SQL CONCEPTS

Max. Marks – 100

External -70; Internal -30
Duration – 3 hrs.

Objective

The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organisations.

Contents

RDBMS: Introduction - Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History Data Modeling - Object Oriented and Record Based models, E-R Model and E-R diagram Examples and Exercises, Hierarchical Model, Network Model and Relational Model; Normalisation techniques - First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd's 12 Rules for a relational Database; Database concepts - Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary - System Catalogue, Distributed Database and Distributed Data Access, Introduction to Client - Server and ODBC connectivity. SQL: SQL Language - DML commands - Select, Insert, Update, Delete-retrieving data, summarising data, adding data to the database, updating data to the database and deleting data. Simple queries - use of WHERE, Arithmetic, comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL Commands - Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing - Commit, Rollback, Savepoint. LAB: SQL & MS Access.

Suggested Readings

1. Coleman, Pat and Peter Dyson Intements BSP Pub; Delhi, 1997.
2. Keen, Pter and Mark McDonal The e-Process Edge, Delhi, Tata McGraw - Hill, 2000.
3. Oberoi, sundeep e-Security and You, Delhi, Tata McGraw - Hill, 2001.
4. Richart, Alberto Manual and Stephen Asbury Server Pages 3, IDG Books, Delhi, 2000.
5. Rich, Jason R. Starting an E-Commerce Business, IDG Books, 2000.
6. Samantha Shurety, "E-business with Net Commerce", Addition Wesley, Singapore, 2001.
7. Schneider, Robert D. & J. r. Garbus Optimizing SQL Server 7, N J., Prentice-Hall, 1999.

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.

ITM-422 : APPLICATION DEVELOPMENT USING ORCALE

Max. Marks – 100

External -70; Internal -30 Duration – 3 hrs.

Objective

The objective of the course is to acquaint the students with the application development using ORCALE in modern busines analysis and management.

Contents

Refresher to Oracle RDBMS : Defining a data base, defining columns and Keys, normalising the design, minimising redundancy, organisation of data in Oracle, Oracle tools; SQL & PL/SQL/PL SQL command summary - data types, operators, DML, DDL, PL/SQL control structures - Error handling ; ORACLE FORMS Module: Application development using FORMS 5, organisation of FORMS, painting canvas, default form Forms process, trigger and their types, trigger command syntax, execution of forms : REPORT Module: Types of reports, formalising the report, calculated fields, group setting, modifying, Text settings, previewing a report, running a report; Oracle Utilities: Exporting and importing data base information, loading data from foreign files, Backup and recover; Graphics Module: Designing graphics - Integrating graphics with forms and reports. Building Applications: Business analysis, entity relationship model, normalization data integrity, data base, updation, transactions, planning and designing the forms for updation and enquiry managerial reports generation (Individual groups to identify projects and build their own application)

Selected Reading

1. Bayross, Ivan Commercial Application Development Using Oracle Developer 2000, BPB Pub., Delhi, 1997.
2. Hipsley, Paul Developing client server application with Oracle, Developer 2000, Sams Publishing, 2000.
3. Lulushi, Albert Developing Oracle Forms Application. Prentice Hall, 1997.
4. Muller, Robert J. Oracle Developer 2000 Handbook, Oracle Press, 2000.

Note:

1. **There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.**
2. **30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.**

Objective

Customer Relationship Management (CRM), Generates competency in transforming organisations into customer-centric enterprises. This course is intended to educate, at a high level, about CRM, and eliminate some of the mystery around CRM.

Contents :

Introduction : Knowledge Management, e-Business, and CRM. The New Economy's New Face, How We Got Here. The Long-Winded Road. The New-New Imperatives. Understanding E-Business : CRM and KM, The New Digital Landscape, Getting Down to e-Business, Customer Relationship Management, Knowledge Management, Knowledge-Enabled Customer Relationship Management.

A Roadmap for Success : The Knowledge-Enabled Customer Relationship Management Roadmap. Phase I : Evaluation and Strategic Alignment Phase II : Infrastructural Development and Development Phase III : Leadership, Change Management, Measurement and Refinement.

Aligning Strategy and Technology Choices : Getting Past the Innovator's Dilemma.

The KCRM Strategic Framework. Analyzing the Business Environment. Understanding the Context Strategic Technology.

Audit and Analysis : Why Audit Customer Knowledge ? Initiating the Audit. Reference Measures and Methodological Choices. The Audit Method. Documenting Customer Knowledge Assets Using the Audit Results to Drive KCRM.

Building an Implementation Team : Tasks and Expertise, Team Composition. Leadership, Risk Assessment and Common Pitfalls. Blueprinting the Technology Infrastructure : Design Challenges. The Customer Lifecycle. Customer Knowledge Management : Technology Framework. The KCRM Architecture Integration. Long-Term Considerations.

Results-Driven Development and Deployment : Hidden Costs and other Surprises. An overview of Big-Bang, Systems Development Methods. Looking Beyond the Waterfall. Results Driven Incremental.

Suggested Readings

1. Alex Berson, Stephen Smith, Kurt Threaring; Building Data Mining Applications for CRM, Tata McGraw Hill, New Delhi; 2000.
2. Michael J. A. Berry; Data Mining Techniques: For Marketing, Sales and Customer Support, Gordon Linoff/1997.
3. Michael J. A. Berry and Gordon Linoff; Mastering Data Mining : The Art and Science of Customer Relationship Management, John Wiley, 2001.

Note:

1. There will be two sections A & B. (35+35=70). In section A there will be ten short answer type questions out of which the candidate will be required to attempt any seven questions (7×5=35). In section B there will be three questions with internal choice and the candidate will be required to attempt all questions (2×12)+(1×11)=35.
2. 30% of the maximum marks are allocated for internal assessment in each paper based on two assignments (handwritten) of 15% marks each.