

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE STRUCTURE

FIRST YEAR

Semester-I

MBA-101	Vedic Management
MBA-102	Quantitative Methods
MBA-103	Managerial Economics
MBA-104	Environment and Management
MBA-105	Managerial Communication
MBA-106	Management Principles & Practices
MBA-107	Accounting For Managers
MBA-108	Computer Applications in Management

Semester-II

MBA-201	Organizational Behavior
MBA-202	Management Science
MBA-203	Human Resource Management
MBA-204	Financial Management
MBA-205	Marketing Management
MBA-206	Production and Operations Management
MBA-207	Research Methodology
MBA-208	Business Environment

Summer Project: The student will go for Summer Training in an approved organization for six to eight weeks after the completion of second semester & submit the Project Report by 30th August duly signed by the External Supervisor as well as Internal Supervisor. A late fee of Rs 500/ will be paid by the student, if he/she fails to submit the report thereafter. The project will be evaluated jointly by the External Examiner and the Internal Supervisor.

SECOND YEAR

Note: During second year the student shall choose in addition to core papers, six optional papers out of two specializations (selecting two blocks of the specialization) in third semester. **To run any specialization given below, a minimum of 10 students are required.**

Semester-III

CORE PAPERS:

MBA-301	Summer Project
MBA-302	Project Management

MBA-303 Decision Support System and Management Information System

MBA-304 Corporate Strategies

OPTIONALS:

☛ **AREA 1 MARKETING**

MBA- 305 Sales Management

MBA- 306 Advertising Management

MBA- 307 Marketing of Services

☛ **AREA 2 FINANCE**

MBA- 308 Management of Financial Services

MBA- 309 Corporate Tax Planning & Management

MBA- 310 Investment Management and Financial Engineering

☛ **AREA 3 HUMAN RESOURCES**

MBA- 311 Industrial Relations

MBA- 312 Human Resource Development

MBA- 313 Labour Laws

☛ **AREA 4 INFORMATION TECHNOLOGY**

MBA- 314 Data Base Management System

MBA- 315 Computer Networking and Distributed Systems

MBA- 316 E-Commerce

☛ **AREA 5 PRODUCTION AND OPERATIONS MANAGEMENT**

MBA- 317 Logistics Management

MBA- 318 Total Quality Management

MBA- 319 World Class Manufacturing

☛ **AREA 6 SMALL BUSINESS & ENTREPRENEURSHIP MANAGEMENT**

MBA- 320 Entrepreneurial Development

MBA- 321 Small Business Environment & Management

MBA- 322 New Enterprise Management

☛ **AREA 7 INTERNATIONAL BUSINESS**

MBA- 323 Export-Import Procedures, Documentation and Logistics

MBA- 324 International Financial Management

MBA- 325 India's Foreign Trade Policy

Semester-IV

MBA- 401 Dissertation.

The dissertation shall be submitted by 30th April. A late fee of Rs 500/ will be paid by the student, if he/she fails to submit the report thereafter. A committee will approve the subject/topic of Dissertation, after the scrutiny and personal interview.

EVALUATION: Each paper except Dissertation will carry 100 Marks of which 30 Marks shall be reserved for the internal assessment based on written test (10 marks), class participation (10 marks), presentation/assignment (10 marks).

NOTE: A candidate will only be allowed to appear in the sessional examination and internal assessment (Written test of 10 marks), if he/she has secured 75% attendance in the course during the said period.

The remaining 70 Marks in each paper shall be awarded on the basis of a written examination at the end of each semester.

Evaluation of Dissertation:

(a) The marks shall be awarded jointly by the External and Internal Examiners, after viva-voce examination. The distribution of marks shall be as follows:

Dissertation : 80 Marks

Viva-Voce : 60 Marks

*Internal : 60 Marks

Total 200 Marks

*(b) The supervisor will make periodic assessment of the candidates' work and award the marks. This may be based on viva-voce and presentation.

MBA-I SEMESTER

MBA-101

VEDIC MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The basic purpose of this course is to develop an insight of ancient Indian tradition of vedic management.

UNIT-I: The Vedas: Fountain-Head of Eternal Ideal Human Conduct – Introduction of the Rigveda, theYajurveda, the Samveda and the Atharvaveda, Manu –Smriti: Code of ideal human conduct, Srimad Bhagwadgita and Kautilya's Arthashastra.

UNIT-II: Concept of Vedic Management, Purusarthas (Absolute Attainments), Theory of Karma Siddhanta and its effect on Managerial Skills.

UNIT-III: Vedic Management Thought – the Role of a Manager, Self-management, Management of Men and Motivation-as viewed in Vedic Philosophy.

UNIT-IV: Leadership: an Indian vision – Qualities of a leader, Lessons taught by Indian Scriptures, Managerial Excellence and Organizational Effectiveness.

UNIT-V: Art of living and Gita, Individual Discipline (Vyakti-Dharma), Family Discipline (Duties and Liabilities), National and Human Discipline (Manava-Dharma).

SUGGESTED READINGS:

1. Vedic Sanskrit, Dr. Satyavrat Siddhantalankar, Hasaram and Sons, Delhi.
2. Dharma Ratnam, Acharya Swami Ganeshdas, Sadhubela Foundation, 6/15, Roop Nagar, Delhi.
3. Vedanta and Management, Dr. Nalini V. Dave, Deep & Deep Publications, New Delhi.
4. Sanskrit Sahitya Ka Itihas, Vahaspati Gairola, Chokhamba Vidya Bhawan, Varanasi.
5. Ethics in Management, S. K. Chakraborty, Oxford University Press, New Delhi.
6. Manusmriti – Translation, Dr. Rakesh Shastri, Vidyanidhi Prakashan, Khajoori Khas, Delhi.
7. Human Values in Management, Swami Ranganathananda, Bhartiya Vidya Bhawan, Mumbai.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA –102**QUANTITATIVE METHODS**

Marks: External –70, Internal -30

OBJECTIVE: The objective of this paper is to make the students familiar with some basic statistical tools and linear programming technique. The main focus however is on their applications in business decision-making.

UNIT- I: Mathematical basis of Managerial Decision-Concepts, Matrices, Frequency Distribution and their Analysis.

UNIT- II: Probability Theory and Probability Distributions-Binomial, Poisson, Normal & Exponential.

UNIT- III: Correlation and Regression Analysis, Test of Hypothesis —t, Z and chi square tests, Analysis of Variance.

UNIT- IV: Time Series Analysis & Forecasting.

UNIT- V: Linear Programming—Basic Concepts Formulation, Graphical and Simplex Methods, Introduction to some Basic Linear Programming Packages.

SUGGESTED READINGS:

1. Mathematics for Modern Management, Burton V Sasieni, Wiley Eastern, New Delhi.
2. Business Statistics, Gupta S.P. and Gupta M. P., Sultan Chand., New Delhi .
3. Statistics for Management, Levin Richard I & Rubin David, Prentice Hall of India, New Delhi.
4. Linear Programming and Decision-Making, Narag A .S., Sultan Chand & Sons, New Delhi.
5. Applied Business Statistics- Text Problems & Cases, Stephen K.C., Harper and Row, New Delhi.
6. Statistics for Behavioral and Social Sciences, Chadha N.K., Reliance Publishing House, New Delhi.
7. Basic Statistics for Business & Economics, Kazmiot L.J and Phol N.F., McGraw Hill , New York.
8. Fundamentals of Operations Research, SharmaJ.K., MacMilan, New Delhi.
9. Business Statistics by Examples, Tery Sineich, Collior, MacMilan Publishers, London.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA –103

MANAGERIAL ECONOMICS

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to acquaint the participants with the concepts and techniques used in economic theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

UNIT-I: Concepts and Techniques of Managerial Economics, Nature of Business decision-making, Marginal Analysis, Optimization.

UNIT-II: Theory of Demand: Demand Function, Income and Substitution Effects, Revealed Preference approach and Demand Forecasts, Production and Cost, Returns to Scale, Cost Curves and Break-Even Analysis.

UNIT-III: Theory of Firm-Profit Maximization, Sales Maximization, Organizational Slack, Ownership and Control, Market Structure, Perfect Competition, Monopoly, Oligopoly, Non-Price Competition.

UNIT-IV: Macro Economics: Aggregates and Concepts-GNP and GDP, Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation- Employment, WPI, CPI and Inflation.

UNIT-V: Balance of Payments, Money Supply, 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. Business Economics, Adhikary M., Excel Books, New Delhi.
2. Economic Theory and Operations Analysis, 3rd edi., Baumol W J., Prentice Hall Inc., New Delhi.
3. Managerial Economics, Chopra O P., Tata McGraw Hill, New Delhi.
4. Managerial Economics, Keat Paul G & Philips K Y Young, Prentice Hall, New Jersey Inc, New Delhi.
5. Modern Micro Economics, Koutsoyiannis, Macmillan, New York.
6. Economics Organization and Management, Milgrom P and Roberts J. Economics, Prentice Hall Inc., New Jersey Englewood Cliffs.
7. Managerial Economics, S.P. Singh, AITBS, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA- 104

ENVIRONMENT AND MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to make the students familiar with the concepts and techniques of environment and its management.

UNIT-I: Environmental Management: Fundamentals-Sustainable Development, Implications of Human Population Growth, Limits to growth, Environment and Business Schools.

- UNIT-II:** Energy Management: Fundamentals-Fossil Fuels use, Energy Production and Trade, Energy Balance, Ecosystem Concepts, Basic Concepts and their Application in Business.
- UNIT-III:** 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.
- UNIT-IV:** Environmental Ethics, Environmental Management Trade and Environmental Management, Debt and Environment, GATT, WTO Provisions, Environmental Laws, Acts, Patents, IPRS, Role of NGO'S, PIL.
- UNIT-V:** Pollution & Waste Management – Air, Water, Land Pollution, Trade in Wastes, Water Forest & Biodiversity Management- Water Resources Dams and their Role, Forest Products and Trade, Role of Biodiversity in International Trade, Approaches to Corporate Ethics, Bio-Ethics.

SUGGESTED READINGS:

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

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-105

MANAGERIAL COMMUNICATION

Marks: External –70, Internal -30

OBJECTIVE: The Course is aimed at equipping the students with the necessary concepts, techniques and skills of communication to inform others and to inspire and motivate them to get their cooperation in the performance of their jobs.

UNIT-I: Importance and Nature of Business Communication, Effective Communication, Functions of Communication, Components of Communication, Directions of Communication and Barriers to Communication.

UNIT-II: Verbal Communication, Nonverbal Communication, Use of Technology to Access and Share Information—Electronic information, the Internet, the Telephone.

UNIT-III: Effective Writing—The Process of Writing Commercial letters, Routine Requests, Replies, Claim letters, Adjustment letter, Goodwill Messages, Persuasive Messages, Bad News Messages, Dos and Don'ts of Business Writing.

UNIT-IV: Business Report Writing—Planning the Report, Collecting and Analyzing Data, Writing the Report, Oral Communication-Meetings, Seminars & Conferences, Group Discussions, Public Speaking, Presentation of Reports.

UNIT-V: Resume and Job Application letter, The Job Interview, Intra-organizational Communication—Memoranda, Notices, Circular, Orders, Agenda & Minutes, Legal Aspects of Business Communication.

SUGGESTED READINGS:

1. Contemporary Business Communication, Scot Ober, PHI.
2. Effective Business Communications, Murphy Herta A & Peck, Tata McGraw Hill, New Delhi.

3. Essentials of Business Communication, Rajendra Pal & J.S. Karlahalli, Sultan Chand & Sons, New Delhi.
4. Successful Business Communication, Treece Malra, Allyn and Bacon, Boston.
5. Developing Communication Skills, Krishna Mohan & Meera Banerji, Macmillan India Ltd.
6. Personality Development and Career Planning Exercises-A training guide, Madan P., Golgotia, 2003.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA-106

MANAGEMENT PRINCIPLES & PRACTICES

Marks: External –70, Internal -30

OBJECTIVE: The objective of this paper is to familiarize the students with basic management concepts.

UNIT-I: Introduction: Concept, Management as Profession, Effective Management, Evaluation of Management thoughts—Scientific Management, Human Relation, Behavioral Scientist and System Scientist, Traces of Management thought & concepts.

UNIT-II: Management Process & Planning: Functions of Management, Management levels, Importance, Steps, Types of Plans, Objectives, Policy & Strategy, Forecasting & Decision making.

UNIT-III: Organizing & Staffing: Design of Organization structure, Authority & Responsibility, Staff relationship, Organizational Design, Managerial Excellence and Organizational Effectiveness, Staffing—Manpower, Planning, Recruitment & Selection, Training & Development, Performance Appraisal.

UNIT-IV: Leading: Meaning of Leadership, How should be the Leaders and their leadership—Assumptions about People, Leadership Behaviour and Styles, Managerial Grid.

UNIT-V: Controlling: The Control Process, Types of Control, and Human aspects of Control, Control Techniques and Information Technology.

SUGGESTED READINGS:

1. Essential of Management, H.Koontz & O.Donnell, McGraw Hill, 1995.
2. The Process of Management, W.H. Newman, PHI, 1982.
3. Principles of Management, L.M. Prasad, Sultan Chand, New Delhi, 2004.
4. Management- Theory and Practice, B.S. Moshal, GalgotiaPublication, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-107

ACCOUNTING FOR MANAGERS

Marks: External –70, Internal -30

OBJECTIVE: The basic purpose of this course is to develop an insight of Postulates, Principles and Techniques of accounting and utilization of financial accounting information for planning, decision-making and control.

UNIT-I: Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Recording of Financial transactions-Journals, Ledger, Cash book, Subsidiary books, Trial balance, Adjustments and Rectification of errors.

- UNIT-II:** Revenue Recognition and measurement, matching of revenue and expenses: Inventory pricing and Valuation. Long term assets and Depreciation Accounting Preparation of Financial Statements: Profit and Loss account, Balance Sheet and related concepts..
- UNIT-III:** Cost accounting – concept and analysis of cost, Recording and preparation of cost sheets. Methods of costing – Specific order, Process and Service costing. Cost accounting records – Cost ledger, Reconciliation of cost and financial accounts. Marginal and Absorption Costing, Standard Costing and Variance Analysis.
- UNIT-IV:** Management Accounting - Concept, Need, Importance and Scope, Financial Statement Analysis, Ratio analysis, Fund flow analysis, Cash flow analysis. Budget and Budgetary Control, Zero-Base Budgeting.
- UNIT-V:** Resource planning systems- MRP1, MRP2 and ERP, human resources accounting, Inflation accounting, International accounting standards.

SUGGESTED READINGS:

1. Accounting Principles, 6th ed., Anthony R N and Reece J.S., Homewood, Illinois, Richard D. Irwin, 1995.
2. Accounting for Management- Text and Cases, Bhattacharya S K and Dearden, New Delhi, Vikas, 1996.
3. Financial Accounting, Heitger L E and Matulich Serge, New York, Mc-Graw Hill, 1990.
4. Management Accounting, 5th ed., Hingorani N.L. and Ramanathan AR, New Delhi, Sultan Chand, 1992.
5. Principles of Financial and Management Accounting, Horngren Charts etc., Boston, Houghton Mifflin Company, 1994.
6. Financial and Managerial Accounting, VijMadhu, New Delhi, Anmol Publications, 1997.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA -108

COMPUTER APPLICATIONS IN MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The purpose of this paper is to develop a basic understanding of computers & management information system and their use in the business organizations. The students are required to know only basics of hardware and software.

- UNIT-I:** Evolution of Computers, Computer Generations, Basic Computer organization, Classification of Computers.
- UNIT-II:** Processor and Memory, Secondary Storage Devices, Input-Output Devices.
- UNIT-III:** Computer Languages, Computer Software, Application Software Packages- Word Processing package, Spreadsheet Package, Presentation Graphics Package.
- UNIT-IV:** Business Data Processing – Definition, Data Storage, Hierarchy, Standard Methods of Organizing Data, File Management System and Database Management System, Data Communication and Computer Networks (LAN and WAN only)
- UNIT-V:** Internet and the Role of IT, Business and Technology Trends, Definition of MIS, Role of MIS in Decision Making.

SUGGESTED READINGS:

1. Computer Fundamentals, 3rd Edition, Pradeep K. Sinha & Usha Sinha, BPB Publications.
2. Fundamentals of IT, Alexis Leon & Mathew Leon, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Introduction to Information Technology, Turban Rainer & Potter, John Willey & Sons.

4. Student's Guide to IT, Sushila Madan, Taxmann Allied Services Pvt. Ltd.
5. Introduction to Essential Tools, Dr. Sushila Madan, Mayur Paperbacks, Noida.
6. Management Information Systems, L.M. Prasad & Usha Prasad, Sultan Chand & Sons.
7. Management Information Systems – Text & Applications, C.S.V. Murthy, Himalaya Publishing House, New Delhi.

MBA-II SEMESTER

MBA-201

ORGANIZATIONAL BEHAVIOUR

Marks: External –70, Internal -30

- OBJECTIVE:** The scope of this paper is to familiarize students with the concepts of OB knowledge to management practices.
- UNIT-I:** Concepts of OB: Concept of organizational behaviour, fields contributing to organizational behaviour, Goals of organizational behaviour, applying OB knowledge to Management Practices.
- UNIT-II:** Foundation of Individual Behaviour: Attitudes, personality, Perception, Learning, and Implications for Managers.
- UNIT-III:** Foundations of Group Behaviour: Concept, Types, why do people join Groups: Security, Status, Self-Esteem, Affiliation, Power, Goal, Achievement, External conditions Imposed on the group, Group Dynamics, Methods of group Analysis.
- UNIT-IV:** Communication & Group Decision Making: Concept, functions, Process Model, Types of Communication, Techniques of effective communication, Transactional Analysis, Quality circle, Confrontation session, communication pattern in Indian organizations.
- UNIT-V:** Organizational Behaviour in a Global Context: Facing the International Challenge, work force Diversity keeping O.B. in a Global Context.

SUGGESTED READINGS:

1. Management of Organizational Behaviour, P. Hersey and K.H. Blanchard, Sage.
2. Organizational Behaviour, Luthans F., New York, McGraw Hill, 1995.
3. Essentials of Organizational Behaviour, S.P. Robbins, PHI, India.
4. Organizational Behaviour -Text and Cases, M.G. Rao, V.S.P. Rao & P.S. Narayana, Konark, Delhi.
5. Organizational Behaviour -Text and Cases, Dr.K.Aswathappa, Himalaya Publishing House, New Delhi.
6. Organizational Behaviour -Text and Cases, M.G. Rao, V.S.P. Rao & P.S. Narayana, Konark, Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-202

MANAGEMENT SCIENCE

Marks: External –70, Internal -30

- OBJECTIVE:** The objective of this paper is to familiarize the students with the principles and practice of Management Science.
- UNIT-I:** Management Science: Basic Concepts and its role in decision-making, Sensitivity Analysis, Linear Programming.

- UNIT-II:** Assignment Models: Mathematical Formulation of Assignment Fundamental theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem, Transportation Models: Mathematical Formulation, Metric form Transportation Problem, Feasible Solution, Basic Feasible Solution and Optimum Solution, Moving towards Optimum Solution.
- UNIT-III:** Simulation: Definition, Types, Uses, Limitations & Phases of Simulation, Even Type, Monte-Carlo Simulation, Application of Simulation, Decision Theory: Types, Components of Decision-Making, Decision Models, Decision-Making under Uncertainty, Decision-Tree Analysis.
- UNIT-IV:** Game theory: Characteristic of Game Theory, Minimax Criterion & Optimal Strategy, Saddle Point, Minimax Theorem, Replacement Models and Systems, Reliability- Replacement of items that deteriorate.
- UNIT-V:** Queuing Theory: Waiting Line Models, Inventory Management, Job Sequencing, Project Management by PERT and CPM.

SUGGESTED READINGS:

1. Development Planning in India, S.Chakaravaty, Oxford University Press.
2. Operation Research, S D Sharma, Kedarnath & Co. Meerut.
3. Operation Research, R K Gupta, Krishna Prakash Media, Meerut,
4. Principles of Operations Research, Budnik Frank S., Dennis Mcleavey, Richard Mojena, All India Traveller Booksheller, New Delhi, 2003.
5. Introduction to Management Science, Gould F J etc., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
6. Management Science, Mathur K and Solow, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
7. Linear Programming and Decision Making, Narag A S, Sultan Chand, New Delhi, 1995.
8. Operations Research-Theories and Applications, J K Sharma, Macmillan India Ltd., New Delhi.
9. Operation Research-An Introduction, H A Taha, Mc-Millan, New York, 2002.
10. Decision Making Through Operation Research, R J Theirout and R C Klekamp, New York, John Wiley, 1989.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-203

HUMAN RESOURCE MANAGEMENT

Marks: External –70, Internal -30

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

UNIT-I: Concepts and Perspectives on Human Resource Management, Human Resource Management in a Changing Environment.

UNIT-II: Corporate Objectives and Human Resource Planning, Career and Succession Planning.

UNIT- III: Job analysis and Role Description, Methods of Manpower Search, Attracting and Selecting Human Resources, Induction and Socialization.

UNIT-IV: Manpower Training and Development, Performance Appraisal and Potential Evaluation, Job Evaluation & Wage Determination.

UNIT-V: Employee Welfare, Industrial Relations & Trade Unions, Dispute Resolution & Grievance Management and Employee Empowerment.

SUGGESTED READINGS:

1. Human Resource and Personnel Management, Aswathappa K., Tata Mc Graw Hill, New Delhi, 1997.
2. Human Resource Management 5th ed., De Cenzo DA & Robbins SP., New York, John Wiley, 1994.
3. The New International Manager, Guy V& Mattock J, London, Kogan Page, 1993.
4. Performance Measurements and Evaluation, Holloway J.ed., New Delhi, Sage, 1995.
5. Personnel Management 2nd ed., Monappa A & Saiyadain, New Delhi, Tata McGraw- Hill, 1966.
6. Human Resource and Personnel Management, Ston Lioyed and Leslie W. Rue, Richard D. Irwin, Illinois, 1994.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-204

FINANCIAL MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The objective of this paper is to familiarize the students with the principles and practice of Financial Management.

UNIT-I: Concepts of Financial Management: Objective & Scope of Financial Management, Techniques of Financial Management, Time Value of Money.

UNIT-II: Capital Budgeting: Evaluation Techniques, Cost of Capital- Cost of Different Sources of Capital, Weighted Average Cost of Capital.

UNIT-III: Leverages & Capital Structure: Operating, Financial & Combined Leverages, Indifference Point, Capital Structure- Approaches to Capital Structure, Optimum Capital Structure.

UNIT-IV: Working Capital Management: Determinants, Computation by Current Assets and Current Liability Method, Working Capital Financing, Inventory Management Techniques.

UNIT-V: CVP analysis and Dividend policy: Cost Volume Profits Analysis, Dividend Polices-Determinants and Models of Dividend Policy.

SUGGESTED READINGS:

1. Development Planning in India, S.Chakaravaty, Oxford University Press.
2. Financial Management and Policy, V K Bhalla, Anmol, New Delhi, 1990.
3. Principles of Corporate Finance, BrealeyA Richard, McGraw Hill, New Delhi, 1996.
4. Financial Decision Making, Hampton John, Englewood Cliffs, Prentice Hall Inc.,New Jersey, 1997.
5. Financial Management and Policy, Van Horne and C James, Prentice Hall Inc., New Delhi, 1997.
6. Principles of Financial Management, Winger Bernard and Mohan Nancy, Macmillan Publishing Company, New York.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-205

MARKETING MANAGEMENT

Marks: External –70, Internal -30

- OBJECTIVE:** The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products.
- UNIT-I:** Nature and scope of marketing: Corporate orientation towards the market place, the marketing environment and environment scanning, marketing information system and marketing research.
- UNIT-II:** Understanding Consumer and Industrial Markets: Demand measurement and Forecasting, Market segmentation, Targeting and positioning.
- UNIT-III:** Product Decisions: Product mix, Product life cycle, New product development, Branding and Packaging decisions, Pricing methods and strategies, Promotion decisions—Promotion mix, Advertising and Personal selling, Channel management—selection, co-operation and conflict management, Vertical marketing systems, Organizing and implementing marketing in the Organization.
- UNIT-IV:** Evaluation and Control of Marketing Efforts: Scope, Steps, Designing, Tools and Techniques of marketing controller, The marketing controller concept.
- UNIT-V:** New Issues in Marketing: Globalization, Consumerism, Green marketing, Legal issues, Rural marketing, e-marketing, retailing.

SUGGESTED READINGS:

1. Marketing Management—Analysis, Planning, Implementation and Control, Kotler Philip, Prentice Hall of India, N. Delhi.
2. Principles of Marketing, Kotler Philip and Armstrong Gary, Prentice Hall of India, N. Delhi.
3. Indian Cases in Marketing, Neelamegham S, Vikas, N. Delhi.
4. Fundamentals of Marketing, Stanton William J., Mc-Graw Hill, New York.
5. Marketing Management –Planning, Implementation & Control, Ramaswamy V.S. & Namakumari, Macmillan, New Delhi.
6. Create a Market for your Product, Singh V.K., Pragati Prakashan, Meerut.
7. Effective Management Workout - A case Study Way, SinghV.K,Himalayan Publication.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-206

PRODUCTION AND OPERATIONS MANAGEMENT

Marks: External –70, Internal -30

- OBJECTIVE:** This course is designed to acquaint the students with decision making in planning, scheduling and control of Production/Operation function and the effective acquisition, storage and flow of materials in both manufacturing and service organizations so as to achieve total productivity.
- UNIT-I:** Managing Operations: Nature and scope of Production and Operations Management.
- UNIT-II:** Planning (Designing) the Conversion System: Designing of Products, Services & Processes, Facility Location, Type of Manufacturing Systems and Layout.
- UNIT-III:** Organizing the Conversion System: Job Design, Production and Operation standards and Work Management, Scheduling System, Aggregate Planning for Production and Services.

UNIT-IV: Controlling the Conversion Process: Inventory Control, MRP, Purchasing.

UNIT-V: Modern Operation Systems: Introduction to modern management system—JIT, KANBAN, FMS, TQM—Quality, Quality Assurance and Total Quality.

SUGGESTED READINGS:

1. Production and Operations Management-Concepts, Models and Behaviour, Adam, Everett E. and Ebert, Ronald J., Prentice Hall.
2. Modern Production Management, Buffa, E.S., John Wiley, N.Y., 1993.
3. Productions and Operations Management, Chase R Band Aquilano J.J., Homewood.
4. Operations Management, Shroeder Roger G., McGraw Hill.
5. Managing Production and Operations, Starr Martin K., Englewood Cliffs, NJ.
6. Production & Operation Management, S.N. Chary, Tata McGraw Hill.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-207

RESEARCH METHODOLOGY

Marks: External –70, Internal -30

OBJECTIVE: The course is designed to acquaint the students with business & managerial research methodology.

UNIT-I: Research in Management: Definitions, Meaning, Scope and Objectives of Research, Types of Research – descriptive vs. analytical, applied vs. fundamental, quantitative vs. qualitative, conceptual vs. empirical, significance of research, research process.

UNIT-II: Research Problem: Nature, Considerations in selecting a problem, necessity of defining the problem, techniques in defining the problem, An Illustration, Hypothesis- Nature, basic concepts regarding testing of hypotheses, flow diagram for hypothesis testing.

UNIT-III: Research Design: Meaning, Need and Features of good design, Types of Research Design: Research Design in case of exploratory research studies, Research Design in case of descriptive and diagnostic research studies, Sampling Design- steps, characteristics of a good sample design and different types of a sample design.

UNIT-IV: Data Collection: Methods of Data Collection – Observation, Interview, Questionnaire, Schedule, Scaling Techniques – Meaning, important scaling techniques.

UNIT-V: Processing and Analysis of Data: Processing operations, problems in processing, types of analysis – univariate and multivariate analysis, an overview of techniques, Report writing.

SUGGESTED READINGS:

1. Research Methodology, Kothari C.R, Vishwa Prakashan, N.Delhi.
2. Methodology & Techniques of Social Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
3. Research Methodology, Tripathi P.C, Sultan Chand & Co.. N.Delhi.
4. Foundations of Behaviour Research, Karlinger, Surjeet and Company, N.Delhi.
5. Business research methods, Donald R.Cooper & Pamela Schindler, TMG

6. Marketing research, G.C.Beri, Tata McGraw Hill, New Delhi

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-208

BUSINESS ENVIRONMENT

Marks: External –70, Internal -30

OBJECTIVE: The primary objective of this course is to acquaint the students with emerging global trends in business environment.

UNIT-I: Economic Systems: Globalization of Indian Economy, Aspects of Human Development, Problems of Unemployment, Redefining role of State, Consumerism in India, FEMA, Consumer Protection Act.

UNIT-II: The Business Environment: The Economic and Political Environment, The Human and Cultural Environment, Recent World Trade and Investment Trends, Theories and Institutions, Trade and Investment—Governmental Influence on Trade and Investment, Determination of Trading Partner's Independence, Interdependence and Dependence, Country Evaluation and Selection, Scanning for Alternatives, Country Comparison Considerations, Tools for Comparing Countries, Diversification vs. Concentration Strategies, Investment Proposal Evaluation.

UNIT-III: Marketing: Market size analysis, Product Policy, Pricing Promotion and Distribution, Finance: Internal Sources of Funds, Global Cash Management, Financing International Trade, Risk Management and Financial Aspects of the Investment Decisions, Multinational Accounting and Tax Functions: Factors Influencing the Development of Accounting, Transactions in Foreign Currency, Translating of Foreign Currency, Financial Statements, Taxation of Foreign-source income, Double-Tax Treaties.

UNIT-IV: Human Resource Management: Management Qualifications and Characteristics, International Managerial Transfers, Management Recruitment and Selection, International Development of Managers, Training, Market Differences. Production: Production and Export Strategies, Forms of Foreign Involvement.

UNIT-V: Regional Blocks: Cross – National Cooperation and Agreement, GATT and UNCTAD, Trading Blocks—EC, NAFTA, East Asia, Special Trading Arrangements of Trading Blocks with Developing Countries, Monetary Block, International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection, Multilateral Settlements, Consortium Approaches, External Relations Approach.

SUGGESTED READINGS:

1. The Finance, Investment & Taxation Decisions, Alworth Julian S, Basil ,Blackwell London.
2. International Business, Daniel JD & Radebangh, A.Wesley,NY.
3. World Economy in 1999s, A Portfolio Approach, Bhalla V.K, Anmol ,New Delhi.
4. Multinational Business Finance, Eiteman DK & Stonchill AI, A.Wesley, NY.
5. International Economics, Kreinin Mordechel E.H. Brace.
6. International Diversification & the Multinational, Rugman Alan M, Lexington Books, Toronto Enterprise.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA- III SEMESTER

MBA-301

SUMMER PROJECT

Marks: External –70, Internal -30

MBA-302

PROJECT MANAGEMENT

Marks: External –70, Internal -30

- OBJECTIVE:** The objective of this paper is to help the students to acquire practical understanding and develop skills for project preparation and implementation.
- UNIT-I:** Introduction: Concept of a project, Categories of Projects Project, Management Tools and Techniques for Project Management, The Project Manager and his basic education, Roles and Responsibilities of Project Manager, Project Management as a Profession.
- UNIT-II:** Establishing the Project: Feasibility, Financing Arrangements, Cost Estimates, Finalization of Project Implementation Schedule, Project Profitability, Appointing a Project Manager, Fixing the Zero Date.
- UNIT-III:** Organizing Human Resources and Contracting: Delegation, Manager's Authority, Project Organization and Accountability in Project Execution, Contracts and 3 'R'S of Contracting, Tendering and Selection of Contractors, Team Building.
- UNIT-IV:** Organizing Systems and Procedures for project Implementation: Working of Systems, Design of Systems, Project Work Systems Design, Work Breakdown Structure, Project Execution Plan, Project Procedure Manual, Project Control System, Planning, Scheduling and Monitoring, Monitoring Contracts, Project Diary.
- UNIT-V:** Project Direction, Coordination, Performance, Control and History: Project Direction, Communications in a project, Project Coordination, Project Control, Scope/Progress Control, Performance Control, Schedule Control, Cost Control, Performance Indicators, Performance Improvement – Do it Yourself Trap, The CM and DM companies for better Project Management, Project Management Environment, History and Projections, Special Feature of Future Indian Projects.

SUGGESTED READINGS:

1. Project Management, S Chaudhry, TMH, 1995.
2. Total Project Management –The Indian Context, P.K. Joy, Macmillan Indian Ltd., 1993.
3. Project Finance, H.R. Machiraju, Vikas Pub. House, 1996.
4. Project Management, Prasana Chandra.TMH, N. Delhi.
5. Manual of Industrial Projects Analysis, Lettle & T.A. Mirrless.
6. Project Information in Developing Countries, P.K. Maloo.
7. Project Management, Narendra Singh,HPH.
8. Project Management, Dennis Lock (Gower).
9. Project Management, Gopal Krishanan.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBA – 303

DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM

Marks: External –70, Internal -30

OBJECTIVE: The objective of the course to develop the basic understanding of the decision support system and management information system for business organization.

- UNIT-I:** Importance of MIS, Concept of Management Information Systems, Definition of MIS, Nature and Scope of MIS, Structure and Classification of MIS.
- UNIT-II:** System Development Stages, System Development Approaches – Lifecycle, Waterfall and Prototype Approach, Definition of System, Kinds of Systems.
- UNIT-III:** Concept of Decision-Making, Simon’s Model of Decision-Making, Decision Support system, Relevance and Scope of DSS, Characteristics and Capabilities of DSS, Components of DSS.
- UNIT-IV:** Conceptual Model of a DSS, Database Management System (DBMS), Model base Management System (MBMS) and Dialogue Generation Management System (DGMS).
- UNIT-V:** Group Decision Support System (GDSS), Components of GDSS, DSS Generators, DSS Tools, Comparison between MIS and DSS.

SUGGESTED READINGS:

1. Management Information Systems – Managerial Perspectives, 2nd edition 2006, D P Goyal, Macmillan India Ltd. New Delhi.
2. Decision Support System for effective planning, Theierauff Robert J. , Prentice Hall-1982.
3. Management Information Systems (Text and Applications), C.S.V. Murthy, Himalaya Publishing House, Mumbai.
4. Decision Support Systems, Janakiraman & Sarukesi, Prentice Hall of India.
5. Decision Support Systems, Marakas, Pearson Education, New Delhi.
6. Management Information Systems, Leod Raymond Me JR, Macmillan Publishing Company, New York ,1993.
7. Decision Support & Export Systems-Management Perspective, Turban Efrain, Macmillan Publishing Company, New York, 1988.

NOTE: The list of Cases and specific references including recent articles will be announced in the class.

MBA – 304

CORPORATE STRATEGIES

Marks: External –70, Internal -30

- OBJECTIVE:** The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.
- UNIT-I:** The nature of corporate strategy, value of corporate strategy, levels of strategy, Process of strategic management, Strategic Management in different contexts.
- UNIT-II:** Defining the Company Mission, Corporate philosophy, Corporate Governance and strategy, strategy and Ethics.
- UNIT-III:** The External Environment analysis, M.E. Porter’s Five Forces Model, Competitive changes during industry evolution, Globalization and Industry structure, Industry analysis, organization analysis.
- UNIT-IV:** Formulating long terms objectives, Ground strategic, strategy evaluation, strategic choice, strategy in the Global Environment.
- UNIT-V:** Implementing strategy, Designing organizational structure, Designing strategic control systems, Mattering Structure and control to strategy, implementing strategic change.

SUGGESTED READINGS:

1. Exploring Corporate Strategy, Gerry Johnson & Kevan Scholes, PHI, New Delhi.

2. Strategic Management, J. A. Pearce II & Richard B. Robinson J D, AITBH, New Delhi.
3. Strategic Management Theory – An Integrated Approach, Charles W.L. Hill & Gareth R. Jones.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MARKETING

MBA-305

SALES MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The purpose of this paper is to acquaint the students with the concepts, which are helpful in developing sound sales, distributions policy and in organizing, managing sales forces and marketing channels.

UNIT-I: Sales Executive as a Coordinator, Sales Management & Control, Sales Control-Formal & Informal, Theories of Selling- AIDA, Behavioral Equation, Prospecting, Sales Resistance, Closing Sales, Selling Personal Objectives- Types of Personal Setting Objectives, Analysing Marketing Potential, Sales Potential, Sales Forecasting & Its Method.

UNIT-II: Formulating Personal Selling Strategy- Competitive Selling & Personal Selling Strategy, Personal Selling Objectives & Personal Selling Strategy, Determining the Kind of Sales Personnel, Determining the Size of Sales Force, Individualizing Selling Strategies to Customers.

UNIT-III: Recruitment Selection & training of Sales Personnel - Organization for Recruiting, Selecting and Training, Sources of Sales Force Recruits, The recruiting effort- Pre Interview Screening: Formal Application Form, The Interview, References, Credit Checks, Psychological Tests, Physical Examination, Building Sales Training Programs, Defining Training Aims, Deciding Training Contents, Selecting Training Methods.

UNIT-IV: Compensation Sales Personnel - Requirements of a Good Sales Compensation Plan, Devising a Sales Compensation Plan, Types of Compensation Plan, Fringe Benefits, Incentives, Subsidies.

UNIT-V: Controlling Sales Personnel - Standards of Performance, Relation of Performance, Standard to Personal Selling Objectives, Recording Actual Performance, Evaluating Actual Performance with Standards, Taking Action - The Dynamic Phase of Control, Controlling Sales Personnel through Supervision.

SUGGESTED READINGS:

1. Sales Management- Decisions, Strategies & Cases, Still, Cundiff & Govani, PHI, N Delhi.
2. Sales Management, Thomas R. Wotmba, Holt Rinehart & Winston, New York.
3. Sales & Sales Mgt., P. Allen, MacDonald & Evans Ltd., London.
4. Selling, Charles Futrell, AITBS, N Delhi.
5. Field Sales Management, Ramachandran , Allied Publication,N Delhi.
6. How to improve your Sales Performance, Allard, UBSPD.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBA-306

ADVERTISING MANAGEMENT

Marks: External –70, Internal -30

- OBJECTIVE:** The purpose of this paper is to acquaint the students with the concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.
- UNIT-I:** Introduction: Concept, Purpose, Functions, Benefits, Needs of Advertising, Ethics in Advertising, Attributes, Personal Selling, Sales Promotion, Publicity, Propagandas.
- UNIT-II:** Advertising Process: Advertising & Psychology, Angle of Communication, Effectiveness of Advertising, Buyer Behaviour, Speed of Response, Perception of Audience, Strategy Planning & Organisation-Contribution, Objectives, Strategy, Planning, Levels of Decision Making, Advertising Situation, Organisation of Advertising.
- UNIT-III:** Creative Strategy Execution & Judgment: Purchase Proposition, Creative Execution- Visualization, Ad theme, Ad Copy Writing, Copy Research, Candidness and Creativity, Types of Ad Copy, Headlines, Slogans, Copy, Illustrations, Layout & Functions of Layout.
- UNIT-IV:** Media Decision: Role of Media, Types of Media, e-Media, Media Related Decisions, Media Selection, Media Plan, Media Strategy, Media Mix, Media Scheduling, Media Cost, Advertising & Media Research Decisions.
- UNIT-V:** Promotion media & methods: Evaluation of Advertising Effectiveness (What, When & How to Test) Advertising Objectives and Plans, Area of Assessment, Pre-Placement Evaluation and Post-Testing, Interpretation of Research Funding, PACT, Principles of Advertising, Govt. Regulations, Code of Conduct of ASCI, Consumer & Self Regulations, Future of Advertising in India.

SUGGESTED READINGS:

1. Advertisement - Concepts & cases, Manaendra Mohan, TMH, New Delhi.
2. Advertising Management, Aaker, Batra, Prentice Hall of India, New Delhi.
3. Advertising Theory & Practice, Sandage, Frybuyger, and Rotzoll, Richard D. Irwin Inc., Homewood, Illinois, 1956.
4. Advertising as a Career, Sobrath Banerjee, Response, N Delhi, 2002.
5. Ogilvy on advertising, David Ogilvy, Pan Books Ltd., London, 1985.
6. Brand Positioning - Strategies for Competitive advantages, Subrato sengupta, TMH, 1990.
7. Advertising Theory & Practices, S.A. Chunawala and K.C. Sethia, HPH, N Delhi.
8. Advertising Management, Eod & Newman, Taxporawala, Bombay.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-307

MARKETING OF SERVICES

Marks: External –70, Internal -30

- OBJECTIVE:** The main objective of the course is to help students to learn the various concepts, motivational techniques and polices of marketing of services.
- UNIT-I:** Marketing of services: Concept & Issues, Conceptual Framework-Reasons, Characteristics, Type & Marketing Implication, Significance of Service Marketing, MIS in Service Marketing, Service Classification.
- UNIT-II:** Designing Services Strategy: Service Mission and Market Segmentation, Elements of Service, Marketing Mix, Designing, Service Market Plan.
- UNIT-III:** Marketing of Financial Services: Marketing of Banking Services, Classification of Customers, Insurance Marketing, Event Management

UNIT-IV: Marketing of Health Services: Health Services in India, Hospital Marketing, ITES.

UNIT-V: Marketing of Selected Services: Professional Service Marketing, Marketing of Public Utilities. Marketing of Educational Service, Formulation of Marketing Mix in Hotel Industry- Hotel Level Services & Tourism Services, Pricing Decisions Production, Consultancy Marketing- Marketing Segmentation in Consultancy Marketing.

SUGGESTED READINGS:

1. The Essence of Services Marketing, A. Payne, PHI, 1995.
2. Marketing of Services Concepts, Global Press, N. Delhi.
3. Services Marketing Text & Reading, S.C. Sahoo, Himalaya Publishing, Mumbai, 1994.
4. Services Marketing, S.M. Jha ,Himalaya Publishing, Mumbai,1994.
5. The Marketing of Services, D.W. Cowell,Heinemann, London, 1994.
6. Service Marketing, Helen Woodroff ,Macmillan.
7. Marketing of Services, Harsh Verma ,Savera
8. Event Management, Wagen, Pearson Education.

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

FINANCE

MBA-308

MANAGEMENT OF FINANCIAL SERVICES

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to apprise the students with the concepts and practices of Merchant Banking and Financial Services.

UNIT-I: Origin, meaning, need, functions and growth of merchant banking institutions in India, steps involved in the establishment of merchant banking outfit, Nature and scope of financial services, management of risk in financial services.

UNIT-II: Merchant Banking Activities, Project counseling, appraisal and financing.

UNIT-III: Non Banking Finance companies (NBFCs), Meaning, Types and services rendered by NBFCs, Debt Securitization, Leasing and hire purchase.

UNIT-IV: Factoring, forfeiting and Bill discounting, Housing Finance and credit rating, Types of credit and credit regulations.

UNIT-V: Banking and Insurance, Credit cards, Venture Capital, Forex markets regulation and control.

SUGGESTED READINGS:

1. Manual of Merchant Banking, Verma J.C. Bharat Law House, N.Delhi.
2. Merchant Banking- Principles and Practices, Merchiraju H.R., New Age International, N.Delhi.
3. Marketing Financial Services, Pezzullo Mary Ann, Macmillan, N.Delhi.
4. Financial Planning in the Bank, Merrill Mary P.,TMH, N Delhi.

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA– 309

CORPORATE TAX PLANNING & MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to apprise the students with the concepts and practices of corporate tax planning & management.

UNIT-I: Basic concepts, Relief, Tax avoidance and Tax evasion, Significance and Problem of tax planning, Recognized methods of Tax Planning.

UNIT-II: Residential Status and its implications for Tax Planning, Assessment Procedures under Salaries.

UNIT-III: House Property, Profits and Gains of Business or Profession, Capital Gains and income from other Sources.

UNIT-IV: Corporate Tax Planning, Tax Planning for new business, Choice of nature and types of business location, Tax Planning for financial structure, amalgamation and restructuring, Implication of avoidance of Double Taxation Agreement.

UNIT-V: Wealth tax – Ascertainment of Aggregate value of assets, Valuation of assets of various kinds, Assessment of liabilities and wealth tax.

SUGGESTED READINGS:

1. Direct Tax Laws and Practice, V.K. Singhania, Taxman Publications, New Delhi.
2. Accounting Standard and Corporate Accounting Practices, Bruce Claudia, TMH, New Delhi.
3. Tax Planning, N.K.Sharma & Sarita Sharma, RBSA Publishers, Jaipur.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-310

INVESTMENT MANAGEMENT AND FINANCIAL ENGINEERING

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to apprise the students with the concepts and practices of Investment Management.

UNIT-I: Introduction – Securities Market, Mobilization of Savings, Objectives of Investors, Investment Avenues, Investment Media, Features of an Investment Programme.

UNIT-II: Development of Financial System in India, Structure of Financial Markets, Financial Institutions, New Developments in the Financial System.

UNIT-III: Government Securities- Types, Life Insurance, Kinds of Policies, Procedure for taking a policy, Investment in Units, Different Unit Schemes, Tax Benefits, Provident Funds, National Saving Schemes—Post Office Savings and other Alternative Forms of Investment.

UNIT-IV: Stock Markets in India, Role of New Issues Market, Mechanics of Security Trading in Stock Exchanges, Kinds of Trading Activity, Listing of Securities, Legal Control of Stock Exchange in India.

UNIT-V: Derivatives and Latest trading practices, Forward contracts, future contracts, options and other derivatives, future market and use of futures for hedging, interest rate futures, SWAPS, Black Scholes Analysis.

SUGGESTED READINGS:

1. Modern Investment and Security Analysis, Fullow, Russell, J & Forrell, McGraw Hill.
2. Investment & Portfolio Analysis, Hervy H & Sarnat M, John Wiley & Sons.
3. Investment, Dougell H.E., Carrigon F.I, PHI.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

HUMAN RESOURCES

MBA-311

INDUSTRIAL RELATIONS

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to acquaint the students with the concepts and practices of Industrial Relations.

UNIT-I: Industrial Relations, Meaning, Objectives, Scope, Conditions for Good Industrial Relations, Causes of Poor Industrial Relations, Effects of Poor IR, Suggestions to Improve Industrial Relations, IR in India, IR in Public Sector. Evolution of Industrial System - Primitive Stage- Agrarian Economy Stage, Handicraft Stage, Industrial Capitalism Stage, Essentials of Modern Industrial System, Impact of Industrial System, Pre independence Period, Independence and after.

UNIT-II: Concept of Conflict, Functional vs. Dysfunctional Conflict, The Process of Conflict, Intergroup Relations - Factors Affecting Intergroup Relations and Methods to Measure Intergroup Relations.

UNIT-III: Trade Unionism, Nature, Objectives and Functions, Growth and Development of the Trade Union Movement in India, Problems of Trade Unions, Rights of the Recognized Trade Unions, Essentials for Success of a Trade Union, Recommendations of the National Commission on Labour, Meaning, Forms of Disputes, Strike — Forms of Strike, Lock Out, Gherao, History of Labour Disputes in India, Causes of Disputes, Results of Disputes, Methods for the Prevention and Settlement of Industrial Disputes, Guideline for Management when there is Dispute.

UNIT-IV: Collective Bargaining and Co-operation, Structure of Collective Bargaining, Benefits of Collective Bargaining, Conditions for Successful Collective Bargaining, Negotiation Team, Bargaining Conference, Collective Bargaining in India, Recommendations of HCL. Meaning, Origin and Growth, Objectives, Factors influencing Participation, Indian Perspective, Understanding Quality of Work Life, Job Enrichment, Enriched Socio-Technical Work System.

UNIT-V: Absenteeism, Concept, Studies on Absenteeism, Causes, Remedial Means, Uses, Labour Turnover, Meaning, Impact, Causes and Measures to Control. How to know about Grievance, Grievance Procedure its benefits and desirable features, Model Grievance Procedure its Benefits and Desirable Features Settlement of Grievances in Indian Industry.

SUGGESTED READINGS:

1. Personnel Management & Industrial Relation, P C Tripathi, HPH.
2. Dynamics of I.R. in India, C. B. Mamoria & S.Mamoria, Himalaya Pub House, New Delhi.
3. Industrial Relations in India, D. K. Lal Das., S.Chand & Co., N.Delhi.
4. Industrial Relations, A run M onappa, Tata Mc-Graw Hill, New Delhi.
5. Industrial Relations in Indian Enterprises, R.S. Dwivedi , Galgotia Pub Co., New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-312

HUMAN RESOURCE DEVELOPMENT

Marks: External –70, Internal -30

- OBJECTIVE:** The main objective of the course is to help students to learn the various issues, trends and training and development in human resources.
- UNIT-I:** Introduction -Introduction to HRD, Need for HRD, HRD Mechanism, Processes and outcomes, Trends, HRD in other Sectors, HRD issues, HRD Practices, HRD Strategies used in Indian organization, HRD instruments and sub-system, HRD cases.
- UNIT-II:** Line Managers and HRD- Task Analysis, Motivational aspects of HRD, Developmental supervision, Counseling and Monitoring.
- UNIT-III:** Comparative HRD Experiences- HRD in Govt. and Public Systems, Health and Family Welfare, HRD in Defense, Police and Voluntary Organizations, HRD in Service industry, International experiences.
- UNIT-IV:** Issues in HRD- HRD culture and climate, Components of OC, Determinants of OC, Maintenance of OC, Instruments of Data collection, Societal culture, HRD for workers, HRD approach to IR, Structuring and Organizing the HRD functions, Emerging Trends and Perspectives.
- UNIT-V:** Training and Development - Need & objectives, Identification of training Needs, Training methods, Management Development methods, Evaluation of Training and Development, Performance and Potential Appraisal.

SUGGESTED READINGS:

1. IGNOU Study materials.
2. Human Resource Development, P.C. Tripathi, HPH.
3. Human Resources Management, C.B. Gupta, Sultan Chand Sons, New Delhi.
4. Essentials of HRM and IR, P. Subba Rao, Himalaya Publishing House, N. Delhi.

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-313

LABOUR LAWS

Marks: External –70, Internal -30

- OBJECTIVE:** The purpose of this paper is to acquaint the student with various labour laws.
- UNIT-I:** Introduction - Guiding Principles of Labour Laws, A brief over view of Fundamental Rights and Directive Principles of State Policy, Principles of Natural Justice.
- UNIT-II:** Factory and wage law - Factories Act: 1948, Payment of Wages Act 1936, Payment of Bonus Act. 1936. Payment of Gratuity Act 1972. Apprentices Act 1961, Minimum Wages Act, Equal Remuneration Act.
- UNIT-III:** Trade union and industrial disputes laws - Trade Unions Act 1926. Industrial Dispute Act 1947, Employment (Standing Orders) Act 1947 and Arbitration Act.
- UNIT-IV:** Welfare laws- Workmen's Compensation Act 1923, Employment State Insurance Act 1952, Maternity Benefit Act 1961.
- UNIT-V:** Labour policy and laws - Labour Policy of Government of India, ILO and Indian Labour, Case Law.

SUGGESTED READINGS:

1. Industrial Law, J K Bareja, Galgotia Pub Co., New Delhi.

2. Labour & Industrial Law, Dr. V.G. Goswami, Central Law Agency.
3. Industrial Relations, Arun Monappa: Tata McGraw Hill, New Delhi.
4. Industrial Law, N.D. Kapoor : Sultan Chand & Sons, New Delhi.
5. Industrial Law, P L Malik, Estern Book Co., Lucknow.

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

INFORMATION TECHNOLOGY

MBA-314

DATA BASE MANAGEMENT SYSTEM

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to introduce concepts leading to data base management and Structure Query Language (SQL) and their application in business environment.

UNIT-I: Introduction to DBMS, Data Modeling for Database, Record & Files, Abstraction of Data Integration, 3 level DBMS Architecture, Components of DBMS, Advantages & Disadvantages.

UNIT-II: Data Models: Entities, Attributes and Associations, Representation of Association, Entity- Relationship Model, Hierarchical, Network and Relational Data Model, Functional Dependencies and Normalisation for Relational Database.

UNIT-III: Relational Database: Attributes and Domains, Relations and their Schemes, Relation Representation, Relational Operations, Relational Algebra, Relational Algebra Operations, Relational Algebra Queries, Relational Calculus: Tupel Calculus, Domain Calculus.

UNIT-IV: Structure Query Language: Data Definition in SQL, Data Manipulation: Data Retrieval, Arithmetic and Aggregate Operators, SQL Join, Set Manipulation, Categorisation, Updates, Views and Update in SQL.

UNIT-V: Object-Oriented Database, Functional Deem Position, Recursive Many- to Many Relationship, Object Class Hierarchies, Dynamic Class Hierarchies, Normalisation of Object-Oriented Database, Object Oriented Data Manipulation language, Object SQL.

SUGGESTED READINGS:

1. An Introduction to Data Base Systems, Desai, Bipin C, Galgotia Pub., 1995.
2. Practical Application of Object Oriented Techniques to Relational Data Bases, D. Burtleson, John Wiley & Sons.
3. Objects and Database, Peter, Kroha, McGraw Hill.
4. Database Management and Design, B. Hansen., G.W. & Hansen, V Prentice, 1992.
5. An Introduction to Data Base Systems, C. J. Date, J Addison Wesley.
6. Fundamentals of Data Base Systems, Ramez, E.Imasni & Shankant B.Navatre, Addison Wesley.
7. Introduction to DBMS, Naveen Prakash, TMH.
8. An Introduction to DBMS, Bipin C.Desai,HPH.
9. Database for the Millennium 2000- C.S.R. Prabhu, Computer Society of India.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-315

COMPUTER NETWORKING AND DISTRIBUTED SYSTEMS

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to appraise the students with the computer networking & distributed systems.

UNIT-I: Communication Fundamentals- Transmission & Transmission Media, Communication Techniques

UNIT-II: Decision Models for Analyzing and Implementing Data Communication Alternatives, SNMP, CNIP

UNIT-III: LAN, WAN, ISDN, OSI Architecture, SNA, DNA, LAN Management.

UNIT-IV: Internetworking, Conferencing, Networking, Introduction to Client Server Programming, Commerce on Internet.

UNIT-V: Designing & Costing Networks, Network Security, Network Management Requirements, Network Performance Indicators, Data Communication.

SUGGESTED READINGS:

1. Business Data Communications, Stalling W.R, Macmillan, New York, 1990.
2. Data Networks Black, Englewood Cliff, U., Prentice Hall.
3. Telecommunications and Business Strategy, Roche, E.M., Kryden Press, Chicago, 1991.
4. Shaping the Future, Business Design through Information Technology, Keen. G.W., Harvard Business School Press Cambridge, 1991.
5. Business Data Communications- Basic Concepts, Security and Design, Fitzgerald, J., John Wiley, New York, 1993.
6. Introduction to Data Communication & Networking, Behroz Feroyzon, Tata McGraw Hill, New Delhi.
7. Computers Networks and Open System, Fridhais, Addison Wesley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-316

E- COMMERCE

Marks: External –70, Internal -30

OBJECTIVE: The objective of the paper is to understanding marketing of local production, whether it is agricultural and allied product or handicrafts products of rural artisans, craftsmen's and marketing of consumable and durable products and strategies which can be adopted to realize the potentials offered by rural market.

UNIT-I: Electronic Commerce- Technology and prospects, Introduction, Economic Potential, Incentive and Mechanics of E-commerce, Internet Commerce architecture.

UNIT-II: Internet based E-commerce Issues problems and prospects- E-commerce and Internet, benefits of Internet for E-commerce, Impediments & issues, Development of Technology of EDI, Internet & the WWW.

UNIT-III: E-commerce Standards & E-commerce LAW- Types of Standards, E-messaging X. 400/X.435 Document Translation Standards, E-commerce Law, Transaction, Binding, Commitment, Validity & Enforceability of Agreement, Regulations & Business Models.

UNIT-IV: Payment Systems & Security - Role of Payment, Real world Payment Systems, Smart Cards, On line Credit Card Payment, Electronic Cheques and Funds, Transfer Security Design, EDI Security Concept, Security Mechanisms, Internet Security Achieving Application Security, Authentication.

UNIT-V: E-Commerce Issues & Opportunities in Implementation and Role of Government - Commercial Issues, Infrastructure Issues, Social and cultural issues, Role of Govt. and Policy Recommendations, Overview of TCP/IP Protocol and Information Technology Act, 2000 and Emerging trends in E- Commerce.

SUGGESTED READINGS:

1. E-commerce- A Manger's Guide to E-Business, Parag Diwan & Sushil Sharma, Excel Books, Delhi.
2. Designing Systems for Internet Commerce, G. Winfield Treese and Lawrance C. Stewart, Addison Wessley.
3. E-Business- Road Map for Success, Dr. Ravi Kalakota & Maricia Robinson, Addison Wessley.
4. Frontiers in e-commerce, Dr. Ravi Kalakota & Maricia, Addison Wessley.

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

PRODUCTION AND OPERATIONS MANAGEMENT

MBA-317

LOGISTICS MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The Course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprise effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

UNIT-I: Introduction to Logistics and Supply Chain Product and Services: Evolution, Nature and concepts, function and contribution, integration with other functional areas of management

UNIT-II: Demand Forecasting, Inventory Management, Functions of Warehousing and Distribution centers.

UNIT-III: Transportation, protective packaging, order processing

UNIT-IV: Material handling, purchasing and sourcing management

UNIT-V: Logistics and SCM organization and control.

SUGGESTED READINGS:

1. Textbook of Logistics and Supply Chain Management, Agrawal, D.K., New Delhi, Macmillan
2. Logistics Management- Ballau, Renald H. Business, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
3. Management Guide to Logistics Engineering, Beal K. A., U.S.A., Institute of Production Engineering, 1990.
4. Logistics Engineering and Management: Benjamin S.B., Englewood Cliffs, New York, Prentice Hall Inc., 1996.
5. Logistics Management, System Integration of Physical Distribution, Bowersox, D.J. and Closs, D.J. New York, Macmillan, 1986.
6. Logistics and Supply Chain Management- Strategies for Reducing Costs and Improving Services, Christophe, M., London, Pitsman, 1992.
7. Contemporary Logistics, James, C.J. and Wood, Donald F., New York, Macmillan, 1990.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBA - 318

TOTAL QUALITY MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to acquaint the students with basics of Total Quality (TQ) from design assurance to service assurance, to give emphasis on International Quality Certification Systems – ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance and to focus on quality of services in contemporary environment.

UNIT-I: Total Quality and Organizational change, Basic Concept of Total Quality (TQ), Evolution of Total Quality Management, Components of TQM.

UNIT-II: How to implement TQM, pitfalls in operating TQM, Reengineering to change, Employee Involvement, Teams and Groups

UNIT-III: Statistical Process control and Improvement, Statistical quality control, manufacturing to specification versus manufacturing to reduce variations.

UNIT-IV: Total Productive Maintenance (TPM), Quality Audits, Lead Assessment and ISO-9000 Standards, Six Sigma.

UNIT-V: Total Quality of Services, Total Quality and ERP, TQM and World Class Manufacturing.

SUGGESTED READINGS:

1. Total Quality Management, Madan, P., Delhi, Krishna Prakashan, 2006.
2. Product Assurance Principles- Integrating Design Assurance & Quality Assurance, Carruba, Eugene R and Gorden, Ronald D, New York, McGraw Hill, 1991.
3. Statistical Quality Control, Grant, Eu-gene L and Leavenworth, Richards, McGraw Hill, New York, 1991.
4. Hand book of Reliability Engineering & Management, Ireson, W.G. and Coombas C.P., New York, McGraw Hill, 1988.
5. Designing for Quality, Lochner, Robert H. and Matar, Joseph E., London, Chapman & Hill, 1990.
6. TQM in Action, Pike, John and Barnes, Richard, London, Chapman & Hill, 1994.
7. TQ Manager, Schmidt, Warren H. and Finnigan, Jerome P., San Francisco, Jossey Bass, 1993.
8. World Class Performance through TQ, Spenley, Paul, London, Chapman & Hall, 1992.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBA-319

WORLD CLASS MANUFACTURING

Marks: External –70, Internal -30

OBJECTIVE: To acquaint the students with world class manufacturing environment and optimized production principles.

UNIT-I: The World Class Manufacturing (WCM) and Information Age Competition: Emergence of information Age, Challenges, Indian Global Competitiveness and Manufacturing Excellence, Manufacturing Challenges and Problems of Manufacturing Industries .

UNIT-II: Gaining Competitive Edge through WCM: Meaning of WCM and its models, Philosophy and Practices of WCM, Quality in WCM.

- UNIT-III:** Systems and Tools for WCM: Overview of Systems and Tools, Information Management Tools, Material Processing and Material Handling Tools, Assessment of Manufacturing Systems and Tools.
- UNIT-IV:** The Indian Scenario of WCM: Competitiveness and Performance of Indian Manufacturers, Objectives and Strategies, Use of IT in WCM.
- UNIT-V:** Monitoring World Class Performance- Implementation of WCM, Need for Performance Management, Monitoring and Controlling Performance Tools.

SUGGESTED READINGS:

1. World Class Manufacturing, Jim Todd, McGraw Hill.
2. World Class Manufacturing-A Strategic Perspective, Sahay, Saxena and Ashish Kumar. N.Delhi, Macmillian.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

SMALL BUSINESS & ENTREPREURSHIP MANAGEMENT

MBA – 320

ENTREPRENEURIAL DEVELOPMENT

Marks: External –70, Internal -30

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

UNIT-I: Entrepreneurial traits, types and significance, Definitions, characteristics of Entrepreneurial types, Qualities and functions of entrepreneurs, Role and importance of entrepreneur in economic growth.

UNIT-II: Competing theories of entrepreneurship, Entrepreneurial Development Programme in India – History, Support, Objective, stage of performances, Planning and EDP – Objectives Target group, selection of centre, pre-training work.

UNIT-III: Govt. Policy towards SSI's, Entrepreneurial Input, Entrepreneurial Behaviours and entrepreneurial motivation, N-Achievement and management success.

UNIT-IV: Entrepreneurs success in rural area, Innovation end entrepreneur, Establishing Entrepreneurs System, Search for business idea, sources of ideas, idea processing, input requirements.

UNIT-V: 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. Project Feasibility Analysis, Clifton, Davis S and Fyfe, David E., John Wiley, New York, 1977.
2. Entrepreneur & Environment, Desai A N., New Delhi, 1990.
3. Innovation and Entrepreneurship, Drucker F Peter, Heinemann, London, 1985.
4. Planning a Small Scale Industry- A Guide to Entrepreneurs, Jain Rajiv, S.S. Books, Delhi, 1984.
5. Entrepreneurship in Small Industry, Kumar, S A., Discovery, New Delhi, 1990.
6. Motivating Economic Achievement, McClelland, D C and Winter, Free Press, New York, 1969.

7. Developing Entrepreneurship – A Handbook on Learning Systems, Pareek Udai and Venkateswara Rao, Learning Systems, Delhi.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBA – 321

SMALL BUSINESS ENVIRONMENT AND MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to expose the students about the growth of SSI's and how it's managed in India.

UNIT-I: Definition of Small Business, Steps for Starting Small Business, Small Business in Indian Environment- Economic, Social, Political, Cultural and Legal, Policies Governing small Scale units, Industrial Policies and Strategies Relating to Small Scale Sector.

UNIT-II: Technological Know-how and Appropriate Technology, Quality Circles and Productivity, Linkage between Small and Big Business.

UNIT-III: Special Problems in Management of Small Business-Finance, Marketing, Production and Personnel, Sickness in the Small Sector, Reasons and Remedies

UNIT-IV: Modernization of Small and Village Industries, Training Programs and Consultancy Services, Incentives and Subsidies.

UNIT-V: Exploring Export Possibilities, Institutions Assisting Export Promotion of Small Business in India, Export Promotion Councils, Global Prospective of Small Business in Selected Countries.

SUGGESTED READINGS:

1. Dynamics of Entrepreneurial Development and Management, Desai Vasant, Himalayan Publishing House, 2004.
2. Small Scale Industries and Entrepreneurship, Desai Vasant, Himalaya, 1995.
3. Rural Industrialization Approaches and Potentials, Papola T. S., HPH, 1982.
4. Small Business Management, Abrahamjon & Royee. L., 5th Edn., New York, John Wiley.
5. How to Success in Small Industries, Vepa Ram N., Anmol Publication, 2004.
6. Entrepreneurial Development, C. B. Gupta, N. P. Srinivasan, Sultanchand & Sons.
7. Development of Entrepreneurship, G. S. Batra, Deep & Deep Publications.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBA – 322

NEW ENTERPRISE MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and measure, evaluate their performance and efficiency.

UNIT-I: Entrepreneurship and its role in economic development, Problems of industrialization in Underdeveloped countries with special reference to India.

UNIT-II: Industrial policy, Regulation and control of Industries in India, Mechanics of setting of new enterprises – size and location, optimum units – its meaning and determinants, size of industrial units of India.

- UNIT-III:** Theory of industrial location factors determining the industrial location, Regional distribution of industrial activity in India.
- UNIT-IV:** Recent trends in the localisation of industrial activity in India: Regional planning of industrial activity in India, Feasibility studies: Technical, Marketing and financial, Managerial problems of New Enterprise, Production Purchasing.
- UNIT-V :** Financing labour and marketing problems, Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

SUGGESTED READINGS:

1. Entrepreneurial Management- Going All Out for Results, Caticts A Dalley, McGraw Hill, 1971.
2. Motivating Economic Achievement, McClelland, D. C. and D. G. Winer, New York, 1969.
3. Innovation and Entrepreneurship, Drucker Peter, East – West Press (P) Ltd., 1992.
4. Entrepreneurial Organisation as a factor in Economic Development, F. M. Harblson, Quaterly journal in Economics, August, 1952.
5. Entrepreneurial Development in India- Gupta, C B and Srinivasan, New Delhi, Sultan Chand, 1997.
6. Entrepreneurship- Starting, Developing and Managing a New Enterprise, 3rd ed., Hisrich, Robert D and Petors, Micheal P., Chicago, Irwin, 1995.
7. Entrepreneurship – New Venture Creation, Holt, David H., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.

NOTE: The list of cases and specific references including recent articles will be announced in the class.

INTERNATIONAL BUSINESS

MBA-323

EXPORT – IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

Marks: External –70, Internal -30

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

UNIT-I: Documentation Framework, Export-import 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).

UNIT-II: Business Risk Coverage: Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities.

UNIT-III: Quality Control and Pre-shipment Inspection: Concept, Schemes and Procedures, Role of Clearing and Forward Agents, Excise clearance of cargo, Shipment of Export Cargo, Custom Clearance of Import Cargo.

UNIT-IV: 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.

UNIT-V: World Shipping Structure: Liners and Tramps, Conference System, Freight and Structure, Containerization and other developments, International Agreements and Conferences on Sea Transport, Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerization, Machinery for Consultation, Air Transport: International set-up, Freight rate structure.

SUGGESTED READINGS:

1. International Business Environment and Management, 5th ed., Bhalla, V.K. and S. Ramu., Delhi, Anmol, 2001.
2. Indian Shipping Perspectives, Desai, H.B., Delhi, Anupam Publications, 1988.

3. What, Where and How, Paras Ram Export, Delhi, Anupam Pub., 1995.

4. Government of India Handbook of Import-Export Procedures.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-324

INTERNATIONAL FINANCIAL MANAGEMENT

Marks: External –70, Internal -30

OBJECTIVE: The main objective of this course is to help students to learn the various issues, trends in international business finance.

UNIT-I: Concept of International Business, Financing International Trade, Global Cash Management, Foreign Exchange, Foreign Exchange risk, Measuring Foreign Exchange risk, Measuring Foreign Exchange Exposure.

UNIT-II: Long Run Investment Decisions, Foreign Investment Decisions, Political Risk Management, Multinational Capital Budgeting, Financial Aspects of Investment Decision, Financial Management of Banks.

UNIT-III: Financial Decisions: International Financial Markets, Cost of Capital and Financial Structure, International Banking, International Transfer Pricing, Technical Barriers to Trade.

UNIT-IV: Problems and Prospects of Indian Business abroad, Social and Ethical Issues of International Business, International Monetary System: An Overview, International Competitiveness, Euro Currency Market, Financial Deregulation, World Stock Market, Off Shore Financial Centers, Balance of Payments, International Monetary and Financial Institution.

UNIT-V: Multinational Accounting and Tax Functions: Factors influencing the Development of Accounting, Transaction in Foreign Currency, Financial Statements and Taxation, Taxation of Foreign Source Income

SUGGESTED READINGS:

1. Multinational Financial Management, Shapiro, Alan C, Allyn and Dacan, London.

2. Financial Management for the Multinational Firm. Abdullah, F. A. P. H. Englewood, Cliffs, N. J.

3. International Financial Management, Holland John, Blackwell, London.

4. International Financial Management, V. Sharan, Prentice Hall Inc.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-325

INDIA'S FOREIGN TRADE POLICY

Marks: External –70, Internal -30

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

UNIT-I: India's Foreign Trade: 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.

UNIT-II: Major export commodities: Thrust area commodities, their trend, problems and prospects, Major competitors, Major Import Commodity Groups, Trade Control in India.

UNIT-III: Foreign Trade Regulations: 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.

UNIT-IV: Export Credit & Promotion: Export Credit Insurance, Infrastructure support for Export Promotion, Export promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions.

UNIT-V: Role of State Trading Organizations: Role of State Trading Organizations 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. International Business Environment and Management 8th ed. Bhalla, V.K., Delhi, Anmol, 2001.
2. Export Promotion in India: The Institutional Infrastructure, Bhashyam, S., Commonwealth Pub., Delhi, 1998.
3. Export Marketing in India's New Manufactures, Khanna, Sri Ram, University of Delhi, 1986.
4. Export Performance and Export Marketing Strategies, Jain, S.K., Common wealth Pub. Delhi, 1988.
5. India's Export and Export Policies in the 1960s, Nayyar Deepak, Cambridge University press, 1976.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA-IV SEMESTER

MBA-401

Dissertation