

MBA

SYLLABUS

TWO YEARS MBA (FULL TIME) PROGRAMME

Academic Session: 2016-2017

**INSTITUTE OF MANAGEMENT
PT. RAVISHANKAR SHUKLA UNIVERSITY, RAIPUR**

**INSTITUTE OF MANAGEMENT
PT. RAVISHANKAR SHUKLA UNIVERSITY, RAIPUR**

**TWO YEAR M.B.A. (FULL TIME) PROGRAMME
COURSE STRUCTURE**

Academic Session: 2016-17

FIRST SEMESTER

MARKS

	External	Internal	Total
111 Management Concepts and Process	70	30	100
112 Organisational Behavior	70	30	100
113 Quantitative Methods	70	30	100
114 Managerial Economics	70	30	100
115 Accounting for Managers	70	30	100
116 Information Technology with Computer Lab Work	70	30	100
117 Environment and Management	70	30	100
118 Business Legislations	70	30	100
119 Industry Based Project & Viva-I	70	30	100

			900

SECOND SEMESTER

121 Managerial Communication	70	30	100
122 Management Science	70	30	100
123 Human Resource Management	70	30	100
124 Financial Management	70	30	100
125 Marketing Management	70	30	100
126 Production Management	70	30	100
127- Research Methodology	70	30	100
128 Business Ethics & Indian Ethos	70	30	100
129 Industry Based Project& Viva -II	70	30	100

			900
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THIRD SEMESTER**MARKS**

231 Organizational Effectiveness & Change	70	30	100
232 International Business	70	30	100
233 Management Information System	70	30	100

- **Specialization -Group A: MARKETING (COMPULSORY)**

234 Marketing Research & Consumer Behavior	70	30	100
235 Sales & Advertising Management	70	30	100
236 Industrial & Service Marketing	70	30	100

- **Specialization Group B (*Any One Group is to be Opted*)**

FINANCE

237F. Security Analysis and Portfolio Mgt.	70	30	100
238F. Management of Financial Services	70	30	100

HUMAN RESOURCE MANAGEMENT

237H. Human Resource Development	70	30	100
238H. Legal Framework of HRM	70	30	100

SYSTEM

237 S. System Analysis & Design	70	30	100
238 S. RDBMS & SQL Concepts	70	30	100

239 TRAINING REPORT & VIVA	70	30	100
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900

FOURTH SEMESTER	MARKS		
241. Strategic Management	70	30	100
242. Retailing Management	70	30	100
243 Corporate Social Responsibility	70	30	100

• **Specialization- Group A : MARKETING (COMPULSORY)**

244 International Marketing	70	30	100
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• **Specialization -Group B :(Any One Group is to be Opted)**

FINANCE

245F. International Financial Mgt.	70	30	100
246F. Project Planning, Analysis & Mgt	70	30	100

HUMAN RESOURCE MANAGEMENT

245H. Compensation Management	70	30	100
246H. Mgt. of Industrial Relations	70	30	100

SYSTEM

245S. Business Process Re-Engineering & ERP	70	30	100
246S. Fundamentals of Computer Architecture	70	30	100

600

Note:

1. Specialization Group B has three functional specializations in the area of Finance HRM and System. Out of these three specializations, any one as a whole is to be opted. First two papers from the opted specialization are to be studied in the third semester and remaining two papers are to be studied in the fourth semester.
2. Comprehensive viva will be based on all the subjects studied during all the semesters.

MANAGEMENT CONCEPTS AND PROCESS (FT-111)

Concepts, nature, scope, significance, functions and principles of management, historical evolutions of management thoughts

Management Process, System Approaches to Management

- Planning-concepts, components and steps involved in planning process, MBO, Individual and Group Decision Making.
- Organizing- principles, centralization, decentralizations, delegation, employees' empowerment, line & Staff Authority, Different types of organization structures, staffing.
- Directing and Coordinating Assumptions in directing, Principles of Directing, .
- Controlling, nature, scope, functions, steps and control techniques.

Suggested Readings:

1. Stoner and Freeman, **Management**, Prentice Hall, N. Delhi.
2. Koontz, O' Donnell Wehrich, **Principles of Management**, McGraw Hill, New York.
3. Peter F. Drucker, **The Practice of Management**, Allied Publishers.
4. Massie, **Essentials of Management**, AITBS, New Delhi.
5. Terry and Franklin, **Principles of Management**, AITBS, New Delhi.
6. Agrwal, R.D. **Organisation and Management**- TMH, New Delhi

ORGANISATIONAL BEHAVIOUR (FT-112)

- Understanding Human Behavior, Individual Differences, Personality, Attitudes, Values, Emotional Intelligence.
- Intra-personal Processes: Sensation, Perception, learning, Motivation. Inter-personal Process, stress management.
- Leadership, Socialization, Counselling, Mentoring.
- Group Behavior-Intra-group and Inter-group processes and behaviour, Team Development and Team Functioning
- Conflict Management - Intra and Inter personal conflict.

Suggested Readings:

1. Luthans Fred, **Organisational Behaviour**, New York, McGraw Hill.
2. Robbins S.P., **Organisational Behaviour**, New Delhi, PHI.
3. Singh, Dalip, **Emotional Intelligence at Work**, Response Books, Sage Publications, Delhi.
4. Davis Keith, **Human Behaviour at Work**, TMH, New Delhi
5. Pareek Udai, **Organisational Behaviour**, Oxford, IBH, Mumbai
6. Hersey Paul and Blanchard, **Management of Organisational Behaviour**, Prentice Hall of India, New Delhi.
7. Uma Shekharan, **Organisation Behaviour**, TMH, New Delhi.
8. Dwivedi, R.S. **Human Relations and Organisational Behaviour**, Galgotia, New Delhi.

QUANTITATIVE METHODS (FT-113)

- Mathematical basis of Managerial Decision: Functions A.P. & G.P. and their Managerial Applications, Matrices, Markov chains.
- Frequency Distributions and their Analysis - Measures of Central Tendency and Dispersion.
- Probability Theory and Probability Distributions – Binomial, Poisson, Normal and exponential
- Correlation and Regression Analysis (Linear)
- Index Numbers, Time Series Analysis and Forecasting.

Suggested Readings:

1. Chadha, N.K. **Statistics for Behavioural and Social Scientists**, Reliance Publishing House, Delhi.
2. Gupta, S.P. and Gupta M.P. **Business Statistics**, New Delhi, Sultan Chand.
3. Kazmier, L.J. and Pohl, N.F. **Basic Statistics for Business and Economics**, New York, McGraw Hill.
4. Levin Richard I and Rubin David S. **Statistics for Management**, New Jersey, Prentics Hall Inc.
5. Terry, Sineich, **Business Statistics by Examples**. London, Collier Macmillan Publishers.
6. Roy, **“Business Statistics”**, Pustak Bhawan, Allahabad.
7. Sharma, J. K. **Business Statistics**, Pearson Education Pte. Ltd.

MANAGERIAL ECONOMICS (FT-114)

- Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.
- Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus. Law of Returns and Production Functions and cost output relations, Market structure.
- Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition, Price Discrimination.
- Balance of Payment, Concept and measurement of National Income, Gross Domestic Savings, Gross Domestic Capital Formation.
- Nature and Concept of Profit, Theories of Profit, Business Fluctuations and Trade Cycles, Impact of Trade Cycle on Society.

Suggested Readings:

1. Adhikary, M. **Business Economics**, New Delhi, Excel Books.
2. Baumol, W.J. **Economic Theory and Operations Analysis**, New Delhi, Prentice Hall Inc.
3. Chopra, O.P., **Managerial Economics**, New Delhi, Tata McGraw Hill.
4. Keat Paul G & Philips K.Y. Young, **Managerial Economics**, Prentice Hall, New Jersey.
5. Koutsoyiannis, A. **Modern Micro Economics**, New York, Macmillan.
6. Milgrom, P and Roberts J. **Economics, Organisation and Management**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Mehta P.L., Analysis, **Problems & Cases**, Sultan Chand & Sons, New Delhi.

ACCOUNTING FOR MANAGERS (FT-115)

- 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
- Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis, The Statement of Cash Flows
- Management Accounting – Concept, Need, Importance and Scope; Basic Concepts in Cost Accounting – Material, Labour, Overheads, Job and Process Costing.
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget.
- Costing for Decision-making, Standard Costing, Cost Volume Profit Analysis, Responsibility Accounting.

Suggested Readings :

1. Anthony R N and Reece J S. **Accounting Principles**, Homewood, Lllinois, Richard D. Irwin.

2. Bhattacharya S K and Dearden J. **Accounting for Management** : Text and Cases. New Delhi, Vikas.
3. Heitger, L E and Matulich, Serge. **Financial Accounting**. New York, McGraw Hill.
4. Hingorani, N L. and Ramanathan, A.R. **Management Accounting**., New Delhi, Sultan Chand.
5. Horngren, Charles etc. **Principles of Financial and Management Accounting**. Englewood Cliffs, New Jersey, Prentics Hall Inc.
6. Needles, Belverd, etc. **Financial and Managerial Accounting**. Boston, Houghton Mifflin Company.
7. Vij, Madhu. **Financial and Management Accounting**. New Delhi, Anmol Publications.

Information Technology (FT-116)

- Introductions to Computers- Hardware, Software, System software, Application software and packages, Introduction to embedded software
- Fundamentals of Operating System, DOS, Windows, Introduction to DBMS Concepts and integration of applications, Basics of data processing, Data hierarchy, Data file structures ,Emerging Communication Technologies
- Commonly used software Packages like Microsoft Word, Microsoft Excel, Microsoft Power Point, Tally etc.
- Types of Network- LAN, WAN and MAN, Introduction to Electronic Commerce and Electronic Business
- Introduction to World Wide Web- Internet Operations- Internet Browsers and Business Websites, Use of Search Engines and Google Applications, Use of internet as a medium of marketing, Managerial issues in reaching consumers / organizations through internet.
- **Lab Work:** The students are required to acquire the knowledge to deal in the following areas: MS-OFFICE, Oracle, Tally

Suggested Readings

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

ENVIRONMENT AND MANAGEMENT (FT-117)

- Business Environment: Nature, Scope and its relevance in Management Decision Making.
- State Participation in Business, Interaction between Government and Business, Socio-Cultural and Political Environment and its effect on Business.
- Government Control over price and distribution; Consumer Protection Act (CPA), New Industrial Policy of the Government, Monetary and Fiscal Policy.
- Industrial Ecology, Environmental Management System : EMS Standards, ISO 14000. Environmental Accounting and Auditing, Clearance/Permissions for establishing industry
- GATT/WTO origin and main section of WTO Agreement, Patents, IPRS, Industrial Pollution – Air, Water, Land Pollution and its effects on Business, Environmental Ethics.

Suggested Readings :

1. Francis Cherumilam, **Business Environment**, Himalaya Publishing House
2. Adhikari, M., **Economic Environment of Business**
3. Gupta, D., **Indian Government & Politics**
4. Ghosh P.K. & Kapoor, G.K. **Business & Society**
5. K.Aswathapa, **Essential of Business Environment**, PHI
6. Sidiqi, Saleem, **Business Environment**, Pearson Education Pte. Ltd

BUSINESS LEGISLATIONS (FT-118)

- The Indian Contract Act 1872, Essentials of a valid contract, Void agreements, Performance of Contracts & its remedies, Quasi-contracts. Agency, Bailment, Pldge, Guarantee and Indemnity.
- An overview of The Negotiable Instruments Act 1881. Holder-in-Due Course, Arbitration.
- The Companies Act, 1956 : Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus Allotment of Shares, Winding Up. .
- Consumer Protection Act and IT Laws.
- An Overview of Labour Legislations in India like Industrial Dispute Act, Trade Union Act, Employee (Workmens') Compensation Act.

Suggested Readings :

1. Tuteja S.K. **Business Law For Managers**, New Delhi, Sultan Chand.
2. Kapoor, N. D. Mercantile Law.
3. Datey, V. D. Business and Corporate Laws, Taxman
4. Padhi, P. K., Legal Aspects of Business, PHI
5. Kuchhal, M. C., Business Laws, Vikas Publishing House
6. Pandit, M. S. and Pandit, Sobha., Business Law, Himalaya Publishing House
7. Grover and Kapoor, Company and Business Law, S. Chand

Industry Based Project – I (FT-119)

Students will prepare Industry Based Projects individually on the basis of topics allotted to them. **The Industry Based Project submitted by the students will be evaluated by the external examiner and viva will be based on the Project.**

MBA - SECOND SEMESTER

MANAGERIAL COMMUNICATION (FT-121)

- Importance and Nature of Business Communication, Channels and Media of Communication, Communication Networks, Effectiveness of Communication ; Process of Communication
- Barriers to Communication; Writing Business Reports
- Oral Communication, Resume preparations, public speaking and negotiations skills; Legal aspects of Business Communication
- Listening Skills, Presentation Skills, Non Verbal Communication
- Feedback Skills, Interview skills, Counselling Skills, Communication on Disciplinary Matters, Group Discussion and Meetings.

Suggested Readings :

1. Bowman, Joel P and Branchaw, Bernadine P. **Business Communication : From Process to Product**, Dryden Press, Chicago.
2. Hatch, Richard.:**Communicating in Business.**, Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Charrles E. **Effective Business Communications**, Tata Mc Graw Hill, New Delhi.
4. Pearce, C Glenn etc. **Business Communications : Principles and Applications**, John Wiley, New York.
5. Treece, Maira. **Sucessful Business Communications**, Allyn and Bacon Boston.
6. Bahal, Sushil. **Business Communication**, Sage Publication
8. Rao, N. and Das R. P., Communication Skills, Himalaya Publishing House

MANAGEMENT SCIENCE (FT-122)

- Management Science – Basic Concepts and its Role in Decision Making, Linear Programming: Formulation, Graphical Method, Simplex Method, Concepts of Duality, Post Optimality Analysis.
- Integer Programming , Branch and Bound Algorithm, Transportation and Assignment Models, Routing Problems, Sensitivity Analysis.
- Queuing Theory; Inventory Management Techniques
- PERT and CPM, Decision Theory and Decision trees.
- Game Theory; Simulation, Markow Analysis, Goal programming.

Suggested Readings :

1. Gould, F.J.etc. **Introduction to Management Science**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Mathur, K and Solow, D. **Management Science**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Narag A.S. **Linear Programming and Decision Making**. New Delhi, Sultan Chand.
4. Sharma, J.K. **Operations Research : Theory and Applications**. New Delh, Macmillian India Ltd.
5. Taha, H.A. **Operations Research – An Introduction**. New York, Mc Millan.
6. Theirouf, R J and Klekamp, R.C. **Decision Making Through Operations Research**, New York, John Wiley.

HUMAN RESOURCE MANAGEMENT (FT-123)

- Concepts and Perspectives on Human Resource Management; Evolution and Philosophy of Human Resource Management, HR challenges in changing environment
- Human Resource Policy and Planning; Human Resource records and Audit, Job Analysis. Methods of , Job Analysis, Description , Job specification.
- Recruiting and Selecting Human Resources ,Placement , and Induction,
- Manpower Training and Development, Performance Appraisal and Potential Evaluation; Job Evaluation, Wage Determination and Compensation management.
- Employees' Welfare; Industrial Relations & Trade Unionism; Grievance Management, Exit Policy and Implications.

Suggested Readings :

1. Das, R.P. **Management of Industrial Relations**, Varanasi, MTC
2. Rao, N and Das R.P. **Cases in Human Resource Management**, Himalaya Publishing House, Mumbai.
3. Aswathappa, K. **Human Resource and Personnel Management** Tata McGraw Hill, New Delhi.
4. De Cenzo, D.A. & Robbins S P. **Human Resource Management**, New York, John Wiley.
5. Guy, V & Mattock J. **The New International Manager**, London, Kogan Page.
6. Holloway, J. ed. **Performance Measurement and Evaluation**. New Delhi, Sage.
7. Monappa, A. & Saiyadain M. **Personnel Management.**, New Delhi, Tata Mc-Graw Hill.
8. Dwivedi, R.S. **HRM in Indian Organisation**, New Delhi, Galgotia.
9. Pareek, Udai. **Designing & Managing Human Resource System**, New Delhi, Oxford Pub. Co.
10. Stone, Lloyed and Leslie W.Rue, **Human Resource and Personnel Management** Richard D. Irwin, Lllionis.
11. Vohra, N. D. **Quantitative Techniques for Managers**

FINANCIAL MANAGEMENT (FT-124)

- Financial Management: An Overview, Acquisition of funds, allocation of funds and allocation of income, Nature and Scope, Profit Maximisation v/s Wealth Maximisation, Financial leverage, Operating leverage.
- Capital Budgeting : Concept and Significance, Derivative of Cash flow in a Capital Budgeting Situation, Techniques and methods of capital budgeting, conflicts between NPV and IPR, Cost of capital.
- Working Capital Management: overview, Management of Cash, Accounts receivables and inventories, Financing current assets. Cash Management Models.
- Retained earnings and Dividend Policy, Types of Dividend, Dividend Theories, Dividend Practices in India. Bonus Shares
- Sources of Long Term and Short-term Finance, Capital Structure Theories and Factors.

Suggested Readings :

1. Hampton, John. **Financial Decision Making**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Van Horner, James C. **Financial Management and Policy**, New Delhi, Prentice Hall of India.
3. Winger, Bornard and Mohan, Nancy. **Principles of Financial Management**, New York, Macmillan Publishing Company.
4. J.C. Van Horne, **Fundamentals of Financial Management**, PHI, New Delhi.
5. Weston Brigham, **Managerial Finance**, McGraw Hill, New York
6. I.M. Pandey, **Financial Management**, Vikas Pub.House, New Delhi.
7. P. Chandra, **Financial Management**, TMH, New Delhi.
8. S.C. Kuchhal, **Financial Management**, Chaityna Publishing House, Aligarh.
9. R.M. Srivastava, **Financial Decision Making**, Himalaya Publishing House, Mumbai.

MARKETING MANAGEMENT (FT-125)

- Marketing: Concept, Nature and scope. Marketing Environment Ps of Marketing, BCG Matrix
- Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets
- Product Decisions- Types of Product, Product mix, Product Life Cycle, New Product Development Stages, Branding and Pricing Methods, Factors Influencing Pricing Decisions, Packaging , CRM including Concept of Relationship Marketing
- Channel Management, Sales Management, Promotion Management .
- Marketing Control. Specific Marketing Issues : Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalisation, Green Marketing, Brand ; Meaning and role , Brand Building strategies.

Suggested Readings :

1. Philip Kotler, **Marketing Management Analysis**, PHI, New Delhi.
2. R.S. Davar, **Modern Marketing Management**, Universal Book Sellers, New Delhi.

3. Stanton & Futrell, **Fundamentals of Marketing**, McGraw Hill, New York.
4. McCarthy, **Basic Marketing**, Universal Book Sellers, New Delhi.
5. Ramaswamy, V.S. I, **Marketing Management : Analysis**, Planning: Implementation & Control, Macmillan, Chennai.
6. Philip Kotler & Armstrong Jr., **Principles of Marketing** : PHI, New Delhi.
7. Ramswamy V.S. & Nama Kumari, S, **Marketing Management Planning, Implementation & Control**, McMillan India Ltd.

PRODUCTION MANAGEMENT (FT-126)

- Meaning, Nature, Significance and Scope / Role / Functions of Production Management, Relationship with other Management Functions, Different Production Systems : Continuous and Mass Production Intermittent Production, Batch / Job-Shop Production
- Product Design , Plant Location, Plant Layout, .
- Production Planning and control, Capacity Planning, Scheduling and Sequencing in the Context of Continuous and Intermittent Systems. TQM & SQC.
- Materials Management -Value Analysis, Waste and Scrap Disposal, Classification and Codification, Standardisation, Variety Reduction, Material Handling, JIT.
- Work study, Methods Study, Work Measurement, Industrial Safety and Safety Management, Maintenance Management.

Suggested Readings :

1. Adam, E E & Ebert, RJ. **Production & Operation Management.**, New Delhi, PHI.
2. Paneerselvam, Production Management, PHI
3. Ashwathapa, Production & Operations Management
4. Chunawala and Patel, Production Management
5. Buffa, E.S. **Modern Production Management**, John Wiley (New York).
6. Chary S.N. **Production and Operations Management**, New Delhi, TMH.
7. Dilworth, James B. **Operations Management : Design, Planning & Control for Manufacturing & Services**, Singapore, Mc Graw Hill.

RESEARCH METHODOLOGY (FT-127)

- Concepts of Research, Scientific Approach to Research, Types of Social Science Researches.. Research Process and Planning for Research, Formulation of Research Problem,
- Research Designs – Exploratory, Descriptive and Experimental Research Designs, Sampling Design, Sources and Methods of Data Collection, Observation Design, Interviewing for Research, Formulation of Questionnaire.
- Scaling Techniques, Techniques of Data Analysis (including Statistical Techniques) like ANOVA, Awareness of Software Packages relevant to Management Researches
- Interpretation of Data and Drawing Inferences, Research Report Writing, Research Publications.
- Applications in Marketing Research with special reference to Product Research, Service Research, Advertising Research and Sales Research.

Suggested Readings :

1. Bernet, Roger : **Management Research**, ILO.
2. Kothari, C. R. Research Methodology, New Age International
3. Fowler, Floyd J.Jr., **Survey Methods**, Sage Pub.
4. Salkind, Nell J., **Exploring Research.**, Prentice Hall, NJ.
5. Dwivedi, R.S. Research Methodology in Behavioural Sciences- McMillian.

BUSINESS ETHICS AND INDIAN ETHOS (FT-128)

- Ethics: Nature, Scope , Purpose , Importance of Ethics and moral Standards. Religion and ethics, Source of Ethics, Ethics and Management system ,Ethical issues and Analysis in management. Personal Framework for ethical choices, Values.

- Business Ethics: Scope , Need, Importance, Factors influencing Business Ethics, Ethical Theories, Morality and ethics, Value based organization , Ethical pressure in individual in organization.
- Management Ethics: Business Ethics and society, Society expectations from business, Values for Managers, Cultural Contradictions, Spirituality and leadership,
- Ethics in Business Functions: Marketing, Finance, Human Resource and Production, Environmental Ethics, Gender issues ecological consciousness.
- Business Ethos: Interaction between ethos, morality and law, Characteristics, Principles and issues of Business Ethos, Social Responsibility of Business Corporate Governance and Ethics.

Suggested Reading

1. S.K.Chakraborty Human Response in Organisation : Towards the Indian Ethos : TMH, New Delhi.
2. J. Petrick and J. Quinn Management Ethics: Integrity at work
3. S.K. Chakraborty QWL and Managing by Human Values — TMH, New Delhi.

Industry Based Project - II FT- 129

Students will prepare industry based projects individually on the basis of topics allotted to them.

The Industry Based Project submitted by the students will be evaluated by the external examiner and viva will be based on the Project.

MBA - THIRD SEMESTER

ORGANISATIONAL EFFECTIVENESS AND CHANGE (FT-231)

- An overview of Organisational structure, Behavioural implication of organizational structure, factors influence in designing organizational structure and job design. Organizational Effectiveness- Approaches, need and significance
- Organisational development- nature, goals, process , Diagnosis methods and intervention mechanisms
- Organizational change- need, factors, change agents, resistance and approaches to manage changes.
- Organisational conflicts – causes, nature measures to resolve organisational conflicts.
- Organisational culture and climate, organizational learning, power and politics in the organization, integration and control.

Suggested Readings

1. S. P Robbins **Organisational Theory** PHI , New Delhi
2. S.P.Robbins **Organisational Behaviour** PHI, New Delhi
3. F.Luthans , **Organisational Behaviour** TMH, New Delhi
4. R.S. Dwivedi ,**Organisational Behaviour and Human Relations** McMillan, New Delhi.
5. Uma Sekharan, **Organisational Behaviour**, TMH, New Delhi.
5. French and Bell, **Organisational Development**, PHI, New Delhi.

INTERNATIONAL BUSINESS (FT – 232)

- Basics of International trade, Trade Theories, Porter’s Generic Strategies; Global Entry Strategies; Balance of Payment Instruments of trade policy; tariffs, quotas; Indias Foreign Trade policy .
- Institutional set-up for export promotion in India, salient features of the current EXIM policy . Export procedure documentation. Multinationals (MNCs) in India: Role of Multinationals in the development of developing countries, Export promotion policies.
- Problems and Prospects of Indian Businesses in abroad, Anti – Dumping Duties, regulatory framework of International Trade, Policy and Performance of export zones and EOU , Export Incentives.Foreign Investments in India: Foreign Direct Investment (FDI) and Foreign Institutional Investment(FII) .
- Export marketing : Indian and Global context; WTO: Origin of WTO, Implications of enforcement of WTO on Indian Business.
- Trade agreement pertaining to trade in goods and services ,Multilateral Environmental agreement (MEAs)..International trade blocks , NAFTA, ASEAN, SAARC, EU, WTO and dispute settlement mechanism.

Suggested Reading :

1. Francis Cherunilam, **International Business**
2. Cherunilam, **Business Environment**.
3. Bhalla, V.K. and Shivramu **International Business Environment and business , New Delhi , Anmol**.
4. Eiteman, D.K. & Stopnehill, **Multinational business Finance** , New York Wesley
5. Subba Rao, International Business, Himalaya Publishing House

MANAGEMENT INFORMATION SYSTEMS (MIS) (FT- 233)

- Management Information System. The System Approach and System View of Business, Introduction to the Process of M.I.S. Development.
- Management Information System Design - Defining the Problem, Set System Objectives, Determining information needs, sources, Development and selection of alternative design, Gross Design, Report.
- Implementation of MIS : Stages of Implementation ; Evaluating the system , maintenance of the system ,Technology monitoring, Emerging opportunity for global buisness
- Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources.
- MIS and Decision Making - Phases of Decision making process- Intelligence, Design & choice. Programmed V/s Non-Programmed Decisions. Expert System and Decision Support System.

Suggested Readings :

1. Robert G. Murdic Joel E, Ross, James R. Clagget, **Information Systems for Modern Management**, PHI, New Delhi.
2. Gordon B Davis,M.H. Olson, **Management Information Systems**, Prentice Hall, New Jersey.

3. Jerome Kanter, **Management Oriented Management Information System**, PHI, New Delhi.
4. N. Subramaniam, **Introduction To Computers**, Himalaya, Mumbai.
5. P.K. Sinha, **Computer Fundamentals**, BPB, New Delhi.

SPECILISATION COMPULSORY GROUP A - MARKETING

MARKETING RESEARCH AND CONSUMER BEHAVIOUR (FT- 234)

- Marketing Research – Concept, nature, scope, significance, advantages and limitations, steps involved in marketing research.
- Research design and its types, product pricing, promotion and advertising research, marketing research in India, data collection, sources of data, data analysis and interpretation , major techniques of marketing research and report writing.
- Consumer behavior(CB) - nature , concept ,scope, CB Models, significance of consumer behaviour Consumer vs customer and consumer decision making
- Internal factors influencing consumer behaviour - life style, motivation, attitude, learning, perception and personality.
- External factors influencing buying behaviour – family, groups, social class and cultural , cognitive dissonance, diffusion of innovation.

Suggested Reading :

1. D.D. Sharma, **Marketing Research**, Himalayan Pub. , Mumbai
2. G.C. Beri , **Marketing Research**, TMH, New Delhi
3. M.N. Mishra, **Marketing Research**, Sultanchand , New Delhi.
4. Peter D. Bennet and H.H. Kes, **Consumer Behaviour**
5. Walters and Paul, **Consumer Behaviour**, McGraw Hill, New York.
6. Shiffman, L.G. & Kanuk, LL., **Consumer Behaviour**, PHI, New Delhi
7. Balckwell, Engle and Kollat, **Consumer Behaviour**.
8. Pal, Sumitra, **Consumer behavior**, S. Chand
9. Nair, Suja. **Consumer behavior**, Himalayan Pub. , Mumbai
10. **Solomon**, **Consumer Behaviour**, Pearson

SALES AND ADVERTISING MANAGEMENT (FT- 235)

- Sales Management- Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of Sales Personnel, Role of Technology in automation of sales function.
- Sales Organization - Theory of Selling, Allocation of Sales Territory, Sales Forecasting , Sales budgeting, Different tools in sales promotion and their specific advantages and limitation.
- Role of Advertising in Marketing Process, Legal, Ethical and Social Aspect of advertising , advertising media, types, strategy,. media selection.
- Purchase Proposition, Unique Selling Proposition, Measuring Advertising Effectiveness, Advertising Agency and its role .
- Determination of target audience, building of advertising programme – Message, Headlines, Copy Logo, Illustration Appeal, Layout.
Campaign Planning, Media Planning, Budgeting, Evaluation.

Suggested Reading :

1. Still, Cundiff and Govani, **Sales Management**, PHI, New Delhi.
2. Charles Futrell, **ABC of Selling**, AITBS, New Delhi.

3. Ramaswamy, **Sales Management**, Sterling, New Delhi.
4. Bellur and Bekman, **Sales Management**, Himalaya, Mumbai.
5. Manendra Mohan, **Advertising Management**, TMH, New Delhi.
6. Aaker, Batra and Myers, **Advertising Management**, Prentice Hall of India, New Delhi.
7. Norris, **Advertising Management**, Prentice Hall of India, New Delhi.
8. B.S. Rathore, **Advertising Management**, Himalaya, Mumbai.

INDUSTRIAL AND SERVICE MARKETING (FT – 236)

- Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behaviour, Industrial Purchasing; Market Information Systems; Segmentation & Positioning of Industrial Markets.
- Technology and the Industrial Markets; Industrial Product Decisions and Strategies, Industrial Services; Industrial Pricing; Distribution and Channel Relationships;
- Concepts, Nature, Emergence, Growth and Importance of Services, Marketing Challenges, Service Classification
- Marketing Framework for Service Business, Understandings Service Market, Services and Consumer Behaviour, Segmentation of Marketing of Services.
- Marketing Mix in Service Marketing, Advertising, Branding of Services, Relationship Marketing, Retail Marketing.

Suggested Readings :

1. Corey, E. Raymond. **Industrial Marketing** : Cases and Concepts., Englewood Cliffs, New Jersey, Prentice Hall Inc..
2. Gross, A.C. etc. **Business Marketing**, Boston, Houghton Mifflin.
4. Hill, Richard etc. **Industrial Marketing**. Homewood Illinois, Richard D. Irwin.
5. Reeder, Robert R etc. **Industrial Marketing : Analysis, Planning and Control**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Webster, F.E. **Industrial Marketing Strategy**, New York, John Wiley.
6. Lovelock, Christopher H. **Managing Services : Marketing Operations and Human Resources**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Lovelock, Christopher H. **Service Marketing**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
8. McDonald, Malcom and Payne, A. **Marketing Planning for Services**. Butterworth, Heinemann.
9. Newton M P Payne, A. **The Essence of Service Marketing**. New Delhi, Prentice Hall of India.
10. Verma, H V. **Marketing of Services**. New Delhi, Global Business Press.

SPECILISATION GROUP – B (*ANY ONE GROUP IS TO BE OPTED*) **FINANCE AREA**

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (FT- 237 F)

- Investment Return and Risk, Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities.
- The Return to Risk and the Investment Decision; Derivative markets, Fundamental and Technical Analysis, Efficient Market Theory.
- Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean Variance Criterion (MVC) – The Nature of Investment Risk, MVC and Portfolio Selection, the Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The relationship between the Unleveraged and Leveraged Portfolio.

- Sharpe Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory.
- Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.

Suggested Readings :

1. Amling, Frederic. **Investment Englewood Cliffs**, New Jersey, PHI .
2. Bhalla, V.K. **Investment Management : Security Analysis and Portfolio Management**, New Delhi, S.Chand.
3. Fischer, Donald E. and Joardan, Ronald J. **Security Analysis and Portfolio Management**, New Delhi, PHI.
4. Alexander, Gordon J. and Sharpe, William F. **Fundamentals of Investments**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Elton, Edwin J and Gruber, Martin J. **Modern Portfolio Theory and Investment Analysis**. New York, John Wiley.
6. Lee, Cheng F. etc. **Security Analysis and Portfolio Management**. Scott, Foresman.
7. Markowitz, Harry M. Mean. **Variance Analysis in Portfolio Choice and Capital Markets**. London, Basic Blackwell.
8. Kevin, S. **Security Analysis and Portfolio Management**, PHI

MANAGEMENT OF FINANCIAL SERVICES (FT- 238 F)

- 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 Funds; Merchant Banking Services : Managing of Issue Shares and Bonds, Hire Purchase; Debt Securitization;
- Housing Finance; Credit Rating; Venture Capital, Factoring, Forfeiting and Bill Credit Discounting, Insurance.
- Evaluation of an Acquisition, Takeover and Merger, Leasing and Financial Evaluation of a Lease.
- Call Money Market, Foreign Investment : FDI, FIIs investment Strategies, New Market Instruments. Corporate Risk Management.

Suggested Readings :

1. Bhalla, V.K. **Management of Financial Services**. Anmol, New Delhi.
2. Bhalla, VK. And Dilbag, Singh. **International Financial Centres**. New Delhi, Anmol.
3. Ennew C, Trevor Watkins & Mike Wright : **Marketing of Financial Services**, Heinemann Professional Pub.
4. Gordan, E and K. Natrajan, **Emerging Scenario of Financial Services**, Himalaya Publishing House.
5. Meidan, Arthur Brennet, M. **Option Pricing : Theory & Applications**. Toronto, Lexington Books.
6. Kim, Suk and Kim, Seung. **Global Corporate Finance : Text and Cases**. Miami Florida, Kolb.
7. P.R. Agrawal, **Mutual Funds**, Orient Law Huge, Allahabad.
8. Khan M. Y. **Financial Services**, TMH

HUMAN RESOURCE MANAGEMENT AREA

Human Resource Development(FT –237 H)

- HRM Vs HRD, HRD Philosophy and Goals of HRD, HRD Sub-systems/Process Mechanisms , HRD Intervention Mechanism.
- Effectiveness of Training : Identifying Training Needs, Organising Training Programmes, Evaluation and Follow-up of Training, Recent Development in Training System

- Performance Appraisal & Management, Potential Appraisal & Development, Feedback and Performance Counselling,
- HRD Climate and Practices in organizations, HRD Culture, HRD Audit, HRD Culture and Climate in Indian Organisations.
- Career & succession Planning & Development, Introduction to concept and Processes of Quality Management and continuous improvement processes,

Suggested Readings :

Sungara Raju, S.M., **Total Quality Management**, New Delhi, Tata McGraw-Hill Pub.Co.Ltd.

1. Pareek and Rao, **Designing and Managing Human Resource, Systems**, Oxford & IBH Pub. House
2. French and Bell, **Organisation Development**, PHI, New Delhi.
3. Rao, T.V., **Recent Experiences in HRD**, New Delhi. Oxford & IBH
4. Pareek, Udai, **Evaluation of HRD**, Jaipur, Rawat Publications
5. Rao T.V., **HRD Audit**, Oxford IBH, Mumbai.

LEGAL FRAMEWORK OF HUMAN RESOURCE MANAGEMENT (FT – 238 H)

- Emergence and Objectives of Labour Laws and their impact on Socio-Economic Environment. Employees Welfare Measure.
- Social Security Measures and Laws- Workmen’s Compensation Act, Employees’ State Insurance Act.
- Provident Fund Act , Payment of Gratuity Act and Maternity Benefits Act.
- Wage Legislations and Bonus Act – The Law of Minimum Wages, Payment of Wages Act, Payment of Bonus Act.
- Laws Relating to Working Conditions in Factories Act, Contract Labour (R &A) Act.

Suggested Readings :

1. Ghaiye, B R, **Law and Procedure of Departmental Enquiry in Private and Public Sector**. Lucknow, Eastern Law Company.
2. Malhotra, O P. **The Law of Industrial Disputes**. Vol.I and II. Bombay, N.M. Tripathi.
3. Malik, P L. **Handbook of Industrial Law**. Lucknow, Eastern Book.
4. Saini, Debi S. **Labour Judiciary, Adjudication and Industrial Justice**. New Delhi, Oxford.
5. Saini, Debi S. **Redressal of Labour Grievances, Claims and Disputes**, New Delhi, Oxford & IBH.
6. Seth, D.D. **Industrial Dispute Act, 1947**. Vol.I & II. Bombay, N.M. Tripathi.
7. Srivastava S.C. **Industrial Relations and Labour Law**. New Delhi, Vikas.
8. N.D. Kapoor, **Mercantile Law** Sultan Chand and Sons, New Delhi.

SYSTEM AREA SYSTEMS ANALYSIS AND DESIGN(FT – 237 S)

- 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.
- System Development Life Cycle; Project Selection; Feasibility Study. Tool 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. Award. Elias M. **Systems Analysis and Design**. 2nd ed., new Delhi. PHI
2. Coad, Peter and Edward, Yourdon. **Object-Oriented Analysis**. 2nd ed., Englewood Cliff, New Jersey, yourdon Press.
3. Whitten, J.L. etc. **System Analysis and Design Methods**. New Delhi. Galgotia.
4. Marco. T.D. **Structured Analysis & System Specification**, New Delhi, Yourdon press.
5. Rajaraman, V. **Analysis and Design of Systems**. New Delhi, PHI.

RDBMS & SQL CONCEPTS (FT – 238 S)

- Database - Definition, Concepts and Developments - Traditional file Oriented approach, Need for Database, Uses of Database, Design of Database, Distributed Data Processing System.
- 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, Network, Relational Model, Normalisation Techniques - 1st , 2nd , 3rd 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, summarizing 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, Save point

Suggested Readings :

1. Coleman, Pat and Peter Dyson, **Internets BPB Publication**, New Delhi.
2. Keen, Peter and Mark McDonald, **The e-Process Edge**, Delhi. Tata McGraw Hill.
3. Oberoi, Sundeep **e-Security and You**, Delhi, Tata McGraw Hill.
4. Richart, Alberto Manuel and Stephen Asbury, **Active Server Pages 3**, IDG Books, Delhi.
5. Hansen G.W. & Hansen J.V. **Data Base Management & Design**, PH, Englewood Cliff, New Jersey.
6. Hawryszkiewyca I.T. **Database Analysis & Design**, Macmillan, New York. Weldon J. Database Administration, Plenum Press, New York

TRAINING REPORT AND VIVA (FT –239)

The training report submitted by the students will be evaluated by the external examiner and viva will be based on the training report.

MBA - FOURTH SEMESTER

STRATEGIC MANAGEMENT (FT – 241)

- Nature, Purpose, Importance and historical evolution of Business Policy, Concept and applications of Corporate Strategy, Strategic Management : Definition, model and process for Strategy Formulation :Ansoff growth vector.
- Strategic Intent – Vision, Mission, Purpose and Objectives,
- Environmental Analysis : External environment and organisational Appraisal; Environmental threat and opportunity profile; competitive advantage of a firm, Core competency, strategic advantage profile; SWOT Analysis.
- Strategic Alternatives-merger, acquisition, diversification, modernisation, integration, joint venture, turn around. Strategic Choice- objective and subjective considerations in strategic choice; Managing Cultural Diversity; Global Entry Strategy.
- Strategic Implementation, Activating Strategies, Structural Implementation, Functional Implementation, Leadership implementation, Behavioural Implementation, Strategy Evaluation, Strategic Control, Operational Control Techniques of Strategic Evaluation and Control.

Suggested Readings :

1. Azhar Kazmi, **Business Policy & Strategic Management**, TMH, New Delhi.
2. Keen, Peter and Mark McDonald, **The e-Process Edge**, Delhi. Tata McGraw Hill.
3. P.K. Ghosh, **Business Policy-Strategic Planning and Mgmt.**, Sultan Chand and Sons, New Delhi.
4. V.P. Michael, **Business Policy and Environment**, Sultan Chand and Sons, New Delhi.
5. R.M. Srivastava, **Corporate Strategy and Planning**, Himalaya, Mumbai.
6. R. Nanjundaiah, **Strategic Planning and Business Policy**, Himalaya, Mumbai.
7. Steiner, Miner, **Management Policy and Strategy**, MacMillan, London.
8. I. Ansoff, **Strategic Management**, MacMillan, London.
9. Peters Tom. **Business School in a Box**, New York, Macmillian.
10. Hamel G. & Prahalad C.K. **Competing for the Future**, Boston, HBS Press.

RETAILING MANAGEMENT (FT – 242)

- Retailing: Nature, Scope and opportunities, Types of retailers: merchandise retailers, non-store retail formats, service retailing; types of ownership, functions of retailers; FDI and retailing in India, Emerging issues of Retailing in India different kinds
- Customer Buying Behaviour: types of buying decisions, buying process, social factors influencing buying decisions in retailing.
- Retail Market Strategy: definitions, retail planning process, financial strategy, location strategy, human resource strategy, retail MIS.
- Retail Mix Strategies: buying merchandise, pricing, retail communication mix, multi channel retailing.
- Managing the store, store layout and design, space planning, merchandise presentation techniques, store ambience, customer service

CORPORATE SOCIAL RESPONSIBILITY (FT- 243)

- Corporate Social Responsibility: Concept, Historical Evolution of CSR, Developmental Phases of CSR ,Benefits and Criticisms, CSR in Emerging Economies of the world
- National voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business: Principles for Ethics, Transparency and Accountability in business practices, Products Life Cycle Sustainability , Employees' well-being, Stakeholder Engagement, Safety of Human Rights, Environment Protection, Policy Advocacy, Inclusive Growth for all stake holders, Customer Value
- SEBI Guidelines for Corporate Social Responsibility Reporting, Provisions for CSR in Companies Act 2013: Definition, CSR Activities, CSR Committees, CSR Policy, CSR Expenditure, CSR Reporting, Display of CSR activities on its website
- Understanding the thrust areas mentioned in schedule IV of the Companies Act 2013, Understanding the practices adopted by companies with respect to CSR Committees, activities and policy
- Impact of CSR Practices on Sustainable development, Generation of Employment, Promotion of Education, Gender Equality and women empowerment, Improvement of Health services

Suggested readings

1. Sanjay K. Agarwal, Corporate Social Responsibility in India, SAGE Publications.
2. Madhumita Chatterji, Corporate Social Responsibility, Oxford University Press

MARKETING AREA (COMPULSORY)

INTERNATIONAL MARKETING (FT –244)

- Nature, Scope and Significance of International Marketing, Foreign Trade Concepts and Theories.
- Analysis of International Marketing Environment. Trends in India's Foreign Trade, Governmental Agencies in International Marketing, Export Houses.
- International Marketing Intelligence and Marketing Research, Organisational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force.
- Planning for Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions: Organization of Shipping ,Chartering Practices , Marine Cargo Insurance, and Promoting Products for Exports including Fairs and Exhibitions.
- Export finance, Methods of Payment, Letter of Credit, ECGC, Brief study of International Economic Institutions – World Bank, GATT, UNCTAD,IMF etc.

Suggested Readings :

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

FINANCE AREA

INTERNATIONAL FINANCIAL MANAGEMENT (FT –245 F)

- International Financial Management: Nature, Scope and Objectives, Domestic v/s International Financial Management, Theories of International Financial Management, International Financial System and institutions.
- Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Foreign Exchange Risk.,
- Accounting and Transaction Exposures, Theory and Practice of Forecasting Exchange Rates. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures in Hedging,
- Forward and Future Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.
- International Receivables and Inventory Management, International Investment Strategy, International Cash Management, International Financial Strategies.

Suggested Readings :

1. Abdullah, F.A. **Financial Management for the Multinational Firm**. Englewood Cliffs, New Jersey, PHI.
2. Bhalla, V.K. **International Financial Management**, New Delhi, Anmol.
3. Buckley, Adrian, **Multinational Finance**, New York, PHI.
4. Kim, Suk and Kim, Seung. **Global Corporate Finance : Text and Cases**, Miami Florida, Kolb.
5. Shapiro, Alan C. **Multinational Financial Management**, New Delhi, PHI.
6. AbP.G. Apte, **International Financial Management**, TMH, New Delhi. Shapiro, **Multinational Financial Management**, PHI, New Delhi.

PROJECT PLANNING, ANALYSIS AND MANAGEMENT (FT – 246 F)

- 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 Cost Benefit Analysis.

- Multiple Projects and Constraints; Network Techniques for Project Management, Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.
- Project Finance : Project Financing in India, Infrastructure Finance Vs. Project Finance, Business and Major Players (Global and India).
- Role of FI and banks and shift in Portfolio of FI and banks, Skills required for Career in Infrastructure Finance.
- Infrastructure Projects Appraisal in a Financial Institution : Appraisal process.

Suggested Readings :

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

HRM AREA

COMPENSATION MANAGEMENT (FT- 245 H)

- Wage Determination : Wage concepts; minimum fair and living wages. Process and Theories of Wage Determination, job Evaluation and Job Pricing. Machinery for wage fixation, Managerial Remuneration in India. Job Evaluation Techniques.
- Human Resource Record and Audit; Rewards, Incentives and Wage Differentials: Types of rewards and incentives; different incentive plans, Dearness Allowance and other Allowances, Fringe Benefits. Wage Differentials , Profits – Sharing , Co Partnership & Payment of Bonus with special reference to India.
- Wage and Productivity : Concept of Productivity, Productivity of Labour and payment of Wages , the level of living of Indian Workers wages and earnings of Indian worker. Problem of low productivity in the Indian workforce.
- Wage regulations in India : Salient provisions of : Minimum Wages Act, 1948 , Payment of Wages Act, 1936 Payment of Bonus Act, 1965, Equal Remuneration Act, 1976
- Wage Policies in India : Concept of wage policy: Objectives, Evolution and Development of wage policy and its constraints in Indian Organisations.

Suggested Readings :

1. E.B. Flippo , **Personnel Management** , TMH
2. Decenzo and Robbins , **Human Resource Management**, PHI, New Delhi.
3. N.D. Kapoor, **Mercantile Law**, Sultan Chand & Sons.
4. A.M. Sharma , **Compensation Management**, Himalaya Publishing House, Mumbai.
5. Dewivedi, R.S. **Personnel and Human Resource Management – An Indian Experiences**, New Delhi, Galgotia.

MANAGEMENT OF INDUSTRIAL RELATIONS (FT – 246 H)

- Industrial Relations- concept, nature, scope, objectives. Industrial Relations system, Strategic choice theory of IR. Significance of IR in liberalization and globalisation of Indian economy. National Trade Union Management.
- Trade Unionism, Problems of Indian Trade Unions. Future of Indian Trade Unionism and Related Issues, Unfair Labour Practices, Grievance – Imp, Process and Practices Handling Procedures.
- Industrial Disputes – Causes & Remedies, Settlement Machinery, Industrial Relations Legislations-Industrial Disputes Act, Trade Unions Act, Standing Orders Act.
- Collective Bargaining stages; Negotiation, Process, Collective, Bargaining in Indian Organisations. New Trends in Collective Bargaining. Disciplinary Inquiries and actions: Domestic Enquiry ,Disciplinary action;, Employee Discipline: Importance , Causes and Forms.
- Workers' Participation in Management. Emerging Trends in Industrial Relations Management, Managing Union free organizations

Suggested Readings :

1. Das,R.P. **Management of Industrial Relations**, Varanasi, MTC.2002.
2. Kochan, T.A. and Katz Henry. **Collective Bargaining and IR**, Homewood Illinois Richard D. Irish.
3. Mamkoottam, K.Trade Unionism. **Myth and Reality**. New Delhi, Oxford University Press.
4. Niland J R etc. **The Future of Industrial Relations**. New Delhi, Sage.
5. Ramaswamy, E.A. **The Rayon Spinners The Strategic Management of Industrial Relations**. New Delhi, Oxford University Press.
6. Virmani, B.R. **Participative Management vs. Collective Bargaining** . New Delhi, Vision Books, Webb, Sidney & Webb, Beadtrice. Industrial Democracy. Melbourne, Longman.
7. **Modern Labour Law and IR**, Srikanta Mishra, Sultan Chand & Sons, New Delhi.
8. Dwivedi, R.S. **Industrial Relations**, Galgatia, New Delhi,
9. Monappa,Arun, **Industrial Relations**, TMH, New Delhi

SYSTEM AREA

BUSINESS PROCESS RE-ENGINEERING & ERP (FT – 245 S)

- Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry;
- Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement. Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change.

- 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
- E-Business : Introduction to 1 – Net technologies – Evolution of E-commerce, EDI and E-Business, Security and Privacy Issues – technologies for E-Business, Future and Growth of E-Business.

Suggested Readings :

1. Carr, D K and Johansson, H J. **Best Practices in Re-engineering**. New York, McGraw Hill.
2. Champy, James, **Re-engineering Management : The Mandate for New Leadership**. London, Harper Collins.
3. Coulson-Thomas, **C.Business Process Re-engineering : Myth & Reality**. London, Kogan Page.
4. Hammer, Michael. **Re-engineering the Corporation : A Manifesto for Business Revolution**. London, Nicholas Brealey.
5. Jayaraman, M S. et al. **Business Process Re-engineering**. New Delhi, Tata McGraw Hill.
6. Hammer, Micheal and Jamts Chamby, **Reengineering the Corporation**.
7. Ptak, Carol A. & Eli Schragenheim, **ERP**, St. Lucie Press, New York.

FUNDAMENTALS OF COMPUTER ARCHITECTURE (FT – 246 S)

- Fundamental of Data Processing and Input/Output
Fundamental of OS, Types of OS-Batch, Time Sharing, Parallel, Real time, Networks, Client Server
- File Systems, Directory .Structure, Process Management, Switching, Scheduling
- Memory Management, Swapping, Segmentation, Paging, Virtual Memory
- Multi-programming and Multitasking System
- Parallel Processing, Virtual Storage, Open Systems

Suggested Readings :

1. Leon and Leon , **Fundamentals of IT**
2. Rajaramana , **Fundamentals of Computers**
