

# FACULTY OF MANAGEMENT STUDIES

Janardan Rai Nagar Rajasthan Vidyapeeth (Deemed) University  
Pratap Nagar, Udaipur (Raj.)

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## MASTER IN BUSINESS ADMINISTRATION (MBA)

### SEMESTER- I

Paper Code	Paper Name	Max. Marks		Total Marks
		Internal	External	
101	Principles and Practice of Management	30*	70	100
102	Accounting for Managers	30*	70	100
103	Managerial Economics	30*	70	100
104	Statistical Methods for Management	30*	70	100
105	Marketing Management	30*	70	100
106	Computer Applications in Management	30*	70	100
107	Indian Ethos and Values	30*	70	100
108	Comprehensive Viva-Voce (Covering all Theory Papers)	----	50	50
109	<b><u>SWOT Analysis of a Company :</u></b> 1. Project Report Preparation 25 Marks 2. Project Viva-Voce 25 Marks	50	----	50
	<b>Grand Total</b>			<b>800</b>

\* Internal 30 Marks would be divided as

1. MID Semester Examination : 15 Marks
2. Seminars/ Presentations/ Assignments : 15 Marks

**SEMESTER- II**

Paper Code	Paper Name	Max. Marks		Total Marks
		Internal	External	
201	Organisational Behaviour	30*	70	100
202	Quantitative Techniques in Management	30*	70	100
203	Financial Management	30*	70	100
204	Production and Operations Management	30*	70	100
205	Research Methodology	30*	70	100
206	Human Resource Management	30*	70	100
207	Environment and Management	30*	70	100
208	Comprehensive Viva-Voce (Covering all Theory Papers)	-	50	50
209	<b><u>Comparative Analysis of two companies of similar nature :</u></b> 1. Project Report Preparation 25 Marks 2. Project Viva-Voce 25 Marks	50		50
	<b>Grand Total</b>			<b>800</b>

\* Internal 30 Marks would be divided as

1. MID Semester Examination : 15 Marks
2. Seminars/ Presentations/ Assignments : 15 Marks

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**SEMESTER- III**

	Paper Code	Compulsory Papers	Max. Marks		Total Marks
			Internal	External	
Comp. Paper	301	Business Policy and Strategic Analysis	30*	70	100
Comp. Paper	302	Decision Support System and Management Information System	30*	70	100
Comp. Paper	303	Business Legislation	30*	70	100
<b>Specialization</b>	<b>Paper Code</b>	<b>Optional Papers : Specialization</b>	<b>Internal</b>	<b>External</b>	
Marketing	503	International Marketing (Major)	30*	70	100
	501	Sales and Distribution Management (Minor)	30*	70	100
Human Resource Mngt.	532	Management of Industrial Relations(Major)	30*	70	100
	531	Organisation Development (Minor)	30*	70	100
Finance	523	Management of Financial Services(Major)	30*	70	100
	521	Security Analysis & Investment Management (Minor)	30*	70	100
Retail Management	511	Supply Chain Management (Major)	30*	70	100
	512	Retail Management (Minor)	30*	70	100
Information Technology	561	Security and Control Information System (Major)	30*	70	100
	562	Enterprise Resource Planning (Minor)	30*	70	100
Production & Operations Mngt.	572	Logistics Management (Major)	30*	70	100
	571	Production Planning & Control (Minor)	30*	70	100
International Business	543	International Business (Major)	30*	70	100
	541	International Business – Theory and Practice (Minor)	30*	70	100
	304	<b><u>Industrial Training Project :</u></b> Report Preparation 50 Marks Report Presentation 50 Marks Report Viva-Voce 50 Marks			150
	305	Comprehensive Viva-Voce			50
					<b>800</b>

**\* Internal 30 Marks would be divided as**

1. MID Semester Examination : 15 Marks
2. Seminars/ Presentations/ Assignments : 15 Marks

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**SEMESTER- IV**

	Paper Code	Compulsory Paper	Max. Marks	Max. Marks	Total Marks
			Internal	External	
	401	Corporate Evolution and Strategic Management	30*	70	100
<b>Specialization</b>	<b>Paper Code</b>	<b>Optional Papers: Specialization</b>	<b>Max. Marks</b>	<b>Max. Marks</b>	
Marketing	504	Brand Management (Major)	30*	70	100
	502	Advertising Management (Minor)	30*	70	100
Finance	524	DERIVATIVE SECURITIES AND REGULATORY FUNCTIONS(Major)	30*	70	100
	522	Project Planning, Analysis & Management (Minor)	30*	70	100
Human Resource Management	533	Compensation & Labour Welfare (Major)	30*	70	100
	534	HRD: Approaches and Strategies (Minor)	30*	70	100
Retail Management	513	Space & Brand Management (Major)	30*	70	100
	514	E-Commerce & E-Retailing (Minor)	30*	70	100
Information Technology	563	Application Development Using Oracle (Major)	30*	70	100
	564	System Analysis and Design (Minor)	30*	70	100
Production and Operations Management	574	Total Quality Management (Major)	30*	70	100
	573	Material Management (Minor)	30*	70	100
International Business	544	International Business (Major)	30*	70	100
	542	Global Trade: Procedures & Documentation (Minor)	30*	70	100
	402	<b>Grand Project :</b> Project Report Preparation 50 Marks Project Presentation 50 Marks Viva-Voce 50 Marks			150
	403	Comprehensive Viva-Voce			50
					600
<b>Grand Total :</b>					<b>3000</b>

\* Internal 30 Marks would be divided as

- |    |                                      |   |          |
|----|--------------------------------------|---|----------|
| 1. | MID Semester Examination             | : | 15 Marks |
| 2. | Seminars/ Presentations/ Assignments | : | 15 Marks |

# 101 – PRINCIPLES AND PRACTICE OF MANAGEMENT

## Unit-I

**School of Management Thought:** Nature of Management, Development of Management Thought, Management Process and Skills, Managers and Environment.

## Unit-II

**Planning :** Fundamentals of Planning, Mission and Objectives, Strategic and Operational Plan, Planning Premises and Forecasting, Decision Making.

## Unit-III

**Organising :** Fundamentals of Organising, Design of Organisation Structure, Forms of Organisation Structure, Power and Authority, Conflict and Coordination.

## Unit-IV

**Directing:** Fundamentals and Techniques of Directing, Motivation Theories, A brief overview of Concepts and Techniques of Controlling (Traditional and Modern), Steps in Controlling Process.

**Note :** Q.5 based on Case Study would be compulsory.

### Suggested Readings:

1. L. M. Prasad – Principles and Practice & management, Sultan Chand & Sons.
2. Theo Haiman: Professional Management: Theory & Practice: Eurasia Publishing .House, New Delhi.
3. James A.F. Stoner: Management: Prentice Hall, New Jersey.
4. Newman & Summer: The Process of Management: Prentice Hall, New Delhi.
5. P .C. Tripathi & P. N. Reddy: Principles of Management: Tata McGraw Hill, New Delhi.
6. C.B. Gupta: Principles of Management, Himalaya Publishing House.
7. Harold Koontz, Heinz Weihrich – Essentials Management an International perspective, Tata McGraw Hill.

# 102- ACCOUNTING FOR MANAGERS

## Unit - I

**Management Accounting:** Introduction, Scope and Functions of Management Accounting; Generally Accepted Accounting Principles (GAAP); Management Accounting v/s Financial and Cost Accounting.

## Unit – II

**Financial Statement Analysis:** A Brief Analysis of Various Techniques: Comparative, Common-Size and Ratio Analysis. Types and Computation of Ratios, Funds Flow and Cash Flow Analysis.

## Unit – III

**Cost Analysis for Managerial Decisions:** Basic Cost Concepts and Cost-Sheet; Cost- Volume- Profit Analysis; Preparation of B.E.P. Chart; Managerial Decisions: Make or Buy, Product-Mix and Export Decision.

## Unit – IV

**Variance Analysis and Budgetary Control :** Determination of Material, Labour and Overhead Variance; Concept of Budget and Budgetary Control; Nature, Objectives and Limitations; Essentials of Effective Budgeting; Preparation of Cash, Flexible and Master Budget.

**Note :** Q.5 based on Case Study would be compulsory.

### Suggested Readings:

1. **Khan M.Y., Jain P. K.:** Management Accounting-Text, Procedure and Cases, Tata McGraw Hill, New Delhi.
2. **Lal Jawahar:** Accounting for Management, Himalaya Publishing House, New Delhi.
3. **Maheswari, Maheswari:** Accounting for Management, Vikas Publishing House, New Delhi.
4. **Maheswari S.N.:** Management Accounting and Financial Control, Sultan Chand & Sons, New Delhi.
5. **Hingorani N.L, Ramanathan A. R., Grewal T.S.:** Management Accounting-Text, Sultan Chand & Sons, New Delhi.
6. **P.S. Chouhan :** Accounting for Managers, Saurashtra University, Rajkot

# 103 – MANAGERIAL ECONOMICS

## Unit-I

**Nature And Scope Of Managerial Economics:** Its Relationships With Other Disciplines, Managerial Economics and Profit Maximization, Concepts of Opportunity Cost, Marginal Utility Analysis, Basic Concepts of Macro Economics, Inflation, National Income.

## Unit-II

**Demand Analysis and Production Analysis :** Demand, Utility Analysis And Indifference Curves, Types of Demand, Determinants of Demand, Law of Demand, Income & Substitution Effects, Elasticities of Demand, Demand Forecasting, Forecasting Methods Survey Methods And Statistical Methods.

**Production Analysis:** Basic Concept of Production Function, Expansion Path, Factor Productivities, Returns To Scale, Managerial Use of Production Function.

## Unit- III

**Cost Analysis:** Various Cost Concepts, Determinants of Cost, Short-Run Cost Output Relationship, Long-Run Cost-Output Relationship, Economies of Scale, Methods For Estimating Cost-Output Relationship, Breakeven Analysis.

## Unit-IV

**Pricing Decisions:** Determinants of Price, Pricing Under Different Objectives, Pricing Under Different Market Structures, Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Price Discrimination, Pricing Methods In Practice.

**Note :** Q.5 based on Case Study would be compulsory.

### Suggested Readings:

1. Yogesh Maheshwari: Managerial Economics: Prentice Hall of India, New Delhi.
2. J.Dean: Managerial Economics: Prentice Hall, New Delhi.
3. V.L. Mote. S. Paul & G.S. Gupta: Managerial Economics – Concepts & Cases: Tata McGraw Hill, New Delhi.
4. P.L. Mehta: Managerial Economics: Sultan Chand & Co., New delhi.
5. J.L. Pappas, E.F. Brigham & M. Hirschey: Managerial Economics: Dryden Press, Chicago.
6. D. Salvatore, McGraw Hill, New Delhi

# 104 – STATISTICAL METHODS FOR MANAGEMENT

## Unit – I

**Measures of Central Tendency:** Concept and Essential Requisites of Central Tendency, Computation of Mean, Median and Mode.

## Unit-II

**Measures of Dispersion:** Meaning, Concept and Methods of Dispersion; Computation of Standard deviation and Coefficient of Variation.

## Unit-III

**Linear Correlation and Regression**

**Analysis of Time series:** Its Components and their Determination.

## Unit-IV

**Theory of Probability :** Definition, Events, Additive and Multiplicative Rules, Conditional Probability.

**Theoretical Frequency Distribution :** Binomial, Poisson and Normal Distribution.

**Note :** Q.5 based on Case Study would be compulsory.

### Suggested Readings:

1. **Gupta S.P.:** Statistical Methods , Sultan Chand & Sons, New Delhi.
2. **Sharma J.K.:** Business Statistics, Pearson Education, Delhi.
3. **Gupta S.C.:** Fundamentals of Statistics, Himalaya Publishing House, New Delhi.
4. **Agarwal N.P.:** Advanced Business Statistics, Ramesh Book depot, Jaipur.
5. **Sancheti & Kapoor :** Fundamentals of Statistics for Business and Economics, Sultan Chand & Sons, New Delhi.



# 105 – MARKETING MANAGEMENT

## Unit-I

Nature and scope of marketing, corporate orientations towards the marketplace, the marketing environment and environment scanning.

## Unit-II

Marketing information system and Marketing research, Understanding consumer and markets, 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, sales promotion, publicity and personal selling; Channel management – selection, co-operation and conflict management.

## Unit-IV

Organization of marketing operations, Control of marketing efforts; New issues in marketing – Globalization, Consumerism Green marketing Legal issues.

**Note : Q.5 based on Case Study would be compulsory.**

### **Suggested Readings:**

1. **Srivastava, P.K.:** Marketing Management, Shiv Shakti Publishers, Udaipur, 2001
2. **Kotler, Philip and Armstrong, G.:** Principles of Marketing, Prentice Hall of India, New Delhi, 1997.
3. **Philip Kotler:** Marketing Management (Analysis, Planning & Control), Prentice Hall of India, New Delhi, 1994.
4. **J.C. Gandhi, Marketing:** Managerial Introduction, Tata McGraw Hill, New Delhi, 1985.
5. **Stanton, William, J.:** Fundamental of Marketing, New York, McGraw Hill, 1994.
6. **Srivastava, P.K.:** Vipran Prabandh, Himalaya Publishing House, Mumbai, 2000, 2<sup>nd</sup> Ed.
7. **R. Srinivas :** Case Studies in Marketing.
8. **Rajan Saxena :** Marketing Management.
9. **V.S. Ramaswamy & S. Namakumari :** Marketing Management.

# 106 – COMPUTER APPLICATIONS IN MANAGEMENT

## Unit-I

**Computers** : An Introduction – Computers in Business; Elements of Computer System Setup, Characteristics, Components of a Computer System, Generations of Computers and Computer Languages. **Disk Operating System and Windows** : Introduction, Function, Classification, an Introduction of Types of different windows versions.

## Unit-II

**PC-Software Packages** : An Introduction – Text Processing Software, Introduction to a spreadsheet software; creating of spreadsheet applications; Range, Formulas, Functions, Data Base Function in spreadsheet; Graphics on Spreadsheet. Presentation Graphics – Creating a Presentation on a PC.

## Unit-III

**Computer Software Systems** : Software Development Process; File Design and report Design; Data Files – Types/ Organizations; master & Transaction File; Flow Charting; Report Generation & Label Generation; Basics of Data Processing, Modes of data Processing.

## Unit-IV

**Data Base Management Systems** : Introduction, Sources of data, file environment database environment, Advantages & disadvantages of DBMS, Data Communication : Networking – LAN & WANs. Network Topologies, Communication Medium.

**Note** : Q.5 based on Case Study would be compulsory.

### Suggested Readings:

1. Sinha Pradeep K. Sinha Priti: Computer Fundamentals, BPB Publications.
2. Church ,Johnand Grudnitski Gary: Information systems: Theory and Practice, 5<sup>th</sup> Ed., New York, John Wiley.
3. David, Van Over: Fundamental of Business System, Fort Worth, Dryden.
4. Eliason, A.L.: On-line Business Computer Applications, 2<sup>nd</sup> ed., Chicago, Science Research Associates..
5. John, Moss Jones: Automating Managers: the Implications of Information Technology for Manages, London, Pinter.
6. Long L.: Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Business Data Analysis using excel, Oxford University Press, Indian Edition.

# 107 – INDIAN ETHOS AND VALUES

## Unit-I

Values, Relevance of values in Management, Trans-cultural/universal human values, Value formation in the society. Ethics, Normative ethics in Management, Business Ethics, Managing Ethics, Ethical Decision Making.

## Unit-II

Indianism and Indian Management, Indian heritage in Production and Consumption, Indian insight into Total Quality Management, Stress in corporate management Problems and methods of stress management.

## Unit-III

Ethical issues in Marketing and Advertising, Ethics in Finance: Speculation and Insider Trading, Ethics and Human Resource Management.

## Unit-IV

Origin and meaning of Social responsibilities, Social role of business, Management of Social performance by business and the government. Trusteeship and Gandhian Principles.

**Note : Q.5 based on Case Study would be compulsory.**

### **Text books for reference:**

1. Satish Modh-Ethical Management, Macmillan India Ltd.
2. C.S.V.Murthy – Business Ethics, Himalaya Publishing House
3. Andrew Carne, Dirk Matten – Business ethics, Oxford University Press
4. Management by values, Oxford University Press

# 201 - ORGANISATIONAL BEHAVIOUR

## UNIT-I

**Individual Behaviour:** Personality, Perceptions Values Attitudes and Learning. Group Behaviour: Meaning of Group Dynamics Types of Groups, Formation and Development of Groups, Group Cohesiveness and Effectiveness, Diagnosis of Group Behaviour Techniques for studying Group Behaviour (Sociometric Questioning and Robert Bale's Interaction Process Analysis), Communication in group.

## UNIT-II

**Motivation, Job Satisfaction and Morale:** Definition and Characteristics of Motivation, Motivation Theories of Maslow, Herzberg, McClelland, Vroom and Skinner -Determinants of Job Satisfaction and Morale, Relationship of Incentives, Job Satisfaction and Morale with Productivity. **Leadership:** Definition and Need for Leadership, Approaches to Studying Leadership: Traits, Behavioural and Contingency Approaches, Effective Leadership.

## UNIT-III

**Competition and Conflict:** level and stages of Conflict, Causes and Consequences of intergroup conflict, management of conflict.

## UNIT-IV

**Organisational Culture and Climate:** Meaning, Dimensions of Organisational climate, factors effecting organisational climate, measurement of organisational climate, meaning and components of culture. **Organisational Change and Effectiveness:** Need for change, Dimensions of change, Resistance of change, Management of change. Effectiveness -meaning and dimensions, measurement, single and multiple criteria measures. Organisation Development -Basic Concepts.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

1. Hersey and Blanchard: Management of Organisational Behaviour, Prentice Hall, New Delhi.
2. J.S. Chandan: Organisational Behaviour, Vikas, New Delhi.
3. French and Bell: Organisation Development, Prentice Hall, New Delhi.
4. R.Beckhard: Organisation Development: Strategies and Models.
5. L.M. Prasad: 'Organisational Behaviour', Sultan Chand & Sons.
6. Suri & Chabra: 'Organisational Behaviour'.
7. Robbins: 'Organisational Behaviour'.

## 202-QUANTITATIVE TECHNIQUES IN MANAGEMENT

### UNIT-I

**Introduction:** Meaning of Operations Research and Quantitative Techniques; Steps, Characteristics, Scope, Limitations and Techniques of Operations Research; Role of Quantitative Techniques in business Management.

### UNIT-II

**Linear Programming:** Concept, Applications and Limitations of Linear Programming; Methods of Solution: Graphic and Simplex Methods; Dual, Sensitivity Analysis.

**Transportation Model:** Concept and Assumption of Transportation Problems; Methods of Initial Transportation Assignment, Optimality Test; Trans-shipment Problems.

### UNIT-III

**Assignment:** Concept and Hungarian Method of Assignment.

### UNIT-IV

**Decision Theory:** Concept and Process of Decision-making; Decision-making Environment; Decision-making Criterion: Maxi-max, Maxi-min, Min-min, Mini-max Regret, Hurwitz, Laplace, Expected Monetary Value and Expected Opportunity Loss Criterion; Expected Value of Perfect Information; Decision Tree.

**Game Theory:** Concept; Two Person Zero-sum Games; Simple and Mixed Strategies; Rule of Dominance; Methods of Solution: Saddle Point, Odds and Graphic Method.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings:

1. Vohra N.D.: Quantitative Techniques In Management, Tata McGraw Hill, New Delhi
2. Kapoor V.K.: Operations Research-Techniques for Management, Sultan Chand & Sons, New Delhi.
3. Sharma K.R.: Quantitative Techniques & Operations Research, Kalyani Publishers, Ludhiyana.
4. Sharma, J.K.: Operations Research- Theory and Applications, Macmillan India Ltd., New Delhi.
5. Khandelwal, Gupta, Agrawal, Ahmad: Quantitative Analysis for Management, Ajamera Book Company, Jaipur.

# 203-FINANCIAL MANAGEMENT

## UNIT-I

**Financial Management:** Meaning, Scope and Objectives of profit maximization, sales maximization and wealth maximization; Aims of Finance Functions; Financial Decisions and Inter-relationship among Financial Decisions. Cost of Capital: Concept and Importance of Cost of Capital; Computation of Cost of Equity Shares, Retained Earnings, Preference Shares, Short term Debts, Long term Debts and Weighted Average Cost of Capital; Factors affecting Weighted Average Cost of Capital.

## UNIT-II

**Capital Budgeting Techniques:** Meaning, Importance and Kinds of Capital Budgeting; Techniques of Investment Evaluation: Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index; conflict between the various discounted cash flow methods.

## UNIT-III

**Leverage:** Degree of Financial Leverage, operating leverage, combined leverage, Their Behaviour; Significance of leverages. Dividend Policy: Meaning and Types of Dividend Policy; Factors affecting Dividend Policy; Dividend Theories: Walter's Model, Gordon's Model and Modigliani & Miller's Hypothesis.

## UNIT-IV

**Capital Structure:** Meaning and Patterns of Capital Structure; Factors Determining Capital Structure; Indifference Point. Raising Finance: Sources of Long-term Finance. Working Capital Management: Meaning, Concepts and Significance of Working Capital; Determinants of Working Capital; Estimation Methods: Forecasting of Current Assets & Current Liability and Operating Cycle Method, Management of Inventory and Receivables. Monitoring efficiency in the management of working capital.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

1. **Pandey I.M.:** Financial Management, Vikas Publishing House, New Delhi.
2. **Maheswari S.N.:** Financial Management- Principles and Practice, Sultan Chand & Sons, New Delhi.
3. **Khan M.Y.,Jain P.K. :** Financial Management, Tata Mc-Graw Hills Publishers
4. **Reddy G.Sudarsana:** Financial Management- Principles and Practice, Himalaya Publishing House, New Delhi.
5. **Chandra Prasanna:** Financial Management, Tata McGraw Hill, New Delhi.

## 204 – PRODUCTION AND OPERATIONS MANAGEMENT

### UNIT-I

**Operation and Production Management** : Nature and Scope of Production Management- process planning and design Facility Location; Types Manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling-Principals-Equipments, Line Balancing-Problems Operations decisions- Production Planning and Control.

### UNIT-II

**Capacity Planning** - Models, Process Planning-Aggregate Planning-Scheduling Maintenance Management Concepts-Work Study, Method Study, Work Measurement, Work Sampling Work Environment-

Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.

### UNIT-III

**Production Planning** - Production Planning and control in different manufacturing systems. Project monitoring through PERT and CPM, concept of time estimates and project costs. Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ and Quality Assurance.

### UNIT-IV

**Material Management** - an Overview, production control, storage and retrieval System

**Note** : 1 question would be compulsory based on the **case study** of the relevant subject.

### **Suggested Readings :**

1. Ashwathappa K., Sridhara Bhatt K, Production and Operations Management, Himalaya Publishing House.
2. Goel, B.S., Production and Operations Management, Pragati Prakashan.
3. Adam, E.E. & Ebert, R.J., Production and Operations Management, 6<sup>th</sup> ed., New Delhi, Prentice Hall of India, 1995.
4. Amrine Harold T. etc. Manufacturing Organisation and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
5. Buffa, E.S. Modern Production Management, New York, John Wiley, 1987.
6. Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill, 1989.
7. Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management, New York, McGraw Hill, 1984.
8. Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services, Singapore, McGraw Hill, 1992.
9. Moora, FG and Hendrick, T.E. Production / Operations Management, Homewood, Illinois, Richard D. Irwin, 1992.
10. Chunawalla, Patel, Production and Operations Management, Himalaya Publishing House

## 205 – RESEARCH METHODOLOGY

### UNIT-I

**Introduction:** Meaning & Objectives of Research, Types of Research, Research Approaches, Research Process, Problem Formulation and Statement of Research Objectives, Techniques of Defining a Problem. Research Design: Meaning & Features of a Good Research Design, Important Concepts, Different Research Designs, Basic Principles of Research Design.

### UNIT-II

**Sampling Design:** Implications of a Sample Design, Steps in Sample Design and Criteria for Selecting a Sampling Procedure, Types of Sample Design, Random Sample, Deliberate Sample, Stratified Sample, Types of Stratified Sample, Optimal Stratified Sample, Sampling Distribution, Central Limit Theorem.

### UNIT-III

**Measurement & Scaling Techniques:** Measurement Scales, Errors in Measurement, Tests of Sound Measurement, Scaling, Important Scaling Techniques, Scale Construction Techniques.  
**Interpretation & Report Writing:** Technique of Interpretation.

### UNIT-IV

**Tests of Hypothesis:** Introduction and Procedure of Hypothesis Testing; Types of Errors ; Two tailed and one tailed Tests; Standard Error; Level of Significance. Test of Significance: Large Samples: Test of Significance of Mean. Small Samples: Test of Significance of Mean and equality of Two Means. F-test for equality of two Samples' Variances. Non-parametric Tests: Meaning and Concept; Chi-square Test and Goodness of Fit, Power of Test.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

1. C.R. Kothari: Research Methodology: Methods & Techniques.
2. P.C. Tripathi: Research Methodology in social Sciences.
3. Subbi Reddy & Bappa Rao: Research Methodology and Statistical Measures.
4. P.K. Srivastava: Marketing Research (Hindi), 4<sup>th</sup> Ed. 2008 Rajasthan Hindi Granth Academy, Jaipur.
5. V.P. Michael: Research Methodology.
6. Donald Cooper & Pamela Schilder: Business Research Methods
7. Wilkuison & Bhandarkar : Methodology & Technique of Social Research
8. C Mory: Business Research Methods.



## 206 – HUMAN RESOURCE MANAGEMENT

### UNIT-I

**Introduction:** Definition, functions and Objectives of Human Resource Management,, Qualities of a Good Human Resource Manager, Evolution and Growth of HRM in India, Future of HRM in India, The strategic role of human resource management: Measuring HR's contribution: Strategy, Matrices and the HR Scorecard, Improving Productivity through HRIS: The HR Portal

**Procurement of Personnel:** Corporate Objectives & Human Resource Planning, Determination of the Kind or Quality of Personnel, Determination of the Quality of Personnel or Manpower Planning Process, Recruitment and Selection Techniques.

### UNIT-II

**Performance Appraisal:** Purpose of Appraisal, Factors affecting Performance Appraisal, Criteria of Performance Appraisal. Performance Appraisal Methods and their Limitations, Post Appraisal Interview.

**Training and Development:** Training, Education and Development, Need & Objectives of Training, Determining Needs, Training Methods for Operatives and Managers.

### UNIT-III

**Employee Compensation:** Nominal and Real Wages, How are Wages Determined? Internal Equity and External Competitiveness, Incentive Compensation, Requisites, Advantages and ill effects.

### UNIT-IV

**Employee Grievance and Discipline:** Causes of Grievances, How to know about Grievances? Desirable Features of a grievance Redressal procedure, Causes of Indiscipline, Arguments for and against Punishment, Essentials of a Good Disciplinary System (Hot Stove Rule).

**Employee Empowerment:** Worker Participation in Management, Factors Influencing Participation, Work, Participation in Management in India, Some Issues for Consideration.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings:

1. P.C. Tripathi: Personnel Management and Industrial Relations: (12<sup>th</sup> Edition): sultan Chand & Sons, New Delhi.
2. Aswathappa K. Human Resource Management and Personnel Management, Tata McGraw Hill, New Delhi.
3. Edwin Flippo: Principles of Personnel Management: McGraw Hill: New York.
4. Dale Yoder: Personnel Management and Industrial Relations: prentice Hall, Delhi.
5. Arun Monappa and Saiyadain: Personnel Management, Tata McGraw Hill, Delhi.
6. Gary Dessler, Human Resource Management, Pearson Publications.
7. L.M. Prasad : Human Resource Management.
8. Mitthis & Jackson: Human Resource Management.

## 207 – ENVIRONMENT AND MANAGEMENT

### UNIT-I

**Analysis of Global Business Environment:** Business Environment, Environmental Analysis, Economic, Political, Socio-cultural, Legal, Financial and Technological environment pertaining to international business.

### UNIT-II

**Theory of International Trade and Multilateral Institutions:** Various theories of International Trade, Balance of Payment-Equilibrium and Disequilibrium of BOP, Terms of Trade. Tariff and Non- Tariff Barriers.

### UNIT-III

**World Trade and Economic Cooperation:** World Trade – recent Trends, Composition and Direction, Regional Economic Groupings, EEC, NAFTA, SAARC, ASEAN, etc., Commodity Agreements, International Monetary Fund , World Bank and affiliates. World Trade Organisations.

### UNIT-IV

**Forces of Globalization:** Approaches and Strategies of Globalization, International Investments, Transfer of Technology, Multinational Corporation, Foreign Exchange Regulation (FEMA). Environment Management Systems: EMS Standards.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings:

1. Daniel John D and Radebanh, Lee H. International Business, Addison Wesley, New York.
2. Anat K. Sundaram and J. Stewart Black, The International Business Environment -Text and Cases, Prentice Hall of India, New Delhi.
3. Keegan, Wareen, Global Marketing Management, Prentice Hall of India, New Delhi.
4. Bhalla V.K., World Economy in 1990s: A Portfolio Approach, Anmol Publisher, New Delhi.
5. Varshney & Bhattacharya, International Marketing Management.
6. Uberoi NK, Environmental Management, Excel Books, New Delhi.
7. Francis Cherunilam, Business Environment
8. M. Adhikar: Economic Environment of Business
9. R. Agrawal : Business Environment; Excel Books
10. S.K. Bedi : Business Environment; Excel Books

# 301 – BUSINESS POLICY AND STRATEGIC ANALYSIS

## UNIT-I

**Business Policy** as a field of study, General Management point of view, corporate governance – concept, issues, models and significance.

## UNIT-II

**Strategic Intent**, Vision Mission, objectives their formulation, Environmental Analysis, Internal Analysis, SWOT analysis, preparation of profiles like ETOP, SAP, FAP, FARDM.

Generating alternative strategies, strategic profit of a firm Mintzberg's Power Configurations.

## UNIT-III

**Tools and Techniques of Strategic Analysis.** Impact Matrix, BCG Matrix, Hofer's Model, SPACE GEC Model, Managerial Factors of strategic analysis.

## UNIT-IV

**Industry Analysis** Concept of value chain, Evaluation of Strategy, frame work of analysing competition, Competitive advantage of a firm.

**Note :** Question no. 5 would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

1. Ansoff, H Igor. Implanting Strategic Management. Englewood cliffs, New Jersey, Prentice Hall Inc.
2. Budhiraha, S B and Athreya, M.B. Cases in Strategic Management. New Delhi, Tata McGraw Hill.
3. Christensen, C.R. etc. Business Policy: Text and Cases, 6<sup>th</sup> ed., Homewood, Illinois, Richard D. Irwin.
4. Glueck, William F. Strategic Management and Business Policy. 3<sup>rd</sup> ed., New York, McGraw Hill.
5. Hax, A C and Majluf, N.S. Strategic Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.
6. Hamel, G and Prahalad, C.K. Competing for the Future. Boston, Harvard Business School Press.
7. Peters, Tom. Business School in a Box, New York, Macmillan.
8. Ramaswami, Namakuri, Corporate Policy – Mc Millan Business Books.
9. L.M. Prasad, Strategic Management
10. Azhar Kazmi – Strategic Management and Business Policy, Tata McGraw Hill.

## **302 – DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM**

### **UNIT-I**

**Management information System:** Definitions, Basic Concepts, Structure, Frameworks, characteristics, function, Importance, nature and scope, classification, Major Trends in Technology.

### **UNIT-II**

**System & Design:** types of elements of system: Systems Development initiative, Different Methodologies – Life Cycle & Prototype approach, detailed study on Life Cycle Design & Implementation.

### **UNIT-III**

**Managerial Decision-Making:** Decision making process, problem solving techniques, how decisions are being supported – decisions styles, group decision making, features of various CBIS.

**Decision Support System:** An Overview, Relevance scope of DSS, characteristic and capabilities of DSS, components of DSS, classification of DSS.

### **UNIT-IV**

**Model Base Management System:** Types of models function, time, certainty, uncertainty, risk structure OR models, Simon's model in information System design. Dialog generation management system: User Interface – graphics menus – Forms; DSS tools – DSS generators – specific DSS. Constructing a DSS: Steps in designing a DSS identification of decision; building of DSMS, building of DGMS, implementation, performance testing.

**Note : 1** question would be compulsory based on the **case study** of the relevant subject.

### **Suggested Readings:**

1. D P Goyal : Management Information System, Macmillan India Ltd.
2. CSV Murthy: Management Information System, Himalaya Publishing House.
3. Keen Pegter G.W.: Decision Support System an Organisational Perspective Addison – Wesley Publication.
4. Theierauff, Robbert J. Decision Support System for effective planning – Prentice Hall.
5. Krober, Donald W., and Hugh J. Watson Computer Based Information System, Newyork.
6. Davis L, Michael W. A Management approach – Macmillan Publishing Company, Prentice Hall, New Jersey.
7. W.S. Jawadekar : Management Information System
8. Jayan : Management Information System

## **303 – BUSINESS LEGISLATION**

### **UNIT-I**

**The Indian Contract Act, 1872:** Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Break of Contract and its Remedies. Quasi-Contracts.

**The Sale of Goods Act, 1930:** formation of a Contract. Rights of an Unpaid Seller.

### **UNIT-II**

**The Negotiable Instruments Act, 1881:** Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument.

### **UNIT-III**

**The Companies Act, 1956:** Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital, Membership. Borrowing Powers. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.;

### **UNIT-IV**

**Consumer Protection Act and Cyber Laws.**

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

#### **Suggested Readings:**

1. Avtar Singh. Company Law, Lucknow, Eastern, 1996.
2. Khergamwala, J.S. The Negotiable Instrument Acts. Bomaby, N.M.Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S.M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
5. Tuteja, S.K. Business Law for Managers. New Delhi, Sultan Chand, 1998.
6. Busines Law By S.S. Gulshan, Excel Books.
7. Legal System in Business by P. Saravanavel, s. Sumathi, Himalaya Publishing House.
8. Mercantile Law by Arun Kumar. Atlantic Publishers & Distributors, New Delhi.
9. Kuchhal M.C. : Business Law, Vikas Publishing House
10. Tulsvan : Business Law ; Tata McGraw Hill
11. Garg & Chawala: Mercantile Law.

# 501 – SALES AND DISTRIBUTION MANAGEMENT

## UNIT-1

**Personal Selling and Marketing Strategy:** Objectives of Sales Management, Sales Management and control, Setting of Personal Selling Objectives, Determining Market Potential, Determining Sales Policies, Formulating Personal-Selling Strategy.

## UNIT-II

**Organising the Sales Effort:** Purpose of sales organisation, Setting-up a sales organisation – Basic types of sales organisation structures, field organisation of the sales management.

**Sales-Force management:** Personnel Management in the selling field, Recruiting and Selecting sales personnel, Planning and conducting Sales-Training Programmes, Motivating the Sales person, Sales meeting and sales contests, Compensating Sales Personnel.

## UNIT-III

**Operationalizing Sales Management:** Assigning sales personnel to territories, Evaluation and supervising sales personnel, Performance standards and personal selling objectives, Controlling sales people through supervision.

**Controlling the Sales Effort:** The sales budget purposes and procedure, quotas, Types of quotas and quota setting Procedures, Administering the quota system, Non-use of sales quotas, Sales control and cost analysis.

## UNIT-IV

**Distribution Management:** An overview of Marketing Channels, Channel Intermediaries – wholesaling and Retailing, Logistics of Distribution, Organisational Patterns in Marketing Channels. Marketing Channel Policies, Information System & Channel Management, Assessing Performance of Marketing Channels, Emerging marketing Channels in Indian Scenario.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

1. Still, Cundiff and Govani: Sales Management, Prentice Hall of India, New Delhi.
2. Thomas C. Wotmabaj: Sales management, Holt, Rinchart and Winston, New York.
3. James M. Comer: Sales Management, Goodyear Publishing Co., California.
4. P. Allen: Sales and Sales Management, Macdonald and Evans Ltd., London.
5. P.K. Srivastava: Marketing Management, Shiva Publishers, Udaipur.
6. P.K. Srivastava, Vipran Prabandh, 3<sup>rd</sup> Ed, 2008, Himalaya Publishing House, Mumbai

## 503 – INTERNATIONAL MARKETING

### UNIT-I

**Framework of International Marketing:** Scope, International Marketing Vs. Domestic Marketing, Importance of International Marketing, Constraints, on International Marketing – Fiscal & Non-Fiscal Barriers, Non-tariff Barriers.

### UNIT-II

**Trade Policy and India's Foreign Trade:** India's Trade Policy, Recent trends in India's export trade, Export policy, Export Promotion Measures in India, Institutional Infrastructure for Export Promotion in India.

### UNIT-III

**Foreign Market and Export Promotion:** Identifying Foreign Markets, International Product Life Cycle, Product planning for exports, Pricing for exports, Export distribution channels, Organization for Export, Promotion Strategy.

### UNIT-IV

**Export Finance:** Methods and Terms of Payment, Documentary Bill, Documentary Credits, Letters of Credits, Irrevocable and Revocable Credit, Flowchart, Pre-shipment and Post-shipment and Post-shipment Finance, ECGC.

**Export Procedure:** Export Documents, Marine Insurance, Export Shipment, Customs and Port Clearance, Quality Control.

**Import Procedure and Documentation.**

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

1. Balgopal: Export Management.
2. Kalipad Deb: Export Strategy in India
3. Walker: Export Practice and Documentation
4. Agrawal A.M.: India's Export Strategy
5. Philip R Cateora: International Marketing: Richard D Irwin
6. B.S. Rathore, J.S. Rathore: International Marketing: Himalaya Publishing House.
7. M.J. Mathew: Management of Export Marketing, RBSA Publishers, Jaipur
8. P.K. Srivastava: International Marketing (Hindi), Rajasthan Hindi Granth Academy Jaipur
9. Varshney and Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi.

## **531 – ORGANISATION DEVELOPMENT**

### **UNIT-I**

**Organisation Development:** Definition, Characteristics, Underlying Assumptions and values of OD, Assumptions about people.

### **UNIT-II**

The concept of system, Systems Terminology, Operational, Diagnostic, Action and Process Maintenance Components of OD.

Action Research as process, as approach, uses and varieties.

### **UNIT-III**

Nature of OD Interventions, Some classifications, Schemate for OD Interventions.

Team and Inter group Interventions, Personal, Interpersonal and Group Process Interventions.

### **UNIT-IV**

**Comprehensive Interventions:** Confrontation Meeting, survey Feedback, Likert's System for Management, Grid OD, Contingency Theory of Lawrence and Lorsch, Structural Interventions – Congruency / Incongruency with OD, Management by Objective – its application and appraisal.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

#### **Prescribed Text Book:**

1. WL French and CH Bell Jr: Organisation Development, Prentice Hall, New Delhi.

#### **Suggested Readings:**

1. Alderfar: Organisation Development
2. Recharh Beckhard: Organisation Development: Strategies & Models



## 532 – MANAGEMENT OF INDUSTRIAL RELATIONS

### UNIT-I

**Industrial Relations:** Meaning, Definition, Nature and Objectives; Approaches to Industrial relations; Unitarist, Pluralist and Marxist; John T. Dunlop's Three Action Theory (System approaches to IR), Contemporary issues in IR, Corporate Strategy and Industrial Relations.

### UNIT-II

**Industrial Disputes:** Nature and Causes, Types of Industrial Disputes, Industrial Disputes Act, 1947,

### UNIT-III

**Collective Bargaining:** Concept, Philosophy, Rationale and Process, Emerging trends in collective bargaining in India.

**Industrial Democracy:** Concept and Scope, Forms of Industrial democracy, worker's participation in Management in India, Experiences of UK, Yugoslavia, West Germany, Scandinavian countries and Japan in the realm of industrial **democracy**.

### UNIT-IV

**Trade Unions:** Theories of Trade Unionism: Trade unionism in a developing economy, History of Trade Unionism in India, Present Position: Structure, Leadership (political influence and dominance), Recognition, Multiunionism, Worker's education, National Federations of Trade Unions, Trade Union Act, 1926.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### **Suggested Readings:**

1. Baldev R. Sharma: The Indian Industrial Worker, Vikas Publishing House.
2. R.B. Agrawal: Dynamics of Labour Relations in India, Book of Reading, Tata McGraw Hill.
3. Van D Kennedy: Unions, Employers and Government, Manakatalas, Bombay.
4. Charles A Myers and Rannapan: Industrial Relations in India, Asia Publishing House, New Delhi.
5. CK Johri: Unions in a Developing Economy, Asia Publishing House.
6. Kudchedkar: Aspects of Personnel Management and Industrial Relations in India, Tata McGraw Hill Publishing Company, New Delhi.
7. Pramod Verma: Management of Industrial Relations, Oxford & IBH.
8. A.M.S. Varma: Industrial Relations, Himalaya, Bombay.
9. Bara Acts.

## **521 – SECURITY ANALYSIS & INVESTMENT MANAGEMENT**

### **UNIT-I**

**Overview of Capital Market** : Market of securities; stock exchange and new issue market their nature, structure, functioning and limitations; Trading of Security equity and debenture/bonds. Regulatory mechanism; SEBI and their guidelines. Investor protection.

### **UNIT-II**

**Risk and Return** : Total risk security returns, systematic and unsystematic risk-qualifying portfolio risk and return benefits of diversification.

### **UNIT-III**

**Introduction to Portfolio Management** : Capital Asset Pricing Model (CAPM) model. BETA as a measure of risk and Arbitrage Pricing theory.

### **UNIT-IV**

**Portfolio analysis** ;\_diversification, portfolio risk and return – Markowitz risk return optimization – Single index model – the Sharpe index model.

**Note** : 1 question would be compulsory based on the **case study** of the relevant subject.

#### **Prescribed Text Book:**

1. **Prasanna Chandra:** Managing Investments, Tata McGraw Hill, New Delhi.

#### **Suggested Readings:**

1. **J.C. Francis:** Investment: Analysis & Management, Tata McGraw Hill, New Dalhi.
2. **Sharpe, Alexender & Bailey:** Investments, Prentice Hall, New Delhi.
3. **VA Avdhani:** Investment Management. Himalaya Publishing House, Mumbai.
4. **Preeti Singh:** Investment Management, Himalaya Publishing House, Mumbai.

## 523 – MANAGEMENT OF FINANCIAL SERVICES

### UNIT-I

**Indian Financial System:** An Introduction – Recent issues & challenges in Financial System , Organisation Structure : An overview of Financial Markets, Financial Intermediaries, Financial Institution, and Financial Services.

### UNIT-II

**Financial Services:** Concept , Nature and Scope of financial Services, Risks in Financial Services, Emerging Trends in Financial Services.

**Fund Based Services:** Leasing and Hire Purchase , Housing Financial , Consumer Goods Financial , Bills Discounting, Overview of Insurance Services and Venture capital Financial , Credit Cards: Types , Advantages and Limitations.

**Non – Fund Based Services:** Stock Broking , Trading Mechanism in Stock Exchange, Merchant Banking : Nature , Services, General Obligations and Responsibilities, Credit Rating : Functions, Benefits and Disadvantages, General Rating Methodology, Factoring, Mutual Funds, Asset Securitization.

### UNIT-III

**Financial Intermediary:** Capital market and Money market.

### UNIT-IV

**Regulatory Framework:** Relevant Provision of companies Act, 1957, Securities and Exchange Board of India Act and Insurance Regulatory Development Authority Act 1999, Regarding registration and conduct of services.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Prescribed Text Book:

1. **Khan M.Y.:** Indian Financial System, Tata McGraw Hill, New Delhi.

### Suggested Readings:

1. **Machiraju H.R.:** Indian Financial System, Vikas Publishing House, New Delhi.
2. **Bhalla V.K.:** Management of Financial Services, Anmol Publishers, New Delhi.
3. **Pandey I.M.:** Financial Management, Vikas Publishing House, New Delhi.

# 511 – RETAIL MANAGEMENT

## UNIT-I

**Overview of retailing environment and management** : Functions of retailing: Building and sustaining relationships; Strategic planning; Structural change; Types of Retail Outlets, market structure and control; Planning and development.

## UNIT-II

**Situational analysis:** Retail institutions by ownership; Retail institutions by store – based strategy mix; Web nonstore-based, and other forms of nontraditional customers; Promotional strategies.

## UNIT-III

**Managing retail business:** Retail organisation and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality.

## UNIT-IV

**Delivering the product:** Choosing a store location: Trading – area analysis; Site selection: Store design and layout: Display. Retail Information Systems; Merchandise management and pricing: developing and implementing plans: People in retailing Out –of-store retailing: different types. The Internationalisation process; International retailing, Internationalisation and Globalisation

**Note** : 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings :

1. Berman B and Evans JR-Retail Management (Pearson Education, 2002)
2. Michael Lervy M and Weitz B W-Retailing Management (Tata McGraw Hill, 2004)
3. Newman AJ and Cullen P-Retailing; Environment and Operations (Vikas Publishing House, 2002)
4. Varley R and Rafiq M-Principles of Retailing Management (Palgrave, 2004)
5. Lamba – The Art of Retailing (Tata McGraw Hill, 2001)
6. Vedamani Gibson G – Retail Management – Jaico Publishing House, Mumbai
7. Arif Shekh & Kaneez Fatima Sadriwala; Retail Business, Himalays Publishing House, Mumbai
8. Arif Sheikh & Kaneez Fatima Sadriwala: The make, Himalays Publishing House, Mumbai

# 512 – Supply Chain Management

## UNIT-I

**Introduction** : Basic Concept & Philosophy of Supply Chain Management; essential features, infrastructure, flows (cash, value and information), key issues in SCM benefits and case examples.

## UNIT-II

**Inventory Management**: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out/ working capital cost), lead time reduction, re-order point / re-order level fixation, exercises – numerical problem solving, ABC Analysis, SDE / VED Analysis.

## UNIT-III

**Purchasing & Vendor Management**: Centralized and Decentralized purchasing; functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation single vendor concept, management of stores, accounting for materials, Just-In -Time & Kanban System of Inventory Management.

## UNIT-IV

**Logistics Management**: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics outbound logistics-distribution and warehousing management.

**Recent Issues in SCM**: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking –concept, features and implementation, Outsourcing-basic concept, value addition in SCM-concept of demand chain management.

**Note** : 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings :

1. G. Raghuram (I.I.M.A.) - Logistics and Supply Chain Management Macmillan.
2. Emiko Bonafield – harnessing value in the Supply Chain, John Wiley; Singapore.
3. Dr. Gopal Krishnan – Material Management review, 2002 Pearson New Delhi.
4. R.G. Koragoankar –JIT Manufacturing
5. B.S. Sahay, Macmillan – Supply Chain Management
6. Sunil Chopra & Peter Meindl : Supply Chain Management, Strategy Planning & Operations, 2<sup>nd</sup> Ed.
7. Rahul V. Altekar : Supply Chain Management, Concept & Cases
8. Chandra Bose : Inventory Management in Industry
9. P. Gopalkrishnan & M Sundaram : Material Management, An Integrated Approach

# 541 – INTERNATIONAL BUSINESS – THEORY AND PRACTICE

## UNIT-I

**Basic Concepts:** Scope, International marketing v/s Domestic marketing, International cultural political and legal environment, Analysis of Market Opportunities, Collection and Analysis of Marketing information.

## UNIT-II

**Pricing and Distribution:** Planning Global Trade Operations, Product Policy, International marketing Policy, Distribution Channels, Pricing Decisions, Advertisement & Sales Promotion, Trade Fairs, Foreign Tours, Exhibitions, Various Market Development Assistance.

## UNIT-III

Modes of Entering Overseas Markets. International Marketing Process and Techniques, Direct Exports, Indirect Exports, Counter Trade, Licensing, Sub-contracting, Joint Ventures.

## UNIT-IV

Foreign Direct Investment, Overseas marketing Logistics: Concept, Objectives and Scope, Role of Intermediaries, Shipping, Avitransport, Chartering, and Maritime Trends.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

1. **Philip R. Kateora & John M. Hess:** International Marketing.
2. **Simon Majaro:** international Marketing, George Allen & Unwin.
3. **Fayer Weather:** International Marketing, Prentice Hall.
4. **Edward W Cundiff & Martin Hilger:** Marketin gin he International Environment.
5. **Rajan Saxena & MC Kapoor:** International Marketing.
6. **Warren J Keegan:** Multi-national Marketing Management.
7. **Subhash C Jain:** International Marketing Management, CBS.
8. **P.K. Srivastava:** International Marketing – Rajasthan Granth Academy, Jaipur.
9. **Varshney & Bhattacharya:** International Marketing.

# 561 – SECURITY AND CONTROL INFORMATION SYSTEM

## UNIT-I

**Introduction to Security:** Need for security and control, Risks to Information system data and resources, definitions of Information security, Computer crimes and virus, Internal control,

## UNIT-II

**Types of security:****Physical Security:** Threat to security, Physical access, Fire and theft protection Environmental hazards. **Logical Security:** threats to security, Access control Identification, Authentication, Authorisation, Password control and management Access control software.**Data Security:** Threats to security, Access controls, Back-up and recovery strategies, Data input/ output control data encryption.

## UNIT-III

**Tele-Communication Security:** Physical security, Logical Access security, Dial-in access security, Network management control, Authentication protocols, Internet / Intranet/ extranet security; Computer Configuration and Operation Security Hardware / Software Security, Start up/ Shut down procedures, Journals, Back-up/ recovery strategies.

## UNIT-IV

**Personal Security:** Threats Security, Protection from people. Protection of employees: Security Planning: Risk and Security policy, Security management, Business continuity planning, Security audit.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Selected Readings:

1. EDP, Auditing by Ron Weber
2. PC and LAN Security by Stephen Cobb
3. Enterprise Security Protecting information assets by Michel E. Kabey
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies
6. Internet Security by Derek Atkins et nl.

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

# 562 – Enterprise Resource Planning

## UNIT-I

**Enterprise Resources Planning** : Evolution of ERP-MRP and MRP II-problems of system islands –needs for system Integration and interface-early ERP Packages- ERP products and Markets – opportunities and problems in ERP selection and implementation;

## UNIT-II

**ERP implementation**: Identifying ERP benefits team formation-Consultant intermentation; ERP-Process of ERP implementation-Managing changes in IT organization-Preparing IT infrastructure-Measuring benefits of ERP – Integrating with other systems; Post ERP;

## UNIT-III

**Modules in ERP**; Business Module of ERP Package; Reengineering Concepts: The emergence of reengineering concept – concept of business process- rethinking of processes – identification of re-engineering need – preparing for re-engineering – implementing change – change management – BPR & ERP.

## UNIT-IV

**Supply Chain Management**: The concept of value chain differentiation between ERP and SCM – SCM for customer focus need and specificity of SCM-SCM scenario in India – CRM solutions; E-Business; Introducing to I – Net technologies – Evolution of E-Commerce, EDI and E-Business – business opportunities basic and advanced business models on internet – internet banking and related technologies – security and privacy issues – technologies for E-Business. Future and Growth of E-Business.

**Note** : 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings :

1. Hammer, Micheal and Nakls Chamby, Reengineering the Corporation.
2. Leon, Alexix Countdown, Tata McGraw Hill.
3. Plak, Carol A. & Eli Schragenheim ERP, St. Lucie Press, NY.



# 571 - PRODUCTION PLANNING AND CONTROL

## UNIT-I

**History and Overview of Production Management:** capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and probabilistic Inventory Management models, Purchasing and Warehousing, Methods Study, Motion Study and Work measurement. Job Evaluation. Wage Incentive Schemes. Value Analysis.

## UNIT-II

**Production systems.** Type of production, Functions of production, planning and control, production procedure. **Sales forecasting:** Nature and uses of forecast sources of data Forecasting techniques: Regression Methods, Moving average method Exponential smoothing method etc., forecast errors, adaptive response system. Bayesian method, the Box-Jenkins Model.

## UNIT-III

**Production order:** Process charts, Production master programme breakdown production order and preparation of various cards like job cards like job card, materials requisition from inspection card etc.

## UNIT-IV

**Scheduling:** Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling: job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Text Book

1. Vollmann, T.E., Berry, W.L., Whybark, D.C., and Jacobs, F.R., Manufacturing Planning and control for Supply Chain Management, 95<sup>th</sup> ed.), Irwin, 2005. Available at UW Bookstore.
2. Jacobs, F.R. and Whybark, D.C., why ERP? A Premier on SAP Implementation, McGraw – Hill Higher Education, 2000. Available at UW Bookstore.

### Reference Materials

1. Arnold, J.R.T., Introduction to Materials management, Prentice Hall , 1996.
2. Bendoly, E. and Jacobs, F.R., Strategic ERP Extension and Use, Stanford Business Books, Stanford, CA, 2005.
3. Curran, T. and Keller, G., (with Ladd, A.), SAP R/3 Business Blueprint, Prentice-Hall, 1998.
4. Fogarty, D.W., Blackstone, J.H., and Hoffmann, T., Production and Inventory Management, South-Western Publishing, 1991.
5. Hiquet, B.D. and Kelly, A.F., SAP R/3 Implementation Guide: A Manager's Guide to Understanding SAP, Macmillan Technical Publishing, 1998.
6. Hopp, W.J. and Spearman, M.L., Factory Physics: foundations of Manufacturing Management, Irwin, 2001.
7. Keller, G. and Teufel, T., SAP R/3 Process-oriented Implementation, Addison-Wesley, 1998.
8. Narasimhan, S., Mcleavey, D.W. and Billington, P., Production Planning and control, Prentice-Hall, 1995.
9. Nicholas, j., Competitive manufacturing, Irwin/McGraw-Hill, 1998.
10. Silver, E.A., Pyke, D.F., and Peterson, R., Inventory Management and Production Planning and Scheduling, (3<sup>rd</sup> ed.), John Wiley & Sons, 1998.
11. Suzaki, K., The New Manufacturing Challenge – Techniques for continuous Improvement, The Free Press, 1987.

## 572 - LOGISTICS MANAGEMENT

### UNIT-I

**Logistics Management-** Introducing, Nature and Concepts Evolution : Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.

### UNIT-II

**Customer Service** – Introduction, Nature, Concepts and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediments to and effective Customer Service Strategy.

### UNIT-III

**Inventory Management** : Introduction, Concept, types, Functions Elements of Inventory Costs; Inventory management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

### UNIT-IV

**Transportation** – Introduction, Functions; Elements of Transportation Cost, Modes of Transport, Multi-Model Transport, Containerization, Selection of Transportation Mode.

**Note** : 1 question would be compulsory based on the **case study** of the relevant subject.

### Reference Books :

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management. 2<sup>nd</sup> Edition, copyright 2007. ISBN-13 : 978-0-07-294788-5
2. Donald J. Bowersox and David J. Closs, Logistical Management : The Integrated Supply Chain, Process, TMH,2003.
3. Edward J Bradi, John J Coyle : A Logistics Approach to Supply Chain Management, Ceengage, Learning, New Delhi, 2010.
4. D.K. Agrawal: Logistics and Supply Chain Management, MacMillan Publishers, 2010.
5. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, 2/e, Pearson Education, New Delhi 2009.
6. Rahul V Altekar : Supply Chain Management, PHI Learning Ltd, New Delhi, 2009.
7. K. Sridhar Butt: Logistics and Supply Chain Management, Himalaya Publishing, New Delhi, 2009
8. B. Rajashekhar, Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009.
9. R.P. Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.
10. Donald Waters : Global Logistics, Kogan Page, New Delhi, 2010.
11. Alane E Branch : Global Supply Chain Management and International Logistics, Routledge Publishers, New Delhi, 2009.
12. Narayan Rangaraj : Supply Chain Management in Competitive Advantage, TMH, New Delhi, 2009.
13. 12, Anurag Sexena : Logistics and Supply Chain Management, Jaico Publishing House, New Delhi, 2009.

# 401- CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

## UNIT-I

**Nature and Scope of Strategic Management:** Elements of Strategic Management, Business Definition, Strategic and Corporate Evolution in Indian Context.

## UNIT-II

**Concept of Core Competence:** Capability and organisational learning, Resource Based view, Porter's competitive strategies.

## UNIT-III

**Corporate level strategies:** Expansion, Stability, Retrenchment, Restructuring, Combination, Internationalisation.

**Implementation of Strategy:** Factors affecting organizational design, Mc Kinseys 7S Framework, strategy – culture relationship.

## UNIT-IV

**Chief Executive and Board:** Role in Strategic Management, Task style and Role of strategic leaders, organizational values and their impact of strategy, Management of Strategic Change

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings:

1. Chakravorty, S.K. Managerial Transformation Through Values, New Delhi, Sage, 1993.
2. David Ferd. Strategic Management, 7<sup>th</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
3. Drucker, Peter F. The Changing World of the Executive. New York, Time Books, 1982.
4. Hamel, G. and Prahalad, C.K. Competing for the Future. Boston, Harvard Business School Press. 1994.
5. Jemison, D.B. and Haspeslagh, P.C. Managing Acquisitions: Creating Value through Corporate Renewal, New York, Free Press, 1991.
6. V.S.P. Rao, V. Harikrishna 'Strategic Management', Excel Books.
7. Rama Swami, Nama Kumari, "Corporate Policy". Strategic Planning formulation of corporate strategy-McMillion Business Books.
8. Strategic Management – Upendra Kachru, Excel Books.
9. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill.

## 502 – ADVERTISING MANAGEMENT

### UNIT-I

**Introduction:** Role of Advertising in the Marketing Process, The Communication & Persuasion Process, Integrated marketing Communication, Steps in Planning & Executing an Advertising Campaign.

### UNIT-II

**Objective setting & Market Positioning:** Setting Advertising Objectives, The DAGMAR approach, Segmentation Strategy, Positioning Strategies.

### UNIT-III

**Media:** Types of Media, Inter media Comparisons. Media Characteristics, Setting Advertising Budgets, Budgeting Methods, Media Tactics, Media Class Vehicle & Option Decisions, Creativity in Media Planning. Building of Advertising Programme: Message, Headlines, Copy, Logo, Illustration, Appeal, Layout, Creative Approaches

### UNIT-IV

**Advertising Research:** Motivational Research, Copy Research, Measurement of Advertising Effectiveness. **Advertising and Society:** Consumerism and Advertising, Effects on Values and Lifestyles, Effect on Children, Economic Effect of Advertising, Advertising and Business Competition. Corporate Image Building Advertising, Client – Agency Relationship, Advertising for Social Cause, Industrial Advertising, Regulation of advertising in India.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings:

1. **David a Aakar, Rajeev Batra & John A Mayers:** Advertising Management, Prentice Hall of India, New Delhi
2. **S A Chunawalla & K C Sethia:** Foundations of Advertising Theory and Practice, Himalaya Publication House, Mumbai
3. **Boyd and Newman:** Advertising Management, Taraporawala, Mumbai
4. **Saddage and Fry Burger:** Advertising: Theory & Practice, (Rich & Irwin)
5. **Winter, Wright & Zeigler:** Advertising Management
6. **Jack Haskins:** Advertising Research & Testing

## 504 – BRAND MANAGEMENT

### UNIT-I

**Understanding Brands:** Evolution of Brands, The Product and the Brand, Brand Perspectives, Anatomy of a Brand, Brand Personality, Brand Image, Brand Identity, Branding Different Sectors: Customer, Industrial, Retail and Service Brands.

### UNIT-II

Brand Equity: Definition, Value of Brand Equity to Customers & Marketers, Brand constellation, Brand Image Dimensions.

### UNIT-III

**Brand and consumers:** The buying Decision, Consumer Involvement & Decision-Making, Evaluative Criteria and Decision Rules.

### UNIT-III

**Managing Brands:** Brand Creation, Making Brands Succeed, Brand Extensions and Line Extensions, Brand Extendibility, Managing Brand Image, Maintaining Desired Brand Associations, Brand Revitalization, Brand Elimination.

**Brand and Firm:** Product Branding, Line Branding, Range Branding, Umbrella Branding, Double Branding, Endorsement Branding, Selection of Branding Strategy, Brand Valuation, Methods of Brand Valuation.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings:

1. Aaker, David,. A. Managing Brand Equity, New York, Free Press, 1991.
2. Cowley, Don. Understanding Brands, London, Kogan Page, 1001.
3. Czemiawski, Richard D. & Michael W. Maloney, Creating Brand royalty, AMACOM, NY, 1999.
4. Kapferer, J.N. Strategic Brand Management, New York, Free Press, 1992.
5. Murphy, John a., Brand Strategy by. Cambridge, The Director Books, 1990.
6. Steward, P. Building Brands Directly, London, MacMillan, 1996,.
7. Upshaw, Lyhh B. Building Board Identity: A Strategy for success in a hostile market place, New York, John Wiley, 1995.
8. Verma Harsh V. Brand Management, New Delhi, Excel Books, 2002.

## 524 – DERIVATIVE SECURITIES AND REGULATORY FUNCTIONS

### UNIT-I

**Introduction to derivative securities:** Derivative securities and risk management; an overview of selected derivative securities-Futures, Forwards, Options, Hybrid securities, Hedging; Risk management techniques for trading in derivative segment.

### UNIT-II

**Conceptual understanding of forward and Futures market:** Main distinctions between Forward and Futures Contracts, Forwards prices and Futures Prices.

### UNIT-III

**Introduction to options and swaps:** Options ,Concept of Options, Options Terminology, Distinction between Options and futures Contracts ; Single period Options- Call & Put with their Payoff ; Multi –period options , Caps Floors, Collars, Captions , Swaptions; Option Pricing Models- Determinants of Option Prices, The Black –Scholes Option Pricing Model along with its assumption and Binomial option Pricing Model.

**Swaps:** Interest Rate Swaps , Currency Swaps and equity Swaps ;Interest Rate Swaps- Features of Interest Rate Swaps, Types of Interest Rate Swaps and Computation of Plain vanilla Swap; Currency Swaps – Types of Currency Swaps and Computation of Currency Swap.

### UNIT-IV

**Regulation of Financial Derivatives in India:** Structure of the Market, Securities ‘Listing and Grouping, Derivatives Regulations in India Stock Market , Genesis of Regulation in financial Derivatives ; Risk containment Measures in Indian Derivatives Market Recommendations of Dr. J R Varma Committee.

#### **Prescribed Text Book:**

T1. John C Hull , Options , Futures and Other derivatives , Pearson Education , 7<sup>th</sup> Edition 2007

T2. S L Gupta , Financial Derivatives ( Theory , Concepts and Problems ), PHI , 1<sup>st</sup> Ed.,2009

## 522 – PROJECT PLANNING, ANALYSIS & MANAGEMENT

### UNIT-I

**Project Identification and Formulation:** Overview of Project Classification: Industrial & Non-Industrial Projects, High, Low & Conventional Technology Projects, large, Medium & Small Size Projects, Modernization, Replacement, Expansion & Diversification Projects, Private, Public & Joint Sector Projects; Projects Life Cycle, Sources of Project Identification, Macro and Micro Environmental Factors affecting Projects; Project Formulation: Pre-feasibility study, Feasibility Study and Detailed Project Report.

### UNIT-II

**Project Appraisal:** Different types of Project Appraisals: Technical, economic, Organizational, Commercial and Financial Appraisal; Criteria for Project Appraisals: Pay Back Period, Accounting Rate of Return, Net Present Value and Internal Rate of Return. Treatment of Risk and Uncertainty: Sensitivity Analysis and probability Approach.

### UNIT-III

**Social Cost Benefit Analysis(SCBA):** Rationale for Social Cost Benefit Analysis; UNIDO, LM and INDIAN Approaches to Social Cost Benefit Analysis; Shadow Prices of Traded goods, Non-traded goods, Labor, Foreign Exchange; Adjustment for Merit Demerit goods, Social Discount Rate.

### UNIT-IV

**Management of Projects:** Forms of Project Organizational Project Planning, Project control; Use of Network Techniques: CPM and PERT; Resource Scheduling, Project Follow-up & Initial Review, Human Aspects of Project management, Administrative Aspects of Project Management.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

#### Prescribed Text Books:

1. **Prasana chandra:** Project Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill, New Delhi

#### Suggested Readings:

1. **Vasant Desai:** Project management, Himalaya Publishing House, Mumbai.
2. **S. Chaudhary:** Project management, Tata McGraw Hill, New Delhi
3. **M. Mohsin:** Project Planning & Control, Vikas Publishing House, New Delhi.

## 533 – COMPENSATION & LABOUR WELFARE

### UNIT-I

**Compensation Management:** Objectives, Corporate Considerations in Compensation Management: Cash and Non Cash Plan, components of compensation package, Variable Influencing Fixation of job Price in India, Recent Trends (Global Approach) in Compensation management , Working of Wages Fixation Machinery , Wage Boards, Pay Commissions .

### UNIT-II

**Legal Frame Work of Compensation Management in India:** The Main Provisions of the Payment of Wages 1936, The Minimum Wages Act, 1948 and the payment of Bonus Act, 1956.

### UNIT-III

**Labour Welfare:** Concept, Objectives, Principles and Theories of Labour Welfare; Emerging Concept of Employee Welfare Types of welfare services. Functions and role of ILO in Welfare of working Class people. Social Security: Meaning, definition and Objectives, Social Assistance and Social Insurance, A critical appraisal of social security in India.

### UNIT-IV

**Principle Social Security Laws in India :** Objectives Administrative Structure and the main provisions of the Employees Compensation Act 1923, The Employee State Insurance Act 1948, The provident Funds and Miscellaneous Provisions Act, 1952, The Payment of Gratuity Act, 1972 and The Maternity Benefits Act 1961.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

1. Principles of Wage Determination: T.S. Papola, Somaiya Publications, Mumbai
2. Wage Issue in a Developing Economy: An Indian Experience: F.A.J. Foneeca, Oxford university Press, Delhi.
3. Income Policy and Industrial Relations: C.K. Johri, Shri Ram Center for Industrial relations, Delhi.
4. Wage in India: K.N. Sugramanian, Tata McGraw Hill Publishing Co., Delhi.
5. Incentive Payment System: R. Marriott, Staples Press, London
6. New Concept in Wage Determination: Georcew, Taylor and John T Dunlop.
7. Wage Incentives: Theory & Practice: G.K. Suri, Shri Ram Centre for Industrial Relations, New Delhi
8. Executive Compensation: K.K. Anand, Madras Management Association
9. Report of Committee on Wages, Income and Prices Policy 1978
10. Bare Acts.
11. Aspects of Labour Welfare and Social Security: A.M. Sarma, Himalaya, Bombay.
12. Labour Welfare in India: K.N. Vaid, shri Ram Centre for Industrial Relations, Delhi.
13. Chawla & Garg: Industrial Law
14. P.L. Malik: Text book of Industrial Law



## 534 – HRD: APPROACHES AND STRATEGIES

### UNIT-I

**Concept of Human Resources development:** Meaning and Definition, Need of, Objectives, HRD: Mechanisms or Instruments, in HRD in India: current scenario.

Human Resource Planning: Meaning, Objectives, Strategic Planning – Basis for HRP

### UNIT-II

**Career Planning and Development:** Career Planning – Meaning, Need for, Process of, Potential Appraisal, Career Development – Steps Involved Career Process.

**Training for Employment Development:** Formulation of: Training Policy, Training Objectives, Training Plans, Communication in Training, Evaluation of Training.

### UNIT-III

**Management Development:** Concept, Need, Objectives and Components of MDP, in the Process of Executive Development, Techniques of MDP Conduction of MDP – Role of Program Co-ordinator, Trainee and Top Management.

### UNIT-IV

**HRD and Quality Issues:** Concept of Quality of work Life( QWL), QWL and Productivity, Quality Circles – Concept and Functioning, HRD and TQM, HRD and Future Challenges.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings:

1. Lynton, Rolf P. & Udai Pareek (2002): “Training for organizational Transformation,” Part I, sage, New Delhi.
2. Gautam, Vinayshil (1988): “Comparative Manpower Planning Practices,” National Publishing House, New Delhi.
3. Lynton, Rolf Pl a& Udai Pareek (1990): “Training for Development” 2<sup>nd</sup> edition, Vistaar Publication, New Delhi.
4. Dayal, Ishwar (1996): “successful Application of HRD”, New Concept, New Delhi.
5. Dayal. Ishwar 91993): “Designing HRD systems”, Concept, New Delhi.
6. Rao, T.V. et.al. (1998): “Alterative Approches & Strategies of Human Resource Development,” Rawat, Jaipur.
7. Rao, P.Subba (2002): “Personnel and Human Resource Management,” Himalaya, Mumbai.
8. Singh, N.K. & Suri, G.K. (1985): Personnel Management; Vikas Publishing House.
9. Kapur, Shashi (1999): “The Practicing Personnel Manager’s Handbook”, Infinity Books, New Delhi.
10. Subbaro B., Human Resource Management, Himalaya Publishing House
11. Desselar Garry, Human Resource management
12. Trapathi : PC, HRD

## 542 – GLOBAL TRADE: PROCEDURES & DOCUMENTATION

### UNIT-I

**Export Procedure:** General Excise Clearance, Custom Clearance, Role of Clearing & Forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantee and Policies, Forward Exchange Cover, Finance for Export on Deferred Payment Terms, Export by Post-Parcel, Export by Air, Packaging, Export House and Trading House.

### UNIT-II

**Import Procedure:** Import Licensing Policy, Actual User Licensing, Replenishment Licensing Import Export Passbook, Capital Goods Licensing, Free Trade Zone and EOUs, Duty Exemption Scheme, Custom Clearance of Import Cargo, Monitoring & Follow-up of Import contracts.

### UNIT-III

**Global Trade Documents:** Foreign Exchange Regulations, Quality Control and Pre-Shipment Inspection, Export Trade Control, Marine Insurance, Commercial Practices, Standardized Export Documents, GSP Certificate of Origin, Shipper & ship Owner Consultation Agreement, processing an Export Order.

### UNIT-IV

International Business Contracts, Processing of an export order, Bilateral Trade Agreements, International finance, Eurocurrency market, Sovereign wealth market.

**Note :** 1 question would be compulsory based on the **case study** of the relevant subject.

### Suggested Readings:

1. **T.A.S. Balagopal:** Export Management, Himalaya Publishing House, Bombay.
2. **B. Bhattacharya:** Export Marketing.
3. **A.C. Mittal:** Export Management in India, Omsons Publications, Delhi.
4. **Walker:** Export Practice and Documentation.
5. **Agrawal P.M.:** India's Export Strategy.
6. **P.K. Srivastava :** International Marketing (Hindi), Rajasthan Hindi Granth Academy, Jaipur

# 513 – Space & Brand Management

## UNIT-I

**Shelving and Space usage in Retailing** : Retail Shelf Management Models – Floor Arrangement & Management – Visual Merchandising, Store Layout, Design and Managing Store.

## UNIT-II

**The Product and Brand Personality:** Brand Image, Brand Identity, Branding in different Sectors – Customer, Industrial, Retail and Service Brands.

## UNIT-III

**Brand Equity** – Brand and Consumers.

## UNIT-IV

**Selection of Brand Strategy** – Brand Valuation.

**Note** : 1 question would be compulsory based on the case study of the relevant subject.

### Reference :

1. Levy and Weitz “Retailing Management” 6<sup>th</sup> Ed., McGraw Hil Irwin Publishing Company.
2. Evan Anderson “An analysis of Retail Display & Space; Theory & Methods”, Journal of Business Vol 52, 1979. pp –118.
3. Borin, Norm & Farris, Paul, “A Sensity Analysis of Retailer Shelf Management Models, “Journal of Retailing, Vol 71, 1995. pp. 153-171.
4. Harsh V. Verma “Band Management” Excel Boks, New Delhi, 1991.
5. Devid A Acker “Managing Brand Equity”, Free Press, New York, 1991.
6. Don Cowley “Understanding Brands”, Kogen Page, London, 1991.

# 514 – E-Commerce & E-Retailing

## UNIT-I

**E-Commerce and its Technological Aspects.** : Overview of developments in information Technology and Defining E-Commerce: The scope of E Commerce, Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and Limitations of E-Commerce, Produce a generic framework for E-Commerce, Architectural framework of Electronic Commerce, Web based E-Commerce Architecture.

## UNIT-II

**Consumer Oriented E-Commerce:** E-Retailing: Traditional retailing and e retailing, Benefits of e-retailing, Key success factors, Models of e retailing, Features of e -retailing.

**E-Services:** Categories of e-services, Web-enabled services, matchmaking services, Information – selling on the web, e entertainment, Auctions and other specialized services.

## UNIT-III

**Digital economy:** Identify the methods of payments of the net – Electronic Cash, E-Cheques and credit cards on the Internet. **Electronic Payment Systems** : Need of Electronic Payment System : Study and examine the use of Electronic Payment system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment .

## UNIT-IV

**Security and Issues in E-Commerce:** Threats in Computer Systems: Virus, Cyber Crime Network Security: encryption, Protecting Web Server with a Firewall, Firewall and the Security Policy, Proxy Server. Ethical, Social and Political issues in E-Commerce: Privacy and Information Rights: Information collected at E-Commerce Websites, The Concept of Privacy, Legal Protections, Types of Intellectual Property protection.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Books:

1. Kalakota & Whinston “Frontiers of Electronic Commerce” Addison-Westley, Pearson Education.
2. Joseph S.J. : E-Commerce : An Indian Perspective’
3. C.S.R. Prabhu “E-Commerce concepts and case studies”
4. Rust & Kannan “E-service: New Directions in Theory & Practce”.
5. Judy Strauss, Adel El-Ansary & Reymond Frost “E-Marketing” 3<sup>rd</sup> Ed.

# 563 – Application Development Using Oracle

## UNIT-I

**Refresher to Oracle RDBMS:** Defining a data base, defining columns and keys normalising the design, minimising redundancy, organisation of data in Oracle, Oracle tools.

## UNIT-II

**SOL & PL/SOL:** SQ/PL SQL command summary – data types, operators, DML, DDL, PL/SQL, control structures – Error handling.

## UNIT-III

**ORACLE FORMS Module:** Application development using FORMS 5, organisation of FORMS painting canvas, default form Forms process, trigger and their types, bigger command syntax, exaction of forms: **REPORT Module:** Types of reports, formalising the report, calculated fields, group settings, modifying, Text settings, previewing a report, running a report.

## UNIT-IV

**Oracle Utilities:** Exporting and importing data base information, loading data from foreign files, backup and recovery; **graphics Module:** Designing graphics – integrating graphics with forms and reports. **Building Applications:** Business analysis entity relationship model, normalization data integrity, data base, updation, transactions, planning and designing the forms for updation and enquiry managerial reports generation.

(Individual groups to identify projects and build their own application)

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings:

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

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

# 564 – System Analysis and Design

## UNIT-I

**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 Economic Feasibility-details of SDLC approach Business Systems Concept.

## UNIT-II

**Systems Development Life cycle:** Project Selection Feasibility Study Tools for Analysis and Design of Business Systems; Methodology Available: Need for Structured Techniques; Structured Techniques Available, System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionary Process Organisation and Intersections; Decision Analysis; Decision Trees and Table Expansion. Explosion and Normalization.

## UNIT-III

**Detailed Design:** Modulation; Module Specification: File Design: Data Base Design, System Control and controls and audio Trails: System Administration and Training: Conversion and Operation Plan.

## UNIT-IV

**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 Project.

**Note :** 1 question would be compulsory based on the case study of the relevant subject.

### Suggested Readings :

1. Awad, Elias M. Systems Analysis and Design, 2<sup>nd</sup> ed. New Delhi, Prentice Hall of India.
2. Coad, Peter and Edward, Yourdon. Object –Oriented Analysis. 2<sup>nd</sup> ed. Englewood Cliff, New Jersey, Yourdon Press.
3. Hawryszkiewycz. IT. Introduction to Systems Analysis and Design. 2<sup>nd</sup> ed., New Delhi, Prentice Hall of India.
4. Marco, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press.
5. Rajaraman. V. Analysis and Design of 2w Systems, New Delhi, Prentice Hall of India.
6. Van Over. David. Foundations of Business Systems. Fort Worth, Dryden Press.
7. Whitten. J.I., etc. System Analysis and Design Methods, New Delhi, Gaigotia.

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

## 573 - MATERIALS MANAGEMENT

### Unit I

**Purchasing Process** : Purchasing Objectives and process. Types of Purchases. Types of Purchasing Strategies. In sourcing and outsourcing : Outsourcing decision process, Total cost analysis, Outsourcing Alternatives. Supplier evaluation selection and measurement : Identification of supplier sources, Methods of supplier selection, Methods of supplier evaluation, Supplier quality management, Supplier evaluation systems: ISO:9000. World wide sourcing: Overview of world wide sourcing, International sourcing process.

### Unit II

**Basic Inventory Systems** : Functions and types of Inventories, Measures of Inventory performance, Inventory Systems. Distribution Inventory Management: Multi Location Systems, Centralization of Inventories, Safety Stocks, Distribution Inventory System.

### Unit III

**Aggregate Planning** : The nature of the Aggregate Planning decisions, Aggregate Planning Defined. The value of Decision Rules. Costs, Aggregate planning Strategies, Aggregate Planning Methods.

**Capacity Planning and Control** : Long Range Capacity, Medium Range Capacity Planning and Control, Short Term Capacity Planning and Control.

### Unit IV

**High Volume Production Activity Control and Just-in-Time Systems** : The Production Environment, Controlling Continuous Production, Sequencing and line Balancing Methodologies, Relationship to Aggregate Planning, Batch Processing Techniques, Process Industry Scheduling, Just-in-Time.

**Note** : 1 question would be compulsory based on the **case study** of the relevant subject.

### Reference Books:

1. Materials Management – P Gopalakrishnan – PHI, 2002
2. Purchasing and Materials Management – Leenders Fearon – Universal Book Stall
3. Purchasing and Inventory Control – K S Menon – Wheeler Publishers
4. Materials Management – Verma M M – Sultan Chand and Sons
5. Integrated materials management – A.K. Datta-PHI
6. Purchasing and Supply Management – Burt D.N.-TMI,7/e, 2004

## 574 - TOTAL QUALITY MANAGEMENT

### UNIT-I

**Introduction** : Concept of quality, Definition, Dimensions of quality, Evolution of TQM, Components of TQM, Developing quality Culture.

**Customer Satisfaction** : Meeting Customer needs and Expectations, translating customer needs into requirements (Kano Model) using customer complaints.

### UNIT-II

**Philosophy of TQM** : Philosophies of Deming, Crosby, Juran and Taguchi, PDSA Cycle, Costs of Quality, Measuring quality costs, Criteria for Malcom Balridge Quality Award.

**Pre-requisite for TQM** : Quality Orientation Leadership, Employee Involvement, Role of ISO9000 QMS, Organizing for quality.

### UNIT-III

**SQC/SPC Techniques** : Control charts for variables and attributes, Acceptance sampling, Process Capability studies, Six Sigma approaches, seven tools of SQC.

**Quality Function Deployment (QFD)** : Building a house of Quality, Voice of Customers, applications of QFD.

**Quality by Design** : Production and product development tools, Taguchi methods, Design of Experiments, Orthogonal Arrays.

**Bench Marking** : Evolution, Process of benchmarking, Understanding current performance, Types of benchmarking issues Benchmarking.

Management Tools, Design review, Pokayoke, Force field analysis, FMEA, FTA, DRM and 5S Principles.

### UNIT-IV

**Strategic Quality Management** : Principles of Quality Management, Linking with strategic quality management process, TQM Implementation, Continual improvement/Kaizen Program, quality circles, roles of BPR.

**Note** : 1 question would be compulsory based on the case study of the relevant subject.

### Reference Books:

1. Dale H. Besterfield, et al., Total Quality Management, Pearson Education, Inc. 2003. (Indian reprint 2004), ISBN 81-297-0260-6.
2. James R. Evans & William M. Lidsay, The Management and Control and Quality, (5<sup>th</sup> Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
3. Feigenbaum.A.V. "Total Quality Management" McGraw Hill, 1991.
4. Oakland.J.S. "Total Quality Management Butterworth – Heinemann Ltd., Oxford 1989.
5. Narayana V. and Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International 1996
6. Zeiri. "Total Quality Management for Engineers Wood Head Publishers, 1991.



## FORMAT FOR THE QUESTION PAPER

(To be implemented for all semesters from the academic year 2012-13)

**TIME: 03 Hrs**

**Max. Marks: 70**

**Note: Attempt all questions.**

### Section -A

Q.1 Ten Multiple choice questions from all units -

**10X1=10 marks**

(i).....

(A) .....

(B) .....

(C) .....

(D) .....

(ii).....

(A) .....

(B) .....

(C) .....

(D) .....

So on .....

### Section -B

Q.2 Attempt any **THREE** out of given **FIVE** questions (400 Words Maximum) - **3 X 15=45 marks**

(i)

(ii)

(iii)

(iv)

(v)

### Section-C

Q. 3 Case Study of the relevant subject.

**15 marks**

## FORMAT FOR THE QUESTION PAPER

(To be implemented for all semesters from the academic year 2011-12)

**TIME: 03 Hrs**

**Max. Marks: 70**

**Note: Attempt all questions.**

### Section -A

Q.1 Ten Multiple choice questions from all units -

**10X1=10 marks**

(i).....

(A) .....

(B) .....

(C) .....

(D) .....

(ii).....

(A) .....

(B) .....

(C) .....

(D) .....

So on .....

### Section -B

Q.2 Attempt any **THREE** out of given **FIVE** questions (250 Words Maximum) - **3 X 15=45 marks**

(i)

(ii)

(iii)

(iv)

(v)

### Section-C

Q. 3 Case Study of the relevant subject.

**15 marks**

MASTER OF BUSINESS ADMINISTRATION  
MODEL PAPER 2012-13  
Subject code: Subject Name

**TIME: 03 Hrs**

**Max. Marks: 70**

**Note: There are three sections in the paper .Attempt all multiple choice questions from section 'A', three questions out of five from section 'B' and case study from section 'C'.**

**Section –'A'**

Q.1

**10X1=10 marks**

(i).....

(A) .....

(B) .....

(C) .....

(D) .....

(ii).....

(A) .....

(B) .....

(C) .....

(D) .....

So on .....

**Section –'B'**

Q.2 Attempt any **THREE** out of given **FIVE** questions (250 Words Maximum) - **3 X 15=45 marks**

(i)

(ii)

(iii)

(iv)

(v)

**Section-'C'**

Q. 3 Case Study

**15 marks**