

**MASTERS OF BUSINESS ADMINISTRATION
(INDUSTRY INTEGRATED)**

1ST Semester

Common Papers for All Specialization's

1ST SEMESTER

Paper Name: Principle & Value Base Management

Paper Code:M 101

Unit 1: Introduction to Management: The Emergence of American Management thought, Historical background, Contribution of Fredric Taylor and Henry Fayol (including Scientific Management & 14 Principles); The emergence of Human Relation and Behavioural Science and its relationship with scientific Management, function of Manager and the external Environment.

Unit 2: Management Function: Planning, Management by objectives (MBO), Organising, Staffing, Decision Making, Direction, Communication, and Control.

Unit 3: Organisational Structure and Modern Management Theories: Structures (Functional, Matrix, Network, Divisional, Project, Organic), Formal and Informal Organisation, Line and Staff Function, Delegation of Authority and Responsibility, Advance Management Theories, Japanese Style of Management, Theory Z, Quantitative Systems and Contingency Approach.

Unit 4: Management in the Indian Context: Indian Ethos in Management (IEM), Holistic Management, Quality of work life and Work Ethics-their foundation in the theory and method of work in the Indian Context, Managerial Effectiveness in the Indian Context and Stress Management.

Unit 5: Corporate Governance and Business Ethics: Concept of Corporate Governance & Stakeholders, Mechanism, Principles including 4 P's of Corporate Governance, Expectation of Stakeholders, Rules of Corporate Governance, Source of Ethical Behaviour, Code of Conduct for Good Management Practices, Benefits of Ethical codes, Social Responsibility of Business .

Recommended Books:

1. Management by Robbins S.P., Coulter Mary and Niharika Vohra, Pearson Education (10th edition), 2010.
2. Ethics in Management by S.A. Sherlekar, Himalayan Publishing.

Paper Name: Computer & Management Information Systems

Paper Code: M102

Unit – 1

Computer basics: Computer organization and architecture, Memory and storage systems, inputs/outputs devices, Hardware – Basic concepts

Unit – 2

Data Representation, Binary Data Representation, Binary Coding Schemes: EBCDIC, ASCII & UNICODE

Unit – 3

Interaction of user and Computer: Types of software – Application software, System software, Basics of software engineering, Data communication & Networks, Internet & Intranet services, Fundamentals of Data base, Multimedia and its Applications, Information Technology – Application Areas and Fields.

Unit – 4

Management Information System – Definition, concept, characteristics, Designing successful MIS, Foundation of Information Systems in Business, Components of information systems, Competing with information technology.

Unit – 5

Decision Support System – its characteristics, ingredients and application in business, Data base Management Systems (DBMS) & Relational Databases- their characteristics and application in MIS Enterprise Management System – Enterprise planning, Business Process Re engineering, Introduction to E-Commerce and E- Business

Recommended Books

1. Computer Fundamentals, Anita Goel, Pub: Pearson Delhi
2. Management Information Systems, James A O'Brien, George M Marakas, Ramesh Behl, Pub : Tata Mc Graw Hill Education Pvt.Ltd, New Delhi

Paper Name: Micro Economics Analysis

Paper Code:M 103

Unit 1. Economics and managerial decision-making. Distinctive features of Managerial Economics. Demand function and determinants. Types of elasticity of demand: Price elasticity, Income elasticity, and cross elasticity. Methods for forecasting of demand.

Unit.2 Equilibrium of firm:- The Marginal analysis. General and partial equilibrium; Stable and unstable equilibrium. Dynamic and Static Equilibrium. Revenue and Cost concepts- total, average and marginal. Cost function. Conceptual differences between economists' and accountants' cost, opportunity cost, social and private cost, long run and short run cost. Planning curve. Cost of multiple products.

Unit 3. Production functions and its uses and features., Iso-quants and Iso-cost curves. Least-cost combination of inputs. Returns to scale and laws of variable proportion in production. Economies and diseconomies of scale.

Unit 4. Marginal analysis of Equilibrium. Price-output determination under different market structure.. Perfect and imperfect markets: Monopoly, Monopolistic Competition and Oligopoly. Price Leadership. Price discrimination, and Dumping in global market. Cost- plus pricing, Pricing of New Products- Problems and policies.

Unit 5. Nature of Profit, theories of profit, profit measurement- Accountants' Vs Economists' view. Profit policies-reasons for limiting profits.. Cost and profit forecasting- break-even analysis.

Unit 6. Economists' concepts of Advertising. Theories of advertising- simplified analysis and simultaneous determination of optimum advertising outlays, price and output.

Recommended Books:

1. Managerial Economics-Petersen ,Lewis & Jain; Pearson.(Main text)
2. Managerial Economics- Keat, Young.& Banerjee. Pearson Education(Ref)

Paper Name: Financial Accounting

Paper Code: 104

Unit 1: Meaning of Accounting, Objectives or Functions of Accounting Information; Accounting Principles, Accounting Conventions and Policies; GAAP and IFRS.

Unit 2: The Accounting Process, Identification and Documentation and Recording of Business Transactions, Classifications of Business Transactions in Ledgers, Subsidiary Books.

Unit 3: The Trial Balance- Meaning of Trial Balance, Objectives in Drawing up a trial Balance; Construction of a Trial Balance, Errors disclosed by a Trial Balance, Errors not Disclosed by a Trial Balance, Locating errors.

Unit 4: The Cash Book, Bank Reconciliation Statement.

Unit 5: Important Common Issues in Accounting Records- Depreciation Accounting; Accounting for Inventories, Capital and Revenue, Cash and Accrual Basis of Accounting.

Unit 6: Final Accounts- Trading Account, Profit and Loss Account and Balance Sheet, Classification of items in a Balance Sheet, Adjustment entries.

Unit 7: Basic features of Company Form of Business Organization, Legal requirements as to Company Accounts, Preparation of Financial Statements of Corporate entities

Unit 8: Computerized Accounting Systems using Tally in accounting.

Recommended Books:

1. **Modern Accountancy** by Amitabh Mukharjee & Mohammed Hanif

Paper Name: Statistical Analysis

Paper Code: M105

Unit 1: Data Presentation Techniques, Measures of Central Tendency and Measures of Dispersion

Unit 2: Probability – types, addition & multiplication rules, Bayes' Theorem: Discrete and Continuous, Probability Distribution- Binomial, Poisson and Normal Distribution

Unit 3: Concept of Sampling Distributions; Type I & Type II errors, Chi-square test, Hypothesis testing- Single and Two Population, Z test, t test.

Unit 4: Correlation and simple linear regression, Rank Correlation, Time series analysis.

Unit 5: Decision Theory; Decision under uncertainty and risk, Decision Criteria; Bayesian Analysis: Posterior Analysis; Decision Tree; Markov Chains.

Recommended Books:

1. Business Statistics by J.K Sharma, Pearson Publications(Main text)
2. Business Statistics by D.R Agarwal, Vrinda Publications(Ref)

Paper Name: Operations Research

Paper Code: M 106

Unit 1: Introduction to Operations Research; Importance of Operations Research in Management Decisions.

Unit 2: Linear Programming Problems (LPP) - Formulation of LPP; Solving LPP using Graphical Method and Simplex Method- Maximisation & Minimisation Cases; Special Cases of LPP- Unboundedness, Infeasibility, Degeneracy, Multiple Optimal Solutions; Duality in LPP; Economic Interpretation of the Dual; Sensitivity Analysis- Concepts.

Unit 3: Assignment Problems and its solution using Hungarian Method- Travelling Salesman Problem; Transportation Problems- Minimization and Maximization case, Degeneracy in Transportation Problems; Game Theory - Two Person Zero Sum Games; Dominance Rule, Algebraic solution, Graphical Method.

Unit 4: Network Theory (CPM & PERT); Determination of Critical Path, Earliest and Latest Time calculation; Determination of Slack; Time- Cost trade-off.

Unit 5: Integer Programming – Concepts and Solution using Graphical Method; Goal Programming – Formulation; Analytical Hierarchy Process (AHP) - concept and application; Monte Carlo Simulation- Concept and application.

Recommended Books:

1. Quantitative Techniques for Management by N.D. Vohra, TataMcGraw Publishing
2. Quantitative Methods – Theory and Application by JK Sharma, Macmillan Publishing .

Paper Name: Business Legislation

Paper Code:M 107

- Unit 1:** Law of Contract: Definition, Essentials and types of Contract, Offer , Acceptance and Consideration-definition and essentials; Exception to the rule ‘no consideration, no contract,’ Doctrine of Privity of Contract, Capacity of Parties, Free consent, Quasi contract, Legality of object, Contract -Performance, Termination, Breach and Remedies
- Unit 2:** Law of Agency: Essentials, kinds of Agents, Rights and duties of Agents and Principles, Creation of Agency, Termination of Agency; Bailment and Pledge-Bailment, Definition, Essential Elements, Rights and Duties of Bailor and Bailee; Pledge-Essentials, Rights and Duties of Pledger and Pledgee
- Unit 3:** Negotiable Instruments Act 1881, Nature, Characteristics and Kinds , Parties to Negotiable Instruments, Negotiations, Presentment, Discharge and Dishonour of Negotiable Instrument.
- Unit 4:** Sales of Goods Act, 1930: Definition of Sales, Sales Vs Agreement to Sale, Goods, Price and Time, Condition and Warranties, Express and Implied Conditions, “Doctrine of Caveat Emptor”, Right of Unpaid Seller.
- Unit 5:** Law of Partnership 1932: Definition, Essentials of Partnership, Formation of Partnership , Kinds of Partners, Authorities, Rights and Liabilities of Partners, Registration of Partners, Dissolution of Partnership Firm, The Limited Liability Partnership Act, 2008: Concept and Nature.
- Unit 6:** Companies Act 1956: Definition, Characteristics and Kinds of Companies, Steps in Formation of Company, Memorandum of Association, Articles of association and Prospectus, Directors: Appointment, Power, Duties and Liabilities , Meeting & Resolutions: Types of Meetings, Modes of Winding up of a Company.
- Unit 7:** Consumer Protection Act 1986: Objectives, Definition, Consumer Forums under the CPA, their Jurisdiction, Power & Functions, Intellectual Property Right: Meaning, Objectives and Scope, An Overview of IPR Legislation in India.

Recommended Books:

1. N.D. Kapoor- Element of Mercantile Law- Sultan Chand.(Main text)
2. Legal Aspects of Business- Akhileshwar Pathak, 3rd Edition, Tata McGraw Hill.
Companies Act 1956 (Ref)

Paper Name: Organizational Behaviour

Paper Code:M 108

Unit 1: Understanding organizations and Organization Behaviour; Definition, and Features; Models of Organizational Behaviour; Challenges for Organizations.

Unit 2: The Individual: Ability; Learning; Attitudes; Personality and Values; Perception & Individual Decision making; Motivation- Definition, Nature of Motivation, Early and Contemporary Theories of Motivation

Unit 3: Foundations of Group Behaviour and Dynamics– Defining and Classifying Groups ; Stages of Group Development ; Team and Team Building- Purpose, Types and Creating Effective Teams; Communication-Communication network , The Communication Process , Interpersonal and Organizational Communication, Leadership-Trait and Behavioral Theories.

Unit 4: Interpersonal Behaviour: Power and Politics- Definition, Bases of Power, Dependency and Power Tactics, Power in Groups, Unequal Power and Implication for Managers.

Unit 5: Conflict Management- The traditional View, The Human Relation View, The Interactionist View, Conflict Process, Negotiation- Bargaining strategies, The Negotiation Process and Issues in Negotiation.

Recommended Books:

1. **Organization Behaviour**, Stephen P. Robbins; Timothy A. Judge; Seema Sanghi. 13th Edition, Pearson-Prentice Hall.(Main text)
2. **Organizational Behaviour- A Modern Approach** by Arun Kumar , N Meenakshi , Vikas Publishing.(Ref)

2ND SEMESTER MBA (IIP)

Paper Name: Human Resource Management

Paper Code: M 201

Marks: 60

Unit-1: Human Resource Management (HRM): Nature, Scope, Objectives; Personnel/.HRM Functions; Personnel/HR Department; Role of Personnel Manager.

Unit-2: Human Resource Planning (HRP)—Objectives, Importance, Process of HRP, HRP components, Forecasting Demand & Supply; Job, Job Analysis—Purpose, Process of Job Analysis, Methods, Job Analysis Components—Job Description, Job Specification, Job Evaluation, and other Job terminology; Recruitment— Process, Policy, Methods, Sources of manpower, The Economic & Social environment, Legal requirements; Selection—Purpose, Selection Process;

Unit-3: Induction, Internal Mobility, Separation; Training & Development—Purpose, Learning Principles, Types of Training, Training Need Assessment, Training Methods, Training Evaluation, Methods of Training Evaluation; Executive Development, Career & Succession Planning.

Unit-4 Job Evaluation—concept, methods; Performance Appraisal—Objectives, the Process, the Methods—traditional and modern; Compensation and Administration of Salaries/Wages— Objectives, principles, elements, Salary/wage policy, Wage determination, Managerial compensation; Incentives and Employee benefits, Fringe Benefits and perquisites

Unit-5: Health & Safety—Need, legal requirement; Employee welfare—statutory provisions; Social Security in India; Industrial Relations, Disputes, Discipline; Employee Grievances and redressal; Trade Union—objective and functions, movement, Legislation.

Recommended Books:

1. Human Resource Management, Text & Cases by V.S.P. Rao, Excel Books, 2nd Edition.(Main Text)
2. Human Resource Management, by Gary Dessler, Pearson Education, Tenth Edition.(Ref Text)

Paper Name: Marketing Management

Paper Code: M202

Marks: 60

Unit 1: Marketing defined; The evolution of marketing concept ; Selling versus Marketing philosophies; Types of markets; The fundamental marketing concepts: Needs , Wants , Demands and Values ; The Holistic marketing concepts; Social Responsibility, Green Marketing and Ethics in marketing.

Unit 2: The Marketing Environment; Difference between Industrial Markets and Consumer Markets; Identifying market segments and targets: Segment marketing, Niche marketing, Local Marketing, and Customization; Segmentation variables of Consumer Markets; Targeting strategy and evaluation of market segments.

Unit 3:Basic Concepts of Product; Product levels ; Product Classifications; Elements of Product Mix; Product Life Cycles; Product Adoption Process; New Product Decisions; Product Differentiation and Positioning; Concepts of Brands and Brand Extensions ; Brand Equity and Brand Equity Models : Brand Asset Valuator , Resonance Model , Development of Brand elements ; Branding decisions and Co-branding .

Unit 4: Role and Importance of Pricing; Factors Influencing Pricing; Pricing Objectives; Pricing Methods – Cost Based Pricing, Demand Based Pricing, Product Line Pricing, Tender Pricing and Differentiated Pricing.

Unit 5:Concepts of Integrated Marketing Communications; Promotion Mix and Selection of Promotion Mix Elements; Developing Effective Communications; Concept of Marketing Channels; Channel Functions; Types and Characteristics of Channel Intermediaries; Designing a Channel System; Channel Integration and Systems

Recommended Books:

1. Marketing Management By Kotler and Keller (Prentice Hall, 12 th Edition).(Main text)
2. Marketing Management by VS Ramaswamy and S Namakumari (MACMILLAN).(Ref.Text)

Paper Name: Financial Management

Paper Code: M 203

Marks: 60

Unit 1: Concept of corporate finance; Finance functions; Financial Manager's Role; Financial Goal: Profit Maximization Versus wealth maximization; Agency Problems.

Unit 2: Components of Balance Sheet and Profit and Loss Account; Changes in Financial Position; Funds Flow ; Cash Flow; Uses of the Statement of Changes in Financial Position Financial Analysis; Nature of ratio Analysis; Liquidity Ratios; Leverage Ratios; Leverage Ratios; Activity Ratios; Profitability Ratios; Trend Analysis and Inter-firm Analysis.

Unit 3: Time Preference for Money; Future value and Present Value of money: Single cash flow and Annuity; Capital Recovery, Present value of an uneven cash flow. Capital Budgeting Decision- Investment Evaluation Criteria, Determining Cash Flow for Investment Analysis, Concept of cost of capital; Determining components of cost of capital: Cost of debt, Cost of Preference capital, Cost of Equity capital; The weighted Average Cost of capital.

Unit 4: Meaning of Financial Leverage and Operating Leverage; Measures of Financial and Operating Leverage; Combining Financial and Operating Leverages. Meaning of Capital Structure; Optimum Capital Structure; Factors of Optimal Capital Structure; Determinants of Capital Structure; Capital Structure Planning: EBIT-EPS Analysis.

Unit 5: Concepts of Working Capital; Operating Cycle; Permanent and Variable Working Capital; Determinants of Working Capital. Accounts Receivables; Characteristics of Receivables; Objectives of Receivables Management; Credit Policy and Credit Policy Variables

Recommended Books:

1. Financial Management by I.M.Pandey (10th Edition) Vikash Publishing House.(Main Text)
2. Financial Management by Khan & Jain.(Ref

Paper Name: Operations Management & TQM

Paper Code: M 204

Marks: 60

Unit 1: The Nature of Operations

Operations, Operations Activities, The Experience Economy

Unit 2: Strategy, Operations and Global Competitiveness

Global Competition, Strategy Formulation and Implementation

Unit 3: Process Planning and Design

Forms of Transformation systems, Selection of a Transformation System, New Transformation Technologies and Reengineering

Unit 4: Six Sigma for Process and Quality Improvement

Quality Management and six sigma, Various Phases - define, measure, analyse, improve, control, six sigma in practice

Unit 5: Capacity and Location planning

Forecasting Purposes and methods, Long term capacity/location planning, short term capacity planning

Unit 6: Schedule Management

The sequence of Scheduling Activities, Aggregate planning, Master Scheduling, Scheduling Services

Unit 7: Inventory Management

General Considerations, Priorities for Inventory Management: The ABC Concept, Economic Order Quantity, Reorder Point Models, MRP for Dependent Demand

Recommended Book:

1. Operations Management for MBAs(Third Edition) by Jack R.Meredith & Scott M. Shafer, Publisher Wiley India Edition(Main text)

Paper Name: Business Research Methodology

Paper Code: M205

Marks:60

Unit 1: Introduction to Research: Definition and Nature of Research, Classification of Research, Research Process; Defining the Research Problem, Research Design: Definition, Classification, Exploratory Research, Descriptive Research, Causal Research, Potential Sources of Error.

Unit 2: Exploratory Research Design: Primary Vs Secondary Data, Types of Qualitative Research: Focus Group Interviews, Depth Interviews, Projective Techniques, Analysis of Qualitative Data.

Unit 3: Descriptive Research Design: Different types of Survey and Observation Methods; Causal Research design: Experimentation & method of data collection – collection of primary data, observation method, interview method, collection of data through questionnaires, Classification of Experimental Designs

Unit 4: Measurement and scaling: Primary Scales of Measurement, Comparative Scaling Techniques, Non Comparative Scaling, Concept of Reliability and Validity; Questionnaire and Form Design, Sampling Design Process, Non Probability Sampling Techniques, Probability Sampling Techniques ; Sample size determination; Statistical approaches to Determining Sample Size,.

Unit 5: Data Preparation: Data Formulation Process, Frequency Distribution, Cross-Tabulation, and Hypothesis testing: Chi-square, t-test.

Unit 6: Interpretation and Report writing, Technique of interpretation, different steps in writing report, types of reports.

Recommended Books:

Research Methodology (Methods and Techniques):C.R Kothari (Main Text)

Marketing Research – An Applied Orientation (Fifth Edition) by Naresh K Malhotra, Pearson Publication.(Ref. Text)

Paper Name: Strategic Cost Analysis

Paper Code: M 206

Marks: 60

Unit 1: Introduction to Cost Management & Cost Accounting: Basic Concepts & Terms, Classification of Cost, Cost Management tools, Strategic view of Cost Management-Value Chain Analysis, Strategic Positioning Analysis, Cost Driver Analysis.

Cost Elements: Direct Costs: Material Cost Management; Managing Purchase Functions, Storing of Materials, Valuing Material Issues, Operating Control Systems; Labour Cost Management : Methods of Remuneration.

Unit 2: Overheads: Definition and Classification, Production Overheads, Administration & Selling and Distribution Overhead.

Unit 3: Cost Control Accounts, Reconciliation of Cost and Financial Accounts, Job and Contract Costing, Process Costing, Process Losses and Internal Process Profits, Equivalent Production.

Unit 4: Marginal Costing, Conceptual framework, Marginal Costing and Management Decision. Standard Costing, Cost and Sales Variances.

Unit 5: Cost Audit, Activity Based Costing, Target Costing, Life Cycle Costing, Bench Marking, Strategic Cost Management, Cost Reduction, Value Auditing and Value Engineering.

Recommended Books:

1. Cost Accounting: Theory and Practices: B. Banerjee (PHI) 12th Edition. (Main Text)
2. Cost Management: A Strategic Approach – S.C. Vaidya & S. Gill (Macmillan).(Ref Text)

**MASTERS OF BUSINESS ADMINISTRATION
(INDUSTRY INTEGRATED)**

3rd Semester

Common Papers for All Specialization's

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

BUSINESS POLICY AND STRATEGIC MANAGEMENT
Paper Code:

UNIT-I

INTRODUCTION: Origin, Development of Business Policy and Strategic Management, Strategic Management process, Characteristics of Strategy and Strategic Decisions, Levels of Strategy.

UNIT-II

Approaches to Strategic Decision Making; Strategists, TOP MANAGEMENT; Constituents of top Management-Board of Directors, Sub-Committee, Chief Executive Officer, The Task, Responsibilities and skills of the Top Management, Role and Skills of Chief Executive Officer; Corporate Governance.

UNIT-III

FORMATION OF STRATEGY; Kinds of Strategies, the Nature of the Company's Environment and its Analysis, Analysis of Internal Environment; VCA Identification of Strengths and Weaknesses, Assessment of External Environment-Identification of Opportunities and Risks, Evaluating Multinational Environment, Identifying Corporate competence and Resources, Principles and rules of corporate strategy, Strategic Excellence positions.

UNIT-IV

STRATEGIC ANALYSIS AND CHOICE; BCG Growth/Share Matrix; Stop Light Strategic Model, Directional Policy Matrix Model, Grand Strategy; Mergers & Acquisitions, Alliances, Portfolio Strategy, Competitive Strategy- Cost focus, Differentiation focus, Marketing Tactics, Behavioral consideration affecting strategic choice, contingency approach to Strategic choice.

SUGGESTED READINGS:

1. C. Roland Christerson, Etl. Business policy Text and cases, , IRWIN Homewook illions.
2. Cuno Pumpin, 'The Essence of Corporate Strategy', Gower Publishing Company, Ltd., England.
3. John A Pearce II and Richard B Robinson Jr., Strategic Management, Strategic Formulation and Implementation., AITBS Publishers and distributors (Regd.) Delhi.
4. P.K. Ghosh, Business Policy, Strategic Planning and Management, Sultan Chand and Sons, New Delhi.
5. Strategy Management Wheelen & Hunger
6. Strategic Management Krishna & Rao

External Marks: 60
Internal Marks: 40
Time: 3 hrs

ENVIRONMENTAL MANAGEMENT
Paper code:

UNIT –1

Environmental Management: Fundamentals-sustainable development, implications of human population growth, limits to growth, environment and business school.

UNIT –2

Energy Management: Fundamentals-fossil fuels use, energy production and trade, energy balance; ecosystem concept: basic concepts and their application in business, industrial ecology and recycling industry: environmental management systems: EMS standards, ISO 14000: environmental auditing, clearance/permissions for establishing industry.

UNIT-3

Environmental Management & valuation: Environmental Accounting, Economics – Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade and Environmental Management, Debt and Environmental Management Trade and Environmental Management, Debt and Environment GATT/WTO provisions; environmental laws: acts, patents, IPRS, role of NGO'S PII.

UNIT-4

Pollution & waste management-air- water, land pollution, trade in wastes; water, forest & biodiversity management: water resources, dams and their role; forest products and trade, role of biodiversity in international trade; approaches to corporate ethics; bioethics.

SUGGESTED READINGS:

1. Biswaqrup Mukherjee, Environment Management, Vikas Publishing House, New Delhi.
2. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, New Delhi.
3. Harley, Nick: environmental Economics, Macmillan India Ltd., New Delhi.
4. Kilstad, Charles D. Environmental Economics, Oxford University Press.
5. Mohanty, S.K: Environment& pollution Law Manual, Universal Law Publishing, New Delhi.
6. Pandey, G.N., Environmental Management, Vikas Publishing House, New Delhi.
7. Uberio N.K., Enviornmental Management Management, Excel Books, New Delhi.

LIST OF OPTIONAL PAPERS

1. SALES AND MARKETING (SM)

External Marks: 60

Internal Marks: 40

Time: 3hrs.

CONSUMER BEHAVIOUR

Paper Code:

UNIT – I

Issues and Concepts: Nature, Scope and Application of Consumer Behaviour Studies; Psychographics and Life – Style Marketing; Consumer Needs and Motives.

UNIT-II

Individual and Group Influences: Perceptions, Consumer Motivation and Involvement, Attitudes and Attitude Change; Learning and Memory; Personality and Self Concept, Preference Group Influence and Group-Dynamics; Family Buying, influences, Family Life Cycle; Cultural and Sub-Cultural Influences.

UNIT-III

Buying Process: Problem Recognition and Information Search Behaviour; Information Processing; Alternative Evaluation; Purchase Process.

UNIT-IV

Models: Models of Consumer Decision Making Process; Models of Consumer Behaviour; Howard Shet Models; Recent Developments in Modelling Buyer Behaviour.

SUGGESTED READINGS:

1. Schiffman, Leon G. and Kanuk, Leslie Lazer – Consumer Behaviour; Prentice Hall of India Pvt. Ltd. New Delhi.
2. Soloman, Michael R. – Consumer Behaviour; Prentice Hall Inc. New Delhi.
3. Louden. David, J & Delia Bitta, Albert J ; Consumer Behaviour; 4th Ed; TMH Publishing Co Ltd.
4. Sheth, consumer Behaviour, Thomas Learning Bombay
5. Roger Blackwell, Consumer Behaviour, Vikas Publishing House, New Delhi
6. Gupta S L and Sumitra Pal, Consumer Behaviour ; an Indian Perspective; Sultan Chand & Sons ; New Delhi, 1st Id.; 2001
7. Nair, Suja R ; Consumer Behaviour in Indian Perspective, 1st Edh.; HPH
8. Assael, Henry , Consumer Behaviour, Asian Book Pvt. Ltd. New Delhi

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

MARKETING RESEARCH

Paper code:

OBJECTIVE: The objective of the course is to make the students learn the research process, tools and techniques for collecting information required for international marketing decisions.

UNIT – I

Marketing Research – Need, nature and scope; complexities of international marketing research; marketing information system (MIS); Organization of international marketing research.

UNIT - II

Marketing Research Process: Problem identification; Selection of research design: major issues; etc. vs. emic dilemma.

UNIT - III

Secondary and Primary Data: Secondary data sources and uses; Online data sources and research; Primary data collection: methods and instruments, Attitude measurement; Sampling plan.

UNIT - IV

Multivariate Country Data Analysis: Issues and process; Univariate and multivariate data analysis techniques. Research Report Preparation and Presentation; Product research; Advertising research; Ethical issues involved in international marketing research.

SUGGESTED READINGS:

1. Boyd, Harpes W. Jr., Westfall, Ralph and Stasch, Stanley, *Marketing Research: Text and Cases*, Richard D. Irwin Inc, Homewood, Illinois
2. Douglas, Susan P. and Craig, Samuel, *International Market Research*, Prentice-Hall, Englewood Cliffs.
3. Green, P. E. and Tull, D. S., *Research for Marketing Decisions*, Prentice-Hall of India, New Delhi.
4. Luck D. J., Wales, H. G., Taylor, D. A. and Rubin, R. S., *Marketing Research*, Prentice-Hall of India, New Delhi.
5. Tull, D. S. and Hawkins, D. I., *Marketing Research: Measurement and Method*, Prentice-Hall of India, New Delhi

External Marks:60

InternalMarks:40
Time:3 hrs

ADVERTISING MANAGEMENT
Paper Code:

OBJECTIVE:

UNIT-I

Role and objective of marketing communication in the marketing programme; Stimulation of primary and selective demand role of advertising in the marketing mix; process of marketing communication.

UNIT-II

Determination of target audience; cultural demographic, social class, consumer attitudes; definition of advertising goals; building of advertising programmes; message, theme, headline, layout, copy logo, appeals.

UNIT-III

Promotional scene in India – The media, media use-users; media planning; managing and evaluating promotion strategy; managing sales promotion – advertising expenditure, advertising effectiveness, rationale testing, opinion and attitude test, recognition, recall and controlled experience in the field.

UNIT-IV

Advertising planning and execution; managing client-agency relations, message designing and development; media selection, planning and scheduling; appraisal of commission systems; legal ethical and social aspects of advertising.

SUGGESTED READINGS:

1. D.A. AAKER, R. BATRA and J.G. MYERS, Advertising Management, Prentice Hall of India, New Delhi.
2. G.E. BELCH and M.A. BELCH, Introduction to Advertising and Promotion, Irwin, Chicago.
3. H.F. HOLTZE, Theory and Problems of Advertising, McGraw-Hill, NY.
4. W. WELLS, J. BURNETT and S. MORIARTY, Advertising: Principles and Practice, Prentice Hall, London

2. FINANCIAL SERVICES AND BANKING (FSB)

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Paper Code:

OBJECTIVE:

UNIT-I

Investment: Meaning, nature and process; Risk and Return, Concept and Component of Total Risk; Measuring Historical and Expected Return; Systematic and Unsystematic Risk.

UNIT-II

Investment Analysis and Security Valuation: Understanding Macro-economic concepts and policies; tools and techniques of economic analysis, industry analysis for identifying investment opportunities, company analysis – financial and non-financial factors; principles and practices in evaluating equity and fixed income securities.

UNIT-III

Portfolio Management: Principles of portfolio Management, Problem and peculiarities, Diversification, Portfolio risk and return, Markowitz risk and return optimisation, single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT-IV

Portfolio Revision: Meaning, need, strategies, formula plans-constant dollar value plan, constant ratio plan, variable ratio plan; performance evaluation of management portfolio; Methods of computing portfolio return; components of investment performance.

SUGGESTED READINGS:

1. Fischer D.E. and Jordan R.J. Security Analysis and Portfolio Management, Prentice Hall of India.
2. IGNOU Reading Material of Management Course on Security Analysis and Portfolio Management (MS-44)
3. Reilly, Frank K, Investment Analysis Portfolio Management, The Dryden Press.
4. Sharpe, Alexander and Bailey, Investment, Prentice Hall of India.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INVESTMENT BANKING AND FINANCIAL SERVICES
Paper code:

OBJECTIVE:

UNIT – I

Projects: Investment Bankers & projects, Project report Preparation, Project Appraisal, Project Financing in India, Financing Strategies: Defining the borrowing parameters – Choosing the funding Options – Resource Diversification – Co- -financing – Designing an optimal Mix.

UNIT – II

Venture Capital: Concept of Risk Finance – Stages of venture Finance – Investment OBJECTIVE – Investment Process – Exiting the investment – Economics of Venture Capital – Private Equity investment, Load Syndication: Origin and Trends – Players in the market – The basic loan Structure - Mechanics of syndication – Terms & Conditions – Regulation of ECB's.

UNIT – III

Designing & Pricing of Instruments: Understanding Clients Requirement, Recent Innovations, Pricing of Instruments – Implication of overpricing and under pricing – Pricing Practices in the market. Issues of Equity – Evolution of Equity Markets – American Depository Receipts (ADRs) – Three Levels of ADRs – global Depository Receipt (GDRs) Documentation Procedures – Regulation & Continuing Disclosure

UNIT – IV

Managing of Public Issues & IPOs: Implication of Going Public, Eligibility Norms for an IPO Appointment of intermediaries - Due Diligence Exercise – Offer Document – Timing of the Issues – Reservation in the issue – Distributional & Promotion Strategies -Underwriting of the issue – Book building offer - Process of Allocation – Listing of Securities

SUGGESTED READINGS:

The concerned teacher will announce the list of books, cases and other specific references, including recent articles in the class.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

FOREIGN EXCHANGE MANAGEMENT
Paper Code:

OBJECTIVE:

UNIT-I

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach purchasing power parity theory; overvalued and under valued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

UNIT-II

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; Empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

UNIT-III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

UNIT-IV

Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

SUGGESTED READINGS:

1. BUCKLEY. A, Multinational Finance, Prentice Hall of India, New Delhi.
2. MAURICE D. LEVI, International Finance, McGraw Hill, NY.
3. PAUL EINZIP, A Textbook on Foreign Exchange.
4. PAUL ROTH, Mastering Foreign Exchange and Money Markets, Pitman, London.

3. Retail Management (RM)

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INTRODUCTION TO RETAILING **Paper Code:**

Unit I

Retailing – definition – scope – Role of Retailer in the Channel of Distribution – Benefits of Retailing – Functions of Retailers – Evolution of Retailing – global Retail Scenario – Indian Retail Scenario – Emerging Trends and Opportunities in India Retailing Industry.

Unit II

Retailing Environment – Economic Environment – Legal Environment – Technological Environment – Competitive Environment – Indian Experience in Retailing – Foreign Direct Investment in Retail in the Indian context.

Unit III

Classification of Retailers – Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives – Classification by Strategy – General Merchandise Retailers – Discount Stores – Specialty Stores – Off Price Retailers – Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores.

Unit IV

Non Traditional Retail Classifications – Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats.

Suggested Readings

- Retail Management – Functional Principles and Practices – Gibson Vedamani – Jaico Books, second Edition, 2004
Retail Management – A Strategic Approach – Barry Berman and Joel R. Evans – Person Education, 2006
Retail Management – Michael Levy and Barton A. Weitz – Tata McGraw Hill, Fifth Edition 2004.
Retailing Management – William R. Davidson, Daniel J. Sweeney and Ronald W. Stamfi – Wiley Publishers, Sixth Edition, 1998.
Retailing Management, Text & Cases – Swapna Pradhan, Tata McGraw Hill India, 2004.

External Marks: 60
Internal Marks: 40
Time: 3 hrs

RETAIL ORGANISATION AND HUMAN RESOURCE MANAGEMENT
Paper Code:

Unit I

Designing the organizational structure for a Retail firms – Defining Organizational Objectives and Identifying Organizational Tasks – Organization Design Considerations – Specialization, Responsibility and Authority, Reporting Relationship – Matching Organisation Structure to Retail Strategy - Forms of Retail Organization.

Unit II

Retail Organisation Structures – Organisation of a Single Store Retailer, Organization of a Department Store – organization of a Department Store Chain – Retail organization Design Issues – Centralization and Decentralisation – Coordinating Merchandise and Store Management.

Unit III

Human Resource Management in Retail – Special HR Conditions in Retailing- The HR Process – Recruitment of Retail personnel, Selection of Retail Personnel, Training of Retail Personnel, Compensation of Retail Personnel, Supervision of Retail Personnel, Motivation of Retail Personnel, Performance Management of Retail Personnel, Motivation of Retail Personnel, Performance Management of Retail Personnel, Building Employee Commitment- Employee Retention.

Unit IV

Trends in Human Resource Management in Retail – Managing Diversity, Legal and Regulatory Issues in Human Resource Management, Use of Technology.

Suggested Readings

- Retail Management – Functional Principles and Practices – Gibson Vedamani – Jaico Books, Second Edition, 2004.
- Retail Management – A strategic Approach – Barry Berman and Joel R. Evans Pearson Education, Tenth Edition, 2006.
- Retail Management – Michael Levy and Barton A. Weitz – Tata McGraw Hill, Fifth Edition, 2004.
- Retail Management – ICAFI Centre for Management Research Publication

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

RETAIL BUYING AND MERCHANDISE MANAGEMENT

Paper Code:

Unit I

Planning Merchandise Assortments – Organizing the buying process by categories- Category Management – The Buying Organisation – Setting Financial Objectives for the Merchandise Plan – Gross Margin Return On Inventory Management (GMROI), Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Trade offs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends.

Unit II

Buying Systems for Staple Merchandise – Buying Systems for Fashion Merchandise – Merchandise Budget Plan – Components – Evaluation – Open – to Buy Systems – Allocating Merchandise to Stores – Analyzing the Merchandise performance. Buying Merchandise – Branding Strategies – Global Sourcing Decisions – Costs and Managerial issues associated with Global Sourcing – Merchandising Buying and Handling Process – Ethical and Legal issues in Merchandise Buying.

Unit III

Merchandise Pricing – Setting the Retail Price- Pricing Objectives – Pricing strategies – Pricing Methods – Pricing Adjustments – Price Discrimination.

Unit IV

Retail Communication Mix – Role of Communication in Retailing – Methods of communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs

Suggested Readings

Retail Management – Michael Levy and Barton A. Weitz, Tata McGraw Hill, fifth Edition, 2004.
Retail Management – ICFAI Centre for Management Research Publication
Merchandise Buying and Management – John Donnellan, Fairchild Publications.
Retail Merchandising: Principles and Applications – Ralph D. Shipp, Houghton Mifflin College Division, Second Edition, 1985.

4.) International Business (IB)

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

FOREIGN EXCHANGE MANAGEMENT

Paper code:

UNIT-I

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach purchasing power parity theory; overvalued and under valued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

UNIT-II

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; Empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

UNIT-III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

UNIT-IV

Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

SUGGESTED READINGS:

1. BUCKLEY.A, Multinational Finance, Prentice Hall of India, New Delhi.
2. MAURICE D. LEVI, International Finance, McGraw Hill, NY.
3. PAUL EINZIP, A Textbook on Foreign Exchange.
4. PAUL ROTH, Mastering Foreign Exchange and Money Markets, Pitman, London.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

GLOBAL COMPETITIVENESS AND STRATEGIC ALLIANCES
Paper code:

OBJECTIVE: The purpose of the course is to familiarize students with the basics of global competitiveness and learn strategies to gain competitiveness in world markets. The course also aims at exposing the students to the forms and success ingredients of strategic alliances, which are fast emerging as basic tools for business successes.

UNIT – I

Global Competitiveness: An Overview – Concept of Competitiveness; Sources of Competitiveness, Competitive Behavior, Strategies and Models, Challenges of Competition.

UNIT – II

Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies, Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness; Attaining Competitiveness through Integrative Process Management;

UNIT – III

Technology Management, R & D, Production and Operations Management, Management, and Location Decision; Entry Mode and competitiveness; Tax Policy and Competitiveness; Industrial Relations and Competitiveness; Retailing and Marketing Competitiveness, Culture and Competitiveness; Role of Information in Building Competitiveness.

UNIT – IV

Global Competitiveness of Indian Industry – Status; Cause of Uncompetitiveness; Strategic Options for Building Competitiveness, Strategic Alliances – Meaning and Nature, Types of Strategic Alliances, International Alliances as Strategy for Gaining Competitiveness; Management of Strategic Alliances; Strategic Alliances in Indian Context.

SUGGESTED REAGINGS:

1. Hughes, Kirsty S., ed., European Competitiveness, Cambridge University Press.
2. IIFT and BICP, Global Competitiveness of Indian Industries, New Delhi.
3. IMD, World Competitiveness Year Book, Latest issue.
4. Ohmac, Kenichi, The Borderless World, Harper Collins, Glasgow.
5. Porter, Michael E, Competitive Advantage of Nations, MacMillan, London.
6. Porter, Michael E, Competitive Advantage: Creating and Sustaining Superior Performance, The Free Press, New York.
7. Spence, A. Michael and Hazard Heather A., ed., International Competitiveness, Ballinger Publishing Company, Cambridge.
8. Starr, Martin K., ed., Global Competitiveness: Getting The U.S. Back on Track, W. W. Norton & Co., New York.
9. World Bank, World Development Indicators, 1999.
10. World Bank, World Development Report, Latest issue.
11. World Economic Forum, Global Competitiveness Report, Latest report.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

EXPORT-IMPORT PROCEDURES AND DOCUMENTATION

Paper code:

OBJECTIVE: The purpose of this course is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export-import business.

UNIT – I

Framework of Export Documents – Types of Documents, characteristics and relevance; Getting ready for exports; Export contract and Inco terms; Procuring and processing of an export order. Methods and Terms of Payments for Exports; Documentary credit and collection; financing for export: Pre- and post-shipment credit.

UNIT – II

Cargo, Credit and Foreign Exchange Risks : Nature of risks, Cargo insurance : contract of cargo insurance, procedures and documentation for cargo loss claims; Role and schemes of ECGC and commercial banks, Procedure for filing claims, Quality control and Pre-shipment Inspection : Schemes, process and procedures; Excise and custom clearance regulations, procedures and documentation;

UNIT – III

Procurement for Exports – Planning and methods of procurement for exports; Procurement through imports, Financing imports - instruments and related procedures and documentation; Custom clearance of imports – regulations, procedures and documentation, Managing risks involved in importing: transit risk, credit risk and exchange risk.

UNIT – IV

Duty Exemption Schemes: Objective, benefits, procedures and documentation; Schemes for import of capital goods: Procedures and documentation for new/second hand capital goods. Export / trading/ star trading/ superstar trading houses : Objective criteria and benefits; procedures and documentation; Policy for EOU / FTZ / EPZ units : Objective, criteria and benefits; procedures and documentation.

Suggested Readings:

1. Customs and Excise Law Times, various issues.
2. Excise Law Times, various issues.
3. Export – Import Policy (latest).
4. Handbook of Procedures (Vol I & II).
5. IMPEX Times, various issues.
6. ITC (HS) Classification of Export and Import Items (latest).
7. Paras Ram, Export : What,Where and How?, Anupam Publications, New Delhi

5. INFORMATION TECHNOLOGY (IT)

External Marks: 50
Time: 3 hrs.

DATA BASE MANAGEMENT SYSTEMS (Theory) **Paper Code:**

UNIT-I

Concept of data base; OBJECTIVE of data base, Advantages and Limitations of Data Base; Entities and Attributes, Schema and Subschema File Organization. Function, Features

UNIT-II

Data models: Hierarchical and Network, Functions of Data Base Management System, Object Oriented DBMS

UNIT-III

Data Independence: Logical and physical, Data base administration, Relational data model, Normalization, SQL, Concurrency, Deadlock.

UNIT-IV

Satellite Based Information Network, Awareness with the Equipment and Methodology, Use of various equipment.

SUGGESTED READINGS:

1. Abraham, Korth. Data Base System concepts McGraw
2. Date, Introduction to Database System , Addison Wesley
3. Navathe Fundamental of database system , Addison Wesley

Practical Marks: 50

DATA BASE MANAGEMENT SYSTEMS (Lab) **Paper Code:**

Lab: Practical on above defined syllabus.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

SYSTEMS ANALYSIS AND DESIGN
Paper Code:

UNIT – I

Business Information System: Features, Changing role of business information system, changing business scenario for system analysis and design.

UNIT – II

System Development Methodologies; Requirements analysis and determination. Requirements engineering structured approaches to business systems analysis. User driven business analysis. Role of the consultant. A manager's perspective of system analysis and design.

UNIT – III

Requirements specification, Application prototyping, CASE methodologies and techniques; systems design; Data-driven approaches (E-R Modeling). Process-driven approaches (Gane and Sarson and Yourdon Techniques). Traditional Work Flow Methods. Implementation strategies and manager's involvement.

UNIT – IV

Object – oriented analysis and design, Verification and validation of business system design. Limits to analysis and design trade offs. Business systems applications.

SUGGESTED READINGS:

1. Dewitz, Sandra D., (1996), System Analysis and Design and the Transition to Objects, McGrawHill, New York.
2. Daniel & Yeates (1988), Basic System Analysis, Pitman.
3. Gibson, Michael L., System Analysis and Design: Comprehensive Methodology with CASE, Dauvers Mass; Boyd & Fraser.
4. Robertson James & Suzanne, Complete System Analysis, Volume I & II, Dorset House Publishing, New York.
5. Whitten, Jeffrey L., and Lonnie D. Bentley, System and Design Methods, Irwin – McGraw Hill.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INTERNET PROGRAMMING
Paper Code:

OBJECTIVE: To design Website and implement client server applications in Internet Environment

UNIT-I

Java Programming:

Data Types, Control Structures, Classes (Inheritances, Packages, Exception Handling), Multithreaded Programming , Applets , String Handling, Networking, Event Handling.

UNIT-II

Introduction to Internet:

Internet and World Wide Web- Historical Perspective

UNIT-III

Internet Explorer:

Using Browser for search , electronic mail, outlook express, newsgroups, New Meeting and chat

UNIT-IV

HTML:

Markup languages, HTML: use of commenting, headers, text styling, images, for matting text with , special characters, horizontal rules, line breaks, tables, forms, image maps, <META> tags, <FRAMESET>tag , file formats including image formats

SUGGESTED READINGS:

1. H. Schildt, The Complete Reference Java
2. Internet and World Wide Web – How to Program by H M Deitel, P J Dietel, T R Nieto, Addison Wesley, 2000.

6. HUMAN RESOURCE (HR)

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

LABOUR LAWS

Paper Code:

UNIT-I

Concept of Labour Legislations, Principles of Labour Legislations, Constitutional Framework of Labour Legislations in India, Role of ILO in Developing Legislation.

1. Employment Exchange (Compulsory Notification of vacancies) Act 1959.
2. Contract Labour (Registration and Abolition) Act 1970
3. Child Labour (Regulation and Abolition) Act
4. Apprentices Act 1961.

UNIT-II

1. The Factories Act 1948.
2. The Mines Act 1952.
3. The Plantation Act 1951.
4. The Shops and Commercial Establishment Act.
5. The Labour Welfare Funds Act.

UNIT-III

Payment of Wages Act 1936.
The Minimum Wages Act 1948.
Payment of Bonus Act 1965.
The Workmen's Compensation Act 1923.
The Equal Remuneration Act.

UNIT-IV

The Maternity Benefit Act 1961.
The Employees State Insurance Act 1948.
The Provident Fund and Miscellaneous Provisions Act 1952.
The Payment of Gratuity Act 1975.

UNIT-V

1. The Trade Union 1926.
2. The Industrial Employment (Standing Order) Act 1946.
3. The Industrial Disputes Act 1947.
4. Case Laws on Industry, workers, Industrial Disputes, ESI Benefits etc (to be selected each year by the course teacher)

SUGGESTED READINGS:

1. Kapoor N.D. Merchantile Law, Sultan Chand & Sons, 2007
1. Saravanan & Sumaithi, Legal Environment of Law, HPH, 2006
2. Srivastava S.C Industrial Relations and Labour Legislations, Oxford and IBH Publishing Company, New Delhi, 1986
3. Datar B.N. Constitution, Labour Legislation and International Conventions, Tata Institute of Social Sciences, Series 44, TISS Bombay.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

ADVANCED INDUSTRIAL RELATIONS
Paper Code:

UNIT – I

Concept and Characteristic of Industrial Relations- Industrial Relations Environment Changing Profile of industrial workers- Labour Policy- Role of the State- Constitution.

UNIT – II

Role and Functions of ILO conventions and recommendations- ILO Labour Legislations- Social security measures- Labour Welfare Practices in India.

UNIT – III

Trade Unionism- Trade Union movement in India- Employers, association- Collective Bargaining- Methods, issues and problem.

UNIT – IV

Industrial Democracy- Workers participation methods- Quality Circles- Quality of work life.

UNIT – V

Industrial peace, harmony- Industrial conflicts types- Machinery- Grievance- Discipline- Indian Case Studies- Recent trends.

SUGGESTED READINGS:

1. Arun Monappa- Industrial Relations, Tata McGraw Hill,2005
2. Srivastava "Industrial Relations and Labour Laws", (2ed) Vikas Publishing House Pvt. Ltd.
3. Vijaya Ashdir "Management of Industrial Relations"(2ed) Kalyani Publishers,2003.
4. Kesar Singh Bhangoo, "Dynamics of Industrial Relations" Deep Publications,2004.
5. Mamoria C.B. Mamoria S. "Dynamics of Industrial Relations", Himalaya Publishers, 2005.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

WAGE AND SALARY ADMINISTRATION
Paper Code:

UNIT-I

Theories of wages- Issues in Wage Determination- components of wage payment. Relevant Legislations regarding wages- wage determination at the enterprise level. Linking wage with productivity, National Wage Policy.

UNIT-II

Choosing a Job Evaluation system- Problems in implementing Job Evaluation program at company level- conditions for a proposed plant.

Removing wage disparities- reorganizing the wage structure in a company- implementing a job evaluation- scheme job evaluation for plant personnel- job evaluation for engineering technical and professional personnel.

Job evaluation for office personnel- job evaluation and pay plans for sales personnel- wage fixation through adjudication, wage boards and collective bargaining.

UNIT-III

Administration and Control- preparation of payroll and wage calculations- use of computers.

UNIT-IV

Fundamental and rationale for wage incentives- incentive plans- individual and group.
Group incentives: Case Studies:

2. Bank wiring, Observation Room
3. British Coal Mine- Productivity Bargaining, Indian Situation.

Incentives for supervisory and Managerial Personnel- Profit sharing and stock ownership- Fringe Benefits.

UNIT-V

Managerial Remuneration: Bhoothalingam and sacher committees
Managerial Remuneration: the future. Setting up of wage boards, Pay Commissions, Bonus/
Bonus Act.

SUGGESTED READINGS:

1. Elizzheth Lanhen, Administration of Wages and Salaries.
2. David W. Belcher, Wages and Salary Administration.
3. Pramop Verma, Wage Determination Concepts and Cases.
4. Morris, Principles an Practice of Job Evaluation.
5. Tripathy- Personal Management and Industrial Relations.
6. Richer: I. Henderson, Compensation Management: rewarding, performance in the Modern Organization.
7. G.K. Suri, Wage Incentives: Theory and Practice.

**MASTERS OF BUSINESS ADMINISTRATION
(INDUSTRY INTEGRATED)**

4th Semester

Common Papers for All Specialization's

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

STRATEGY IMPLEMENTATION
Paper Code: N4A

UNIT-I

INTRODUCTION; Meaning and Nature of Strategy Implementation, Contrast and Interdependence of Strategy Formulation and implementation, Operationalizing the Strategy – Annual Objective Developing Business and Functional Strategies, Developing and Communicating Concise Policies.

UNIT-II

INSTITUTIONALIZING THE SYSTEM; Structural Considerations- Simple and Functional Organizational Structures, Divisional Organizational Structure, Strategic Business Units Matrix Organization. The role of Structure-linking Structure to Strategy, Organizational Leadership-Role of the Chief Executive Officer, Organizational culture-the Strategy-culture connections and its managing, Establishing Strategic Controls, Operational Control systems, Monitoring performance and Evaluating Deviations, Reward Systems, Motivating Execution and Control.

UNIT-III

FUNCTIONAL STRATEGIES; Developing Key Functional Strategies in marketing in relation to product (or Service), Price, place and Promotion, Key Functional Strategies in Finance in relation to capital acquisition, capital allocation, Dividend and working capital management, Mergers and acquisitional policy, Issues involved in Research and Design and Production/operations decision areas, functional strategies in personnel employee recruitment, selection and orientation career development and counseling, performance evaluation and training and development, compensation, labour/union relations, Discipline, control and evaluation.

UNIT-IV

REVIEW AND EVALUATION; Process and Criteria of Evaluation of the Strategy, the case method of study- Meaning and kinds of cases, preparation and role of the Instructor in case discussion, the strategic management audit, Financial Analysis for strategic management.

SUGGESTED READINGS:

1. Fred R.David, Strategic management, McMillan Publishing Company New York.
2. John A. Pearce II, Richard B.Robinson Jr., 'Strategic Management, Strategy Formulation and Implementation' AITBS publishers and distributors Regd. Delhi.
3. Luis Ma.R.Calingo, 'Strategic Management in the Asian context, A case book in business policy and Strategy John Willey & Sons, New York
4. S.B. Budhiraja and M.B. Athreya, Cases in Strategic Management, Tata Mac Graw Hills Publishing Company, New Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

BUSINESS LEGISLATIONS
Paper code:

UNIT – I

The Indian Contract Act, 1872: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

UNIT- II

The Sale of Goods Act, 1930; rights of an unpaid seller; the negotiable instruments act 1881: nature and types; negotiation and assignment; holder-in-due course, dishonor and discharge of a negotiable instrument; arbitration.

UNIT – III

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares.

UNIT – IV

Membership; Borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and cyber laws.

SUGGESTED READINGS:

1. Avtar Sing, Company Law, Eastern, Lucknow
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M.Tripathi, Bombay
3. Ramaiyam, A. Guide to the Companies Act, Wadhwa, Nagpur
4. Shah, S.M., Lectures on Company Law, N.M.Tripathi, Bombay
5. Tulisian P.C. Business Law, TMH, N.Delhi.
6. Tuteja, S.K., Business Law for Managers, Sultan Chand, New Delhi

1.) Sales &Marketing (SM)

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

SALES AND DISTRIBUTION MANAGEMENT
Paper Code:

UNIT – I

Sales and Distribution Strategy; Sales Management; Personal Selling ; Theories of selling; Sales and Recruitment and selection of sales person, compensation and motivation of sales force.

UNIT –II

Monitoring and performance evaluation; sales displays; sales meetings, sales contests; quotas; sales territories; sales budgeting and control.

UNIT – III

Participants in distribution system; role and function of intermediaries; designing the distribution channel; conflict and power in the channel.

UNIT – IV

Selection and motivation of the intermediaries; distribution analysis, control and management; distribution logistics; distribution costs, control and customer service.

SUGGESTED READING:

1. Anderson, Rolph E, Professional sales Management, TMH Publishing Co. Ltd.
2. Futsell, Sales Management, Thomson Learning, Bombay.
3. Gupta, S. L, Sales and Distribution Management, Excel Books, New Delhi.
4. Rosenbollen, Bert, Marketing Channels: A Management View, The Dryden Press, Thomson Learning, Bombay.
5. Stern, Louis W, El-Ansary Adel J and Coughlan Anne, Marketing Channels, PHI, New Delhi.
6. Still Richard, Cundiff Edward and Govon Norman, Sales Management; Decisions, Strategies and Cases, PHI Pvt. Ltd. New Delhi.

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

INTERNATIONAL MARKETING
Paper Code:

UNIT-I

Nature of International Marketing process; domestic versus international marketing; global marketing; benefits, tasks & challenges of IM; controllable versus uncontrollable factors in international marketing; International marketing environment; WTO framework and the international marketer; barriers facing international marketer; international marketing mix.

UNIT-II

Understanding foreign consumers; international marketing research and information system; foreign market entry strategies; international product development; international market segmentation and product positioning; packaging and branding decisions; international PLC model.

UNIT-III

Alternative channels of international distribution; channel selection; counter trade; transfer pricing; international advertising and development of global brands; major problems and challenges of international advertising; aspects of international sales management; web marketing.

UNIT-IV

Price quotations and terms of sale; basic export procedures and documentation; cargo Insurance; Methods of financing and means of payment.

SUGGESTED READINGS:

1. OAK ONKVISIT and J.J. SHAW, International Marketing, Prentice Hall of India, New Delhi.
2. P.R. EATEORA, International Marketing, Irwin, Chicago.
3. S. MAJARO, International Marketing, A Strategic Approach to World Markets, George Allen and Unwin, London.
4. S.J. PALIWODA and M.J. THOMAS, International Marketing, Butter worth-Heinemann, Oxford.

External Marks: 60
Internal Marks: 40
Time : 3 hrs.

Brand Management
Paper Code:

UNIT-I

Understanding of Branding and its functions, Competitive advantage and market share, Brand & Product Management. The Marketing plan, Traditional Brand Management and Brand Knowledge-CBBE Model.

UNIT-II

Branding Strategy, Competitive Positioning, Brand Elements, Brand Equity, Marketing for Brand Equity, Managing and Measuring Brand Equity, Brand Extension, Consumers and their Brands.

UNIT-II

Brand Asses, designing the brand, brand essence or brand positioning, brand meaning, map, the brand mantra, the marketing mix aligned, brand elements, brand identities, brand building, brand mix: Product (private Label), promotion (Event Marketing), Product (Launch, brand valuation), Promotion (Advertising), Pricing and price promotion, product (Brand elements), place.

UNIT-IV

Strategies and tools, dynamics of successful brand management, cultural change, companies and competitors change, managing product extensions and hierarchies, global branding, brand communities.

Text Books: Strategic Brand Management, 2nd Edition, Kevin Keller, Prentice Hall

2.) Financial Services & Banking (FSB)

External Marks: 60

Internal Marks: 40

Time : 3 hrs.

MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS

Paper code:

UNIT-I

Indian Financial System: Money Market and its instrument; capital market and its different segments; New issue market; stock exchanges; trading and settlement procedure; NSE; OTCEID.

UNIT-II

Development Banking; Operational and Financing policies of Development Banks including IDBI, ICICI, IFCI, IRBI & SIDBI, Project Appraisal Techniques of Development Bank; NBFCs - Management and control; Reserve Bank of India: Objective, functions and its monetary and credit policy.

UNIT-III

Commercial Banks: Evolution, Structure, Growth and Progress of Indian Commercial Banks, Public and Private Sector Banks, Management of Liquidity, Profitability and NPA; Banking operations; retail banking and corporate banking; Innovations in banking operations

UNIT-IV

Credit Rating; Role and Function of credit rating agencies, Mutual Funds – Meaning, Types of Mutual Funds, Organisation and Structure of MF in India; SEBI guidelines regarding formation role and function of Assets Mgt. Companies, Pricing of Mutual Funds Products. Its Accounting Polices, Disclosure practices and SEBI guidelines

SUGGESTED READINGS:

1. Capital Issue Lists and Merchant Banking, Dhankar JC, Sky Lark Publishers, New Delhi.
2. Financial Institution and market, LM Bhole, Tata McGraw Hill, New Delhi.
3. Financial Markets and Services, Natrajan & Gordon, Himmalya Publishing House.
4. Indian capital Market, V.A. Avadhani, Himalya Publishing Services, Bombay.
5. Indian Financial System, MY KHAN, Tata McGraw Hill, New Delhi.
6. Merchant Banking, JC Verma, Bharat Law House, New Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INTERNATIONAL FINANCIAL MANAGEMENT
Paper Code:

UNIT-I

Finance function in a multinational firm; institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments.

UNIT-II

International working capital Management: Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

UNIT-III

International Investment: International portfolio versus direct investment; factors and benefits of portfolio investment; international CAPM; determinants of volume, composition and direction of direct investment; capital budgeting for foreign direct investment; assessing and managing political risk.

UNIT-IV

International aspects of Raising Capital: Strategic considerations in euro-equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing;

SUGGESTED READINGS:

1. BUCKLEY. A, Multinational Finance, Prentice-Hall of India, New Delhi.
2. MAURICE D. LEVI, International Finance, McGraw-Hill, NY.
3. P.G. APTE, International Financial Management, TATA McGraw-Hills, N.Delhi.
4. SHAPRO.A.C. , Multinational Financial Management, Prentice-Hall, N Delhi.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

MANAGEMENT OF INSURANCE COMPANIES
Paper Code:

UNIT-I

Nature and scope of insurance; general principles and type of insurance, types and sources of risk, alternative approaches to risk management, risk versus exposure, risk identification-perception of risk, identification of the operative clauses or perils, exposure analysis-use of measures of dispersion and probability distributions in risk quantification.

UNIT-II

Concept of service marketing: nature of insurance markets , marketing research and demand analysis, types of insurance e-products, buying motives in insurance market. Pricing, positioning and promotion of insurance products, distribution channels including direct setting of insurance products, marketing programme for insurance companies, marketing costs and control, special problems of marketing of insurance products.

UNIT-III

Nature & types of insurance operations, effectiveness of efficiency of insurance operations, aspects of supply chain management, developing customer focus in insurance operations. Job design and BPR, measuring efficiency of operations, quality assurance and control, insurance strategy-formulation and implementation.

UNIT-IV

Service design and delivery strategy, distribution strategy, factors affecting effective delivery, organizational design and structuring of insurance operations. Information system and data base management system for insurance operations, insurance software packages-elementary knowledge of SCM, CRP and CRM packages, trends in e-business and online insurance.

3.) Retail Management (RM)

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

STORE LOCATION, DESIGN AND VISUAL MERCHANDISING

Paper Code:

Unit I

Store Location – Importance of store location – Types of store locations – Isolated or freestanding location – Unplanned shopping centers – Planned shopping centers – Store location and retail strategy – Selecting the store location – Market area analysis – Effect of demographic, economic, cultural, demand, competition and infrastructural factors.

Unit II

Trade Area Analysis – Size and shape of trading areas – Defining the trade area – Reilly's law – Huff's probability model – Index of retail saturation theory – Site evaluation and selection – Estimating the potential – Selecting the specific site.

Store Design and Visual Merchandising

Unit III

Objectives of a good store design- creating a store image – creating a buying environment- Store exteriors – Store interiors – Store layout design – Types Grid – Racetrack- Free Form – Feature areas – Space planning – Location of departments – Location of merchandise within departments: use of Plano grams.

Unit IV

Visual Merchandising – concept – role and influence as a communication tool – Merchandise presentation techniques – Idea oriented presentation – Style / item presentation – Colour presentation – Price Lining – Vertical merchandising – Tonnage merchandising – Frontage presentation – Store fixtures / furniture.

Store Atmospherics – Visual communications – Lighting – Colour, Music, Scent – Displays and POPs.

Suggested Readings

1. Retail Management – Michael Levy and Barton A. Weitz Tata McGraw Hill, Fifth Edition, 2004.
2. Retail Management – ICFAI Centre for Management Research Publication.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

RETAIL SELLING AND CUSTOMER SERVICE

Paper Code:

Retail Selling

Unit I

Role of Personal selling in retail promotion mix – role of retail sales person – retail selling process – preparing for the customer – prospecting the customer – approaching the customer – presenting the merchandise demonstrating – handling objections – up selling – cross selling – making the sale.

Unit II

Relationship selling – building customer relationships – Skills required for the retail sales person – evaluation of the retail sales person – conversion rate – sales per hour – use of time standards.

Customer Service

Unit III

Significance – customer service strategies – customer evaluations of service quality – role of expectations – perceived service – situations leading to satisfactory and unsatisfactory customer experience – Gaps model for improving quality of retail services – Knowledge gap – standards gap – delivery gap – communications gap – service recovery.

Unit IV

Developing the right customer service level – cost of customer service- competitive analysis – store characteristics – income level of target market – customer’s wants and needs – supplier customer service levels.

Suggested Readings

1. Retail Management – Michael Levy and Barton A. Weitz, Tata McGraw Hill, Fifth Edition, 2004.
2. Retail Management – ICFAI Centre for Management Research Publication
3. Integrated Retail Management (Indian Adaptation) – James R. Ogden and Denise T. Ogden – Biztantra, 2005.

External Marks: 60

Internal Marks: 40
Time: 3 hrs.

SUPPLY CHAIN MANAGEMENT, RETAIL INFORMATION & LOGISTICS
Paper code:

Unit I

Introduction to supply chain management – evolution – functioning – evolving structure – participants – aligning the supply chain with business strategy. The retail distribution channel – participants in the distribution channel – types of channels – channel relationships.

Unit II

Supply chain operations – Planning – five links in the chain – demand forecasting – product pricing – Inventory management.

Supply chain operations – Sourcing materials and products – procurement, credit and collections, products design, production scheduling, facility management.

Supply chain operations – Deliveries and returns – order management, delivery scheduling, the reality of returns, outsourcing supply chain operations.

Unit III

Measuring performance – Supply chain metrics – customer service metrics – Internal efficiency metrics – demand flexibility metrics – products development metrics.

Unit IV

Technology and supply chain coordination: Information systems – inventory management systems – developing supply chain systems.

Suggested Readings

- 1 Supply chain management in the retail industry – Michael Hugos and Chris Thomas, Wiley Publishers, 2005.
- 2 Supply Chain Management "Strategy, Planning and Operations – Sunil Chopra and Peter Meindl, Prentice Hall, 2004.

4.) International Business (IB)

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

INTERNATIONAL MARKETING
Paper Code:

UNIT-I

Nature of International Marketing process; domestic versus international marketing; global marketing; benefits, tasks & challenges of IM; controllable versus uncontrollable factors in international marketing; International marketing environment; WTO framework and the international marketer; barriers facing international marketer; international marketing mix.

UNIT-II

Understanding foreign consumers; international marketing research and information system; foreign market entry strategies; international product development; international market segmentation and product positioning; packaging and branding decisions; international PLC model.

UNIT-III

Alternative channels of international distribution; channel selection; counter trade; transfer pricing; international advertising and development of global brands; major problems and challenges of international advertising; aspects of international sales management; web marketing.

UNIT-IV

Price quotations and terms of sale; basic export procedures and documentation; cargo Insurance; Methods of financing and means of payment.

SUGGESTED READINGS:

1. OAK ONKVISIT and J.J. SHAW, International Marketing, Prentice Hall of India, New Delhi.
2. P.R. EATEORA, International Marketing, Irwin, Chicago.
3. S. MAJARO, International Marketing, A Strategic Approach to World Markets, George Allen and Unwin, London.
4. S.J. PALIWODA and M.J. THOMAS, International Marketing, Butter worth-Heinemann, Oxford.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

FOREIGN TRADE POLICY AND PROMOTION
Paper code:

OBJECTIVE: The objective of this course is to acquaint students with India's foreign trade policy framework and infrastructural support available to Indian firms for promoting foreign trade.

UNIT – I

Policy Framework for India's foreign trade in pre- and post- liberalisation era; Export-Import Policy, Thrust area commodities; Policy on project exports and joint ventures, Tariff structure reforms, Reforms in banking and financial sectors, Liberalized foreign exchange regime; Foreign investment policy; Multilateral and bilateral agreements.
Trade Controls in India – Foreign Trade (Development and Regulation) Act, Import and export control orders, Import export licensing system

UNIT – II

Infrastructural support for India's foreign trade: Policy formulating, consultative and deliberative bodies; Export promotion councils, Commodity boards and product development authorities; Support organizations and services – IIFT, ITPO, Export Inspection Agencies, Indian Council of Arbitration, FIEO; Commercial representatives abroad; State Governments and their role in trade promotion; Canalization policy and role of public sector organizations.

UNIT – III

Export Promotion Schemes and Instruments: Export incentives: Fiscal and financial incentives; Export Promotion Zones (EPZs); 100% Export Oriented Units (EOUs); Scheme of export houses, trading houses, star trading and super-star trading houses.

UNIT – IV

Foreign Trade Financing and Insurance Schemes: Pre- and post-shipment export credit schemes, Import financing schemes; Role of EXIM Bank and commercial banks; Export credit and foreign exchange covers, Export Credit and Guarantee Corporation (ECGC), Financial guarantees.

SUGGESTED READINGS:

1. Balagopal T. A. S., Export Management, Himalaya Publishing House, Bombay.
2. Cherunilam, Francis, International Trade and Export Management, Himalaya Publishing House, Bombay.
3. Export Import Policy Documents
4. Varshney, R. L. and Bhattacharya B., International Marketing : Indian Perspective, Sultan Chand and Sons, New Delhi.
5. Verma, M. L., International Trade, Vikas Publishing House Pvt. Ltd., Delhi.

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

INTERNATIONAL FINANCIAL MANAGEMENT

Paper Code:

UNIT-I

Finance function in a multinational firm; institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments.

UNIT-II

International working capital Management: Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

UNIT-III

International Investment: International portfolio versus direct investment; factors and benefits of portfolio investment; international CAPM; determinants of volume, composition and direction of direct investment; capital budgeting for foreign direct investment; assessing and managing political risk.

UNIT-IV

International aspects of Raising Capital: Strategic considerations in euro-equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing;

SUGGESTED READINGS:

1. BUCKLEY. A, Multinational Finance, Prentice-Hall of India, New Delhi.
2. MAURICE D. LEVI, International Finance, McGraw-Hill, NY.
3. P.G. APTE, International Financial Management, TATA McGraw-Hills, N.Delhi.
4. SHAPRO.A.C. , Multinational Financial Management, Prentice-Hall, N Delhi.

5.) Information Technology (IT)

External Marks: 50
Time: 3 hrs.

OBJECT-ORIENTED PROGRAMMING USING C++ (Theory)

Paper Code:

UNIT-I

Object-Oriented Concepts. Object and Classes, Links and Associations, Inheritance and Multiple Inheritance, Grouping Constructs, Polymorphism, Encapsulation.

UNIT-II

Object Modelling, Dynamic Modelling, and Functional Modelling, Object-oriented system Development

UNIT-III

C++ Language: Classes and Objects, Functions, Constructors and Destructors, Overloading, Type Conversions, Inheritance.

UNIT-IV

Extending Classes, Pointers, Virtual Functions and Polymorphism, Input-Output Operations.

SUGGESTED READINGS:

1. Tarbo C++, Lafore, Gagotia
2. OOAD, Booch, Add Wesley
3. C++ 3C , Strostrup, Addison Wesley
4. OOPS, Rumbagh, PHI
5. OOPS with C++ , Balaguruswamy, TMH

Practical Marks: 50

OBJECT-ORIENTED PROGRAMMING USING C++ (Lab)

Paper Code:

Lab:

Programming in C++ on above defined syllabus.

External Marks: 50
Practical Marks: 50

Time: 3hrs.

PROGRAMMING IN ORACLE

Paper Code:

UNIT-I

Introduction to Oracle: DBMS, tools of oracle: SQL*PLUS.PL/SQL, Forms, Reports, SQL vs. SQL * PLUS, data types in oracle, data definition language, data Manipulation language, transaction control and data control language.

UNIT-II

SQL functions, operators, joins, queries and sub queries, constraints.

UNIT-III

Database Objects: Synonym, sequence, view and index; abstract data types, varying arrays, nested tables, concept of locks and types of locking.

UNIT-IV

Introduction to PL/SQL: Advantages, PL/SQL block, declarations, executable commands: conditional logic, loops, go to statements; concept of exception handling Database triggers.

Lab: Programming in Oracle on above defined syllabus.

SUGGESTED READINGS:

1. Lemme & Colby, Implementing and Managing Oracle Databases, Prentice Hall of India, New Delhi.
2. Loney, ORACLE 8i: The Complete Reference Tata McGraw Hill, New Delhi.
3. Morrision, Enchanced Guide to 8i, Thomson Learning, Bombay.
4. Page, Special Editions using Oracle 8/8i, Prentice Hall of India, New Delhi.
5. Phillip J.Pratt, Guide to SQL, Thomson Learning, Bombay.

External Marks: 60
Internal Marks: 40
Time: 3hrs.

SOFTWARE ENGINEERING
Paper Code:

UNIT-I

Concept of software engineering, software characteristics, software metrics and models: process and product metrics, size metrics (Mc Cable's Cyclomatic Complexity); Halsted theory, function point analysis.

UNIT-II

Software Development: Phases, process models, role of metrics and measurement, software quality factors, cost estimation, COCOMO, project scheduling, quality assurance plans, project monitoring plans.

UNIT-III

System design, design objectives, effective modular design (functional independence coupling, cohesion), design tools and techniques, prototyping, structured programming.

UNIT-IV

Coding verification, monitoring and control, testing, testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

SUGGESTED READINGS:

1. Fenton & Pflieger, Software Metrics, Thomson Learning, Bombay.
2. Ghezzi, Fundamentals of Software Engineering, Prentice Hall Of India, N.Delhi.
3. Jalote, An Integrated Approach to Software Engineering, IMH.
4. Leon & Leon, Software Engineering, Vikas Publishing House, New Delhi.
5. Menachem, Software Quality, Vikas Publishing House, New Delhi.
6. Pressman, Software Engineering, A Practitioner's Approach, McGraw Hill.
7. Rajib Mali, Fundamentals of Software Engineering, Prentice Hall of India. N.Delhi.
8. Sommerville, Software Engineering, Addison Wesley.

6.) HUMAN RESOURCE (HR)

External Marks: 60
Internal Marks: 40

Time: 3 hrs.

TRAINING AND DEVELOPMENT

Paper Code:

Unit I

Training Objectives- importance- training principles training and development plan- setting up of training programme.

Unit II

On- The- Job Training Technique- Features- advantages disadvantages- on- the job coaching, conference, career planning & guidance, critical incident, committee assignment, job rotation and assistant to position/ under study.

Unit III

Off- the- Job Training Technique- features applications lecture method- Conferences- group discussion- seminar- programmed instruction- sensitivity- case studies- role play- simulations- special assignment- multiple management for junior boards- syndicate sabbaticals.

EVALUATION- significance- different evaluation technique.

Unit IV

Organisational Development

Concept- nature origin- unique characteristics- OD, Process- diagnosis action- program management- OD Interventions- Classifications- team intervention- inter group- comprehensive- structural.

Unit V

OD training T-Group- behaviour modeling- life and career planning. OD strategies- action research requirements for successful OD implementation- Evaluation.

Suggested Readings

1. The art of Training and Development- set six volumes- Leslierae.
2. Management of Manpower Training & Development- Dharma Vira Agarvala.
3. Management of Manpower Training & Development- J M Dewan.
4. Organisational Development- Wendell. L. French Cecil H. Bell JR
5. Organisational Design, Change, and Development Text, Cases & Reading- M.E.Rao & VSP Rao.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

ORGANISATIONAL DEVELOPMENT
Paper Code:

Unit I

Defination- History of Organisation Development- Need for Organisation Development- Nature and Scope- Underlying assumptions and values in Organisation Development.

Unit II

Operational Components- diagnosis component, action component, process maintenance component- Organisational climate.

Unit III

Process of Organisation Development- on going interactive process- Applied Behavioural Science- Normative Reeducative Strategy of changing- Planned intervention strategies and tactics.

Unit IV

Planned change- Laboratory Method- Survey research method- Action research method, Managerial grid- Management By Objectives (MBO)- Quality Circles (QC).

Unit V

Organisational Development Intervention- team intervention, inter group intervention, interpersonal and group intervention and comprehensive intervention- Critical Evaluation- Future Prospects.

Suggested Readings

1. Margulies, Newton, Raja and P. Anthony: Organisational Development, Values, Process and Technology.
2. Harvey Donald F. and Brawn R. Donald: An Experimental Approach to Organisational Development.
3. Bekhard, Richard, Organisational Development: Strategies.
4. Bennis, and Mo Warren G. Organisational Development: 1st Nature, Origins and Prospects.
5. Schen in Edge H. Process Consultation: It's Role in Organisational Development.

External Marks: 60
Internal Marks: 40
Time: 3 hrs.

HUMAN RESOURCE ACCOUNTING AND AUDIT
Paper Code:

Unit I

Human Resource Accounting: Concept and Postulates, Basic Accounting Knowledge- Accounting as an Information System for managerial control.

Unit II

The basic conceptual approaches to Human Resource Accounting- Methods and Techniques. Implementation in the Indian context- practical difficulties involved.

Unit III

Human Resource Audit: Introduction- Basic Concepts- components- Element of good HRD.

Unit IV

HRD and HR Audit: HRD Strategies- styles and culture- structured systems.

Unit V

HRD Audit methodology and issue: HRD audit methodology- Instruments- Writing the HRD audit report for Business Improvement- The Indian Experience.

Suggested Readings

1. Eric Flamholty- Human Resource Accounting.
2. Rensis L Kert- The Human Organisation.
3. Edwin H Caolan and – Human Resources Accounting past, present future- Steohen Laandekish.
4. T.V. Rao- HRD Audit