

ALLAHABAD STATE UNIVERSITY, ALLAHABAD

**MASTER OF BUSINESS ADMINISTRATION (MBA)
TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME**

ORDINANCES

(Effective from 1st & 2nd Semester 2017-18 & 3rd & 4th Semester 2018-19)

1. The degree of MBA of Allahabad State University shall be conferred on graduates who have completed prescribed course of study for not less than four semester spread over two academic years and have passed the examination as prescribed under the relevant ordinances.

2. The method of teaching adopted shall be combination of lectures and seminars by the faculty and guest speakers, case discussions, students, presentation, use of audio-visual devices, computers etc.

3. The minimum qualification for admission shall be a bachelor's degree examination in any faculty of Allahabad State University or any other university in India or abroad recognized or equivalent thereto. The candidate securing pass in the final examination of the following institutes shall also be eligible for admission:

The Institute of Chartered Accountants of India. The Institute of Cost & Works Accountant of India The Institute of Company Secretaries of India.

4. Candidate for admission to the MBA programme shall be selected under two separate schemes (Scheme I & Scheme II).

5. The total number of seats including Scheme I & Scheme II will be 30 (Thirty).

Scheme –I

1.1 Under this scheme there will be (Thirty) 30 seats out of which following reservations will be followed:

SC candidates 21%

ST candidates 2%

OBC candidates 27%



1.2 Admission under this scheme will be strictly restricted in the order of merit. Merit list will be prepared on the basis of marks obtained in the written test.

1.3 For written test applicant shall have to appear in the test conducted by the university or any other agency nominated by the university or State Government for this purpose. The admission notice of the university will include necessary details in this connection.

1.4 The schedule of fee to be paid for each year shall be 40,000/-. Refundable caution money (to be paid only at the beginning of the first semester) Rs. 500/-. In addition to the above, semester examination fee will be payable separately as per university rules. No installment payment will be allowed under any circumstance.

1.5 The fees for the I and II semester/ III semester and IV semester shall be due for payment at the beginning of the I and III semester respectively.

Scheme II

II.1 Under this scheme there are 4 (Four) seats for foreign nationals/ non resident Indians/ NRI/industrialists sponsored candidates. The applicants shall be required to submit, along with the application form, any of the following documents, as may be applicable, for the candidature:

(a) Proof of the nationality in case of foreign nationals.

(b) Proof of the status in case of NRI. For the purpose either of the following documents shall be considered as a proper proof:

(i) Copy of the non-residential card/ employment card issued by the employer.

(ii) Photocopy of the immigration/ employment visa entry on the passport along with the details of the passport.

(iii) Certificate issued by Indian embassy/ high commission in the country where the NRI is residing.

(iv) Photocopy of the latest assessment order of the income tax authorities either in India or the country of employment filled in the status of non-residential Indian.

(c) Certificate of sponsorship from NRI in the case of a sponsored Indian national along with proof of NRI status of sponsor.

(d) Proof of industrialist's status and certificate of sponsorship in case candidates sponsored by Indian Industrialists.

11.2 There is no admission test under the scheme – II and selection for admission shall be made on the basis of their relative merit as determined from their academic records.



For determining the relative merit of the candidate, a 400- point scale should be used and the formula for the positioning a candidate on the scale shall be as under:

Percentage of marks of high school (or equivalent) plus (+) twice the percentage of the intermediate (or equivalent) plus (+) twice the percentage of marks of graduation. In such cases where grades are awarded instead of absolute marks, a multiplier factor of 0.95 shall be used to convert into percentages. If any seat of the above category falls vacant, it will be treated as general and will be filled in from amongst general candidates.

11.3 Candidate granted admission under this scheme shall be required to pay an annual consolidated fee of Rs. 60,000/- in Indian currency (if it will not cover university examination fee, boarding & lodging, medical, travel and other personal expenses).

5. The student admitted under both scheme (i.e. scheme I and II) shall be governed by the same ordinances and the rules relating to attendance, courses of study, examination etc.

6. No student will permitted to pursue any other course of study or take up an employment during the tenure of this programme.

7. No candidates shall be allowed to appear in the semester examination unless she/he has appeared in class tests and attended at least 75% of the lectures in each paper of the semester.

8. The evaluation of the students shall be done on the basis of internal assessment and at the end of the written semester examination having a relative weightage of 30 & 70 in each paper.

A- a. The marks of internal assessment will be awarded on the following basis:

- (i) Marks of the three tests 20 marks
- (ii) (ii) Assignments/ Seminars 5 marks
- (iii) (iii) Class participation/ attendance and general discipline 5 marks
- (iv) Total 30 marks

Marks obtained in the —Internal Assessment|| as regular student by the candidates of all categories shall remain unchanged and shall be counted in the computation of result.

A-b. Duration of end of the semester written examination at the carrying 70 marks in each paper shall be of three hours.

B- A candidate will be declared to have passed a semester examination if she/ he secures not less than 40% marks in each individual paper and 50% marks in the aggregate.



C- The final result of the candidates shall be declared on the basis of combined results of all semester examination.

A candidate securing 60% or more marks or above will be awarded first division and candidates securing 50% more but less than 60% marks in the aggregate will be placed in II division. Students securing below 50% will be declared as fail.

9. The following categories of students shall be eligible for the facility of improvement/ back paper:

1.a Candidates who are declared passed in a semester examination.

1.b Candidate who pass in individual papers but fail in the aggregate.

Or

Candidates who fail in not more than two papers including Viva-Voce in a semester examination provided they obtain 50% marks in the aggregate.

2.a Candidate of category 9.1(a) who wishes to improve his/her result can reappear only in one paper in which he/ she has secured the lowest marks in the next regular examination of that semester but not thereafter.

2.b Candidate of category 9.1. b shall be promoted to the next semester but he/ she may be permitted to reappear in not more than those two papers in which he/ she has secured the lowest marks along with all the papers of the examination of the semester of which he/she is a regular candidate but not thereafter. However such candidate has also option to appear as a casual candidate in the examination of the semester concerned.

10. A candidate who fails in a regular semester examination or fails to clear back paper, shall be permitted to appear in the semester examination as casual student only on the completion of his prescribed course of study. Such students shall be treated as parripassue with regular students of the semesters.

11. The MBA Programme shall consist of the course structure and detailed syllabus prescribed in the annexure 1.

12. After the examination of the second semester and before the commencement of the third semester every student shall have to undertake professional training in business, industrial or financial organizations. They have to go for training for a period of eight weeks and submit two copies of training report for evaluation at least two weeks before the commencement of third semester written examination.



13. The topic/ title of the project to be submitted by the students in the fourth semester shall be decided in consultation of the proposed supervisor in the beginning of the III semester. The project report shall be evaluated both by an external & internal examiner. (The supervisor shall be the internal examiner.)



SYLLABUS

(Effective from 1st Semester 2017-18)

MASTER OF BUSINESS ADMINISTRATION (MBA)

TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME

I SEMESTER

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
101	Management Principles and Process	70	30	100
102	Managerial Economics	70	30	100
103	Quantitative Methods	70	30	100
104	Business Environment	70	30	100
105	Fundamentals of Accounting	70	30	100
106	Computer Applications in Management	70	30	100
107	Business Laws	70	30	100
	Grand Total	490	210	700



MBA I SEMESTER

Code: 101 MANAGEMENT PRINCIPLES AND PROCESS

Objective: To acquaint the students with the basic concepts and principles of management and to develop skill to apply them in decision – making and problems solving situations:

Unit- I

Concept and significance of Management, Management as a Science or Art, Distinction between Management and Administration, Principles of Management, Schools of Management: Classical, Neo- classical and Modern School.

Unit- II

Planning: Nature, process, Types, Principles and Significance, Planning Vs Forecasting. Objectives: Meanings, Characteristics, Types and Importance of MBO. Decision- Making: Meaning and Significance, Types, Process, Rationale and Limitations.

Unit- III

Concept and process of Organizing, Organisation Structures and Design. Departmentation: Meaning, Need and Considerations, Span of Management. Authority: Meaning, Advantages and Limitations, Centralization and Decentralization of Authority.

Unit- IV

Direction: Meaning, Principles and Techniques, Coordination: Meaning, Importance and Principles, Coordination as an essence of Management. Controlling: Meaning, Characteristics and Steps.

SUGGESTED READINGS:

1. Drucker, Peter F., —The Practice of Management||, Harper Business.
2. Dwivedi, R.S., —Management – An Integrated Approach||.
3. Koontz, O. Donnell, —Principles of Management||, McGraw Hill.
4. Narayan, P.S. & Rao, V.S.P., —Management Concepts and Thoughts||, Advent Pub. Inc.
5. Prasad, L.M., —Principles and Practice of Management||, S.C & Sons.
6. Robbins, S.P., —Management||, Pearson.
7. Tripathi, P.C & Reddy, P.N., —Principles of Management||, Tata McGraw Hill.



MBA I SEMESTER

CODE: 102

MANAGERIAL ECONOMICS

Objective: The objective of this course is to acquaint the students with concepts and techniques used in Micro – Economics Theory and to enable them to apply this knowledge in business decision making.

Unit- I

Concept, Nature and Scope of Managerial Economics. Law and Nature of Demand, Demand Analysis, Elasticity of Demand, Indifference Curve Analysis, Demand Forecasting for new and established Product. Theory of firm: Profit Maximization, Sales Maximization.

Unit- II

Law of Returns and Production Functions, Least cost combination, Cost Concepts, cost Classifications; Economies and Diseconomies of Scale, Cost – Output relationship.

Unit- III

Price–Output decisions under different market conditions- Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non- Price Competition, Price Discrimination, Products Differentiation.

Unit- IV

Input- Output Analysis: Meaning, Assumptions, Techniques and uses, Social Cost Benefit Analysis. Business Cycles – Phases, Theories and Control of Business cycles, Concept and Measurement of National Income.

SUGGESTED READINGS:

1. Dwivedi, D. N., —Managerial Economics]], Vikash Publication.
2. Jhingan, M.L., —Micro – Economic Theory]], Pearson Publication.
3. Maheshwari, K.L., —Managerial Economics]], Vikash Publication.
4. Varshney&Maheswari, —Managerial Economics]], Sultan & Publication.
5. G.S Gupta, —Managerial Economics]], Himalaya Publication.



MBA I SEMESTER

CODE: 103

QUANTITATIVE METHODS

Objective: The objective of the course is to make the students familiar with basic statistical Techniques and their applications in managerial decision making.

Unit- I

A.P., G.P. & H.P. and their Managerial Application; Differentiation; An overview of Measures of Central Tendency; Measures of Dispersion: Range, Mean Deviation, Standard Deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

Unit- II

Correlation: Meaning and Types of Correlation, Karl Pearson and Spearman Rank Correlation; Regression: Meaning, Regression Equations and their application, Partial and Multiple Correlation & Regression: - An overview; Time Series Analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis.

Unit- III

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem; Probability Theoretical Distributions: Concept and application of Binomial, Poisson and Normal Distributions.

Unit- IV

Sampling Theory: Concept of Sampling, Sampling Design, Sample Size, Types of Sampling – Probability Sampling and Non-Probability Sampling, Advantages of Sampling, Limitations of Sampling.

SUGGESTED READINGS:

1. Shukla, S.N., —Business Mathematics]], SahityaBhavan Publication.
2. Gupta, K.L., —Business Statistics]], Navyug Publication.
3. Sharma, J.K., —Business Statistics]], Pearson Education, 2nd edition.
4. Srinivasa, G., —Business Mathematics and Statistics]], Jain book Publication.
5. Sharma, J.K., —Quantitative Methods: Theory and Application]], Jain book Publication.
6. Shukla, S.M. & Sahai, S.P., —Business Statistics]], SahityaBhavan Publication.
7. Arora, S.R., & Gupta, Kavita, —Business Mathematics]], July 2015 Edition, Taxman Publications, New Delhi



MBA I SEMESTER

CODE: 104: BUSINESS ENVIRONMENT

Objective: The aim of this paper is to acquaint the students with the Business Environment factors and to expose them to the latest changes in the scene of the country as well as the global business scenario.

Unit- I

Concept, Nature and Significance of Business Environment, Micro and Macro level Environment, Technique of Environmental Analysis; Socio-Cultural Environment: Culture and Business, Social Responsibility of Business.

Unit- II

Politico- Economic Environment: Forms of Government Intervention in Business, Economic System- Capitalistic, Socialistic and Mixed Economy; Economic Environment: Economic Planning, Functions of NITI Aayog, Current Five year Plan, Economic Reform, Industrial Policy, Monetary Policy, Fiscal Policy

Unit- III

Legal Environment: Consumerism, Consumer Protection Act 1986- Consumer Protection Councils, Competition Policy; Technological Environment: Technology Policy- Present Position of Technology Development in India; Impact of Technology on Business.

Unit- IV

International Environment: Foreign Investment Policy, Foreign Technology & Collaboration, Multinational Corporations, World Trade Organization, Foreign Exchange Management Act, Money Laundering.

SUGGESTED READINGS: 1. Ashwathappa, K., —Business Environment for Strategic Management]], Tata McGraw Hill.

2. Adhikari, M., —Economic Environment of Business]], Excel Book.

3. Cherunilam, Francis. —Business Environment]], Himalaya Publishing House.

4. Dutta&Sundaram, —Indian Economy]], S.Chand.

5. Prakash, J Rao, N. &Shukla M. B., —Administration of Public Enterprises]], Himalaya Publishing House.

6. Shukla, M.B., —Business Environment]], Taxmann's Publication.

7. Gupta, C.B. , —Business Environment]], Sultan Chand & Sons.

8. Kuchhal, S.C., —Industrial Economy of India]], Chaitanya Publication.



MBA I SEMESTER

CODE: 105 FUNDAMENTALS OF ACCOUNTING

Objective: The objective of this course is to provide an insight of Accounting Principles, Tools and Techniques and their uses in managerial planning, decision-making and control.

Unit- I

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.

Unit- II

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit- III

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit- IV

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; **Cash Flow Statement:** Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS:

1. Maheshwari S.N & Maheshwari S K, —A text book of Accounting for Management, Vikas Publication, 10th Edition.
2. Ambrish Gupta, —Financial Accounting: A Managerial Perspective, Prentice Hall, 4th Edition.
3. Narayanswami, —Financial Accounting: A Managerial Perspective, PHI, 2nd Edition.
4. Mukherjee, —Financial Accounting for Management, TMH, 1st Edition.
5. Banerjee, —Financial Accounting, Excel Books.
6. Dhamija, —Financial Accounting for managers, Prentice Hall.
7. Ramchandran & Kakani, —Financial Accounting for Management, TMH, 2nd Edition.

MBA I SEMESTER

CODE: 106

COMPUTER APPLICATIONS IN MANAGEMENT

Objective: To develop in students an appreciation of detailed working of Computers, different Software and Hardware systems available in the industry and it's utility to the business.

Unit- I

Computer: An Introduction, History & Generations of Computers, Computer use in Business, Computer Devices-Hardware & Software, Classification of Computer, Programming Languages & Packages, MS-DOS & Windows.

Unit- II

MS-Word: Meaning & Terminology of Word Processor, Editing & Formatting Document, Mail Merge, Inserting and Printing; MS-Excel: Basics, Editing Cell Contents, Commands for Worksheet/Workbook, Formulas & Functions, Charts; MS-PowerPoint: Steps, Tips and Physical Aspects of Presentation; Creating, Editing and Formatting a Slide, Power Point Views.

Unit- III

Data Processing: Meaning & Data Storage Hierarchy; File Management System- File Types, Organizations & Utilities; DBMS- Database Models, Components of DBMS; Flow Chart; Software Development Process.

Unit- IV

Data Communications and Computer Networks: Elements of Communication System, Data Transmission- Modes, Speed & Media; Network Topologies; Network Types- LAN, WAN & MAN; Internet: Basic Services, Use of Internet.

SUGGESTED READINGS:

1. Sinha, P.K., —Computer FundamentalsI, BPB Publications, Fourth Edition.
2. Brinda, S., SomeshwarRao K. &Srinivas V., —Fundamentals of Information TechnologyI, Kalyani Publishers, 2007.
3. Rayudu, C.S. &Chaitanya C.S., —Information Technology and ApplicationsI, Kalyani Publishers, First Edition, 2004.
4. Madan, Sushila, —Information TechnologyI, Taxmann's, Fourth Edition, Nov., 2007.
5. SrivastavaChetan, —Principles of Information TechnologyI, Kalyani Publishers, 2004.



MBA I SEMESTER

CODE: 107

BUSINESS LAWS

Objective: The objective of this course is to provide the students basic knowledge of important laws relating to business in brief.

Unit-I

Indian Contract Act, 1872- essentials of a Valid Contract, Void Agreements; Performance of Contracts and Its remedies. Quasi Contract, Indemnity, Guarantee, Contingency, Bailment and Agency.

Unit- II

The New Companies Act- 2013: Nature and Types of Companies. Formation.Memorandum and Articles of Association, Prospectus, Allotment of shares, Shares and share Capital.Membership.Borrowing Powers.

Unit – III

The Sale of Goods Act, 1930: formation of a contract, Rights of an unpaid seller. The Negotiable Instruments Act, 1881: Nature and Types, Negotiation and Assignment. Holder – in – due course, Dishonor and Discharge of Negotiable Instrument.

Unit- IV

Management and Meeting.Accounts and Audit, Compromise Arrangements and Reconstruction.Prevention of oppression and Mis-management.Winding up Consumer Protection Act and Cyber Laws.

**The students are required to study the latest amendments of the respective Acts.*

SUGGESTED READINGS:

1. Sheth, —Business Law|| Pearson Publication.
2. Singh, B.K. &Tiwari, A., —Business Regulatory Framework||, SBPD Publishing.
3. Gupta, O.P, —Business Regulatory Framework||, SBPD Publishing House.
4. Kapoor, N.D, —Company Law||, Jain Book Depot.
5. Aggarwal, S.K., Singhal, K., —Indian Business Laws||, Galgotia Publications



SYLLABUS

(Effective from 2nd Semester 2017-18)

MASTER OF BUSINESS ADMINISTRATION (MBA)

TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME

II SEMESTER

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
201	ORGANIZATIONAL BEHAVIOUR	70	30	100
202	RESEARCH METHODOLOGY	70	30	100
203	PRODUCTION AND OPERATIONS MANAGEMENT	70	30	100
204	MARKETING MANAGEMENT	70	30	100
205	FINANCIAL MANAGEMENT	70	30	100
206	HUMAN RESOURCE MANAGEMENT	70	30	100
207	COMPREHENSIVE VIVA-VOCE			100
	Grand Total	420	180	700



MBA II SEMESTER

CODE: 201 ORGANIZATIONAL BEHAVIOUR

Objective: To impart the students an understanding of behavioural components in the process of management & to develop an understanding of organizational and individual variants that effect organizations.

Unit-I

Concept of Organization: Nature & Types, Organizational Behaviour: Definition, Nature, Significance, Theoretical Foundation for OB, Disciplines that contribute to OB, OB Models, Challenges & Opportunities for OB.

Unit-II

Individual Behaviour in Organization: Perception, Attribution Theory, Attitudes, Components of Work related Attitude, Functions of Attitude, Opinions, Beliefs, Attitudes and Behaviour, Attitude Change and Management, Attitude Measurement. Job Satisfaction, Meaning and Importance of Job Satisfaction, Measuring Job Satisfaction, Major influences on Job Satisfaction, Motivation and Job Satisfaction, Outcome of Job Satisfaction

Unit-III

Personality Meaning, Types of Personality, Personality Theories, Personality Traits of Managers. Learning and Behavioural Modification, Meaning, Nature and Components of Learning, Learning Theories, Principles and Schedules of Reinforcement, Organizational Behavioural Modification, Limitations of Behavioural Modification. Motivation: Definition, Theories of Motivation, Content Theories and Process Application of Motivation Theories, Implications for Managers, Leadership, Theories of Leadership, Conflict & Negotiation, Meaning and Importance of Soft Skills.

Unit-IV

Organizational Culture: Definition, Functions, Creating & Sustaining Culture. Organizational Change: Concept, Forces for Change, Planned Change, Resistance to Change, Approaches to Managing Change.

SUGGESTED READINGS:

1. Robbins, Judge, Sanghvi, —Organizational Behaviorl, Pearson Prentice Hall
2. Luthans, Fred, —Organizational Behaviorl, McGraw Hill Education
3. Prasad, L.M., —Organizational Behaviourl, Sultan Chand & Sons.
4. Rao, V.S.P, —Organizational Behaviourl, Excel Books
5. Pareek, Udai, —Understanding Organizational Behaviourl, Oxford University Press.



MBA II SEMESTER

CODE: 202

RESEARCH METHODOLOGY

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

Unit-I

Research Methodology: Introduction, Objectives of Research, Types of Research, Research Approaches, Research Process, Defining the Research Problem, Literature Survey, Hypothesis, Testing; **Sampling Theory:** Introduction, Basic Principles, Sampling Plan, Sample Design, Sampling Techniques, Questionnaire Designing.

Unit-II

Methods of Data Collection, Data Analysis and Statistical Techniques: Tabulation of Data, Preparing data for Analysis, Examining Relationships and Trends using Statistics, Selecting an Appropriate Statistical Technique, Analysis of Data; Use of SPSS and other Statistical Software Packages

Unit-III

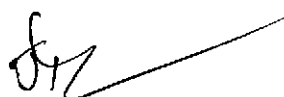
Advanced Techniques for Data Analysis: ANOVA, Factor Analysis, Scaling Techniques, Probable Errors, Testing of Hypothesis (z-Test, t-Test, etc.).

Unit-IV

Research Report Writing, Significance, Steps in Research Report Writing, Layout of Research Report, Types of Research Report, Mechanics of writing a Research Report, Presentations.

SUGGESTED READINGS:

1. Kothari, C.R., —Research Methodology: Methods & TechniquesI, New Age International Publishers, New Delhi.
2. Gupta, S.P., —Statistical MethodsI, Sultan Chand & Sons.
3. Sinha, K.K. —Business CommunicationI, Taxmann Publication.
4. Chawla, Deepak &Sodhi, Neena, —Research Methodology: Concepts & CasesI, Vikas Publishing House, New Delhi.
5. Bhattacharya, D.K., —Research MethodologyI, , Excel Books.



MBA II SEMESTER

CODE: 203

PRODUCTION AND OPERATIONS MANAGEMENT

Objective: To equip the students with the basic concepts and process of Production and Operations Management and to develop an understanding about the role of production and operations management.

Unit- I

Production and Operation Management, Meaning, Nature, Significance, Scope, Role and Functions, Types Layoff Manufacturing Systems, Continuous and Mass Production, Intermittent Production, Batch / Job – shop Production.

Unit- II

Plant Location, Plant layout, Product Design, Capacity Planning, Aggregate Planning, Scheduling and Sequencing in the context of continuous and Intermittent Systems, Line Balancing.

Unit- III

Inventory and Materials Management- Value Analysis, Waste and Scrap Disposal, Classification and Codification, Standardisation, Variety Reduction, Material Handling, JIT.

Unit- IV

Work Study , Job Design- Methods, Study , Work Measurement, Statistical Quality Control and TQM, ISO 9002, Industrial Safety and Safety Management , Maintenance Management. Different Quality standard organisation.

SUGGESTED READINGS:

1. Chunawalla, Patel, —Production and Operations Management]], Vikash Publication.
2. Goel& Gupta, —Production Management]], SahityaBhavan.
3. Moore, F.G. &Hendric, T.E., —Production and Operations Management]].
4. Prasad & Banerjee, —Production Management]], Himalaya Publication.
5. SaiKolli, —Product & Operations Management Essentials]], Research & Education Association.



MBA II SEMESTER

CODE: 204

MARKETING MANAGEMENT

Objective: To develop in students an understanding of the underlying concepts, strategies and issues involved in the marketing of product and services.

Unit- I

Marketing: Meaning, Nature, Scope and Importance, Market, Product, Marketing Management; Meaning: Marketing Concept: Product, Production, Sales, Marketing and Holistic Approach, Marketing Myopia, Customer Value, Ethics in Marketing; New issues in marketing - Globalisation, Consumerism, Green Marketing, Direct Marketing, Viral Marketing, Network Marketing, Event Marketing; Marketing Environment and Marketing Information System.

Unit- II

Market Segmentation, Targeting, and Positioning, Buying Behaviour, Buying Decision Process, Characteristic of Consumer and Organizational Markets.

Unit- III

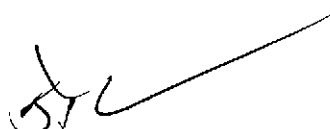
Product Decision-Product Mix, Product Line, Product Life Cycle, New Product Development, Branding and Packaging, Pricing Methods and different Pricing Strategies.

Unit- IV

Promotion Decision- Promotion Mix, Advertising, Publicity and Personal Selling, Media Selection, Sales Promotion, Channel Management, Marketing of E-Business.

SUGGESTED READINGS:

1. Kotler Philip, —Marketing Management||, Pearson Publication.
2. Ramaswamy V.S. & Namakumari S., —Marketing Management||, Macmillan Publishers India Ltd.
3. Sherlekar.S.A., —Marketing Management||, Himalaya Publishing House.
4. Varshney R.L. & Gupta S.L., —Marketing Management||, Sultan Chand & Sons.
5. Standon William J., —Fundamentals of Marketing||, McGraw Hill.



MBA II SEMESTER

CODE: 205

FINANCIAL MANAGEMENT

Objective: The purpose of this course is to help the students with the conceptual framework of Financial Management & its application under various environment constraints.

Unit- I

Financial Management: Meaning, Nature and Scope, Financial Goal: Profit Vs. Wealth Maximization, Finance Functions- Investment, Financial and Dividend decisions. Functions of Finance Manager in Modern Age.

Unit- II

Investment Decisions: Nature, Investment Evaluation Criteria- Net Present Value, Internal Rate of Return, Profitability Index, Payable Period, Accounting Rate of Return, N.P.V & I.R.R., Comparison, Capital Rationing, Risk & Uncertainty in Capital Budgeting.

Unit- III

Financial Decisions: Sources of Short Term Financing, Long Term Sources of Financing Concept & Approaches of Capital Structure Decisions-NI, NOI, Traditional & Modigliani Miller Approach. Leverage Analysis-Financing Operating and Combined Leverage & its implications, EBIT-EBS Analysis.

Unit- IV

Cost of Capital: Significance, Calculation of Combined Cost of Capital (Weighted), Cost of Equity and CAPM. Dividend Decisions: Relevancy and Irrelevancy Theory of Dividend Decision (Walter's Model, Gordon's Model & Modigliani Miller Model). Factors affecting Dividend Decision.

SUGGESTED READINGS:

1. Bhalla, V.K., —Financial Management and Policy]]. Pearson publications.
2. Chandra, Prasanna, —Financial Management]]. Tata McGraw Hills
3. Khan ,M.Y. & Jain P.K., —Financial Management]]. Tata McGraw Hills
4. Brigham F. Eugene, —Financial Management]]. Harcourt college publishers
5. Pandey, I.M., —Financial Management]]. Vikas publications
6. Sharma Sarita., —Financial Management]]. Neha Publishers & Distributers



MBA II SEMESTER

CODE: 206

HUMAN RESOURCE MANAGEMENT

Objective: The objective of the course is to familiarise the students about the different aspects of managing people in the organisations from the stage of acquisition to development and retention.

Unit-I

Concept, Objective, Functioning of HRM, Personnel Management V/s. HRM, HRM in Changing Environment, Challenges of HRM, Human Resource Planning process- Factor affecting HR Planning.

Unit-II

Career Planning, Job Analysis- Job Description, Job Specification; Method of Recruiting and Selecting Human Resources, Method of Human Resources Training and Development.

Unit-III

Induction and Socialization. Steps & Methods of Performance appraisal, Job Evaluation and Wages determination, Emerging concepts of HRM- Talent management, Employees Engagement, Knowledge management, Employer Branding.

Unit-IV

Employee welfare, Industrial Relation & Trade Unions, Grievance Management, Employees empowerment, Case Study in HRM.

SUGGESTED READINGS:

1. Ashwathappa, K., —Human Resource Management]], Tata McGraw Hill.
2. Flippo, E.D., —Principles Personnel Management]], Tata McGraw Hill.
3. Tripathi, P.C., —Personnel Management & Industrial Relation]], Sultan Chand & Sons.
4. Yoder & Dale, —Personnel Management & Industrial Relation]], Prentice Hall.
5. Dessler, G., —Human Resource Management]], Pearson Publication.
6. Chhabra. T.N., —Human Resource Management]], DhanpatRai Publication.
7. Memoria, C.B., —Personnel Management]], Himalaya Publication.

MBA II SEMESTER

CODE: 207

COMPREHENSIVE VIVA-VOCE

A handwritten signature in black ink, consisting of a stylized initial 'S' followed by a long horizontal stroke.

SYLLABUS

(Effective from 3rd Semester 2018-19)

MASTER OF BUSINESS ADMINISTRATION (MBA)

TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME

III SEMESTER

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
301	Entrepreneurship and Small Business Management	70	30	100
302	Strategic Management	70	30	100

Optional Group Papers

A	Elective-1: Marketing			
303 A	Advertising and Consumer Behaviour	70	30	100
304 A	Product and Brand Management	70	30	100
305 A	Industrial Marketing and Sales Management	70	30	100
306 A	Retail Business and Strategic Marketing	70	30	100

B	Elective-2: Finance			
303 B	Management of Financial Services	70	30	100
304 B	Financial Derivatives	70	30	100
305 B	International Financial Management	70	30	100
306 B	Goods & Services Tax	70	30	100



C	Elective-3: Human Resource Management			
303 C	Strategic Human Resources Management	70	30	100
304 C	Legal Framework Governing Human Relations	70	30	100
305 C	Management Of Industrial	70	30	100
306 C	Human Resource Development	70	30	100

D	Elective -4 : Information Technology			
303 D	System Analysis And Design	70	30	100
304 D	Telecommunications For Business	70	30	100
305 D	Securities And Control Information System	70	30	100
306 D	DBMS and Its Managerial Applications	70	30	100
307	Summer Training Report cum Viva-Voce			100

GRAND TOTAL				700
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Note: The Specialization group has been segregated into four functional areas of management. These areas are Marketing, Finance, Human Resource Management and Information Technology. The Students are required to select one group as Major having any three papers of the group, & one group as Minor having any one paper of the group.



MBA III SEMESTER

CODE: 301 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Objectives: To acquaint the students with the dynamics of entrepreneurship and related aspects along with various aspects and related issues to the management of small business units.

Unit- I

Entrepreneurship: Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.

Unit- II

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.

Unit- III

Management of Small Units, Brief Concept of Micro, Small and Medium Enterprise. Importance of small units and Government Policy relating thereto. Various specific issues related to Production, Marketing, Personnel, and Financial Management of small scale units.

Unit- IV

Reservation and concessions for small units, Industrial sickness and small units: Causes, prevention and remedies. Small business support services in India.

SUGGESTED READINGS:

1. Bhatiya, B.S. &Batra, G.S., —Entrepreneurship and Small Business Management]], Deep & Deep Publication Pvt. Ltd.
2. Shukla.M.B., —Entrepreneurship and Small Business Management]], KitabMahal.
3. Charantimath, —Entrepreneurship Development and Small Business Enterprise]], Pearson Publications.
4. Charantimath, —Entrepreneurship Development and Small Business Enterprise]], Pearson Publications.
5. Scarborough, Norman M., —Essentials of Entrepreneurship and Small Business Management]], Pearson Publications.



MBA III SEMESTER

CODE: 302

STRATEGIC MANAGEMENT

Objective: To impart an understanding of the comprehensive process of top management of a business enterprise so as develop the ability to analyze business problems and their solutions.

Unit-I

Nature, Objective and importance of Business Policy, Strategic Management: Definition, Models and Process, Strategy Formulation, Strategic Intent: Vision, Mission, Purpose and objectives, Top Management Strategy Formulation; Corporate Strategies: Growth/Expansion, Diversification, Stability, Retrenchment and Combination Strategy; Corporate Analysis, Resource based Approach, Value Chain Approach.

Unit-II

Environmental analysis and organization appraisal, Industrial Analysis, SWOT analysis, TOWS matrix, ETOP study, OCP; Tools and techniques of Strategic Analysis, Experience Curve, Core Competency, Competitive Advantage of a Firm, Strategic Alternatives, Strategic Choice

Unit-III

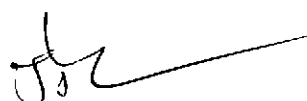
Strategic Planning: Concept and Process, Corporate Restructuring, Mergers and Acquisition, Strategic Alliances; Portfolio Analysis, BCG model, GE-9 Cell, Porter's Model: 5 Force and Diamond Model, Strategic Implementation, Activating Strategies, Structural Implementation, Functional Implementation, Behavioural Implementation.

Unit-IV

Strategic Information System, McKinsey 7S Model, Activity based costing, Strategy Evaluation, Strategic Control, Operational Control, Techniques of Strategic Evaluation and Control.

SUGGESTED READINGS:

1. KazmiAzhar, —Strategic Management & Business Policy]], Tata McGraw Hill.
2. Prasad L.M., —Strategic Management]], S.Chand& Sons.
3. Lynch Richard, —Strategic Management]], Pearson.
4. Pearce John A & Robinson Richard B, —Strategic Management]], McGraw Hill.
5. David Fred R, —Strategic Management]], Prentice Hall.



MBA III SEMESTER

CODE: 303A

ADVERTISING AND CONSUMER BEHAVIOUR

Objective: To acquaint the students with concepts and techniques of effective advertising Programme and Consumer Behaviour.

Unit –I

Advertising: Role In Marketing process, Legal, Ethical and Social aspect of Advertising, Advertising- Media Selection, Advertising Strategy, Creative Advertising, Creative advertising, copy Writing, Purchase Proposition, Unique Selling Proposition, Measuring Advertising Effectiveness, Advertising Agency and its role.

Unit-II

Stimulation of Primary and Selective Demand – Objective Setting and Marketing Positioning. Determination of Target Audience, Building of Advertising Programme – Message, Headlines, Copy Logo, Illustration, Appeal Layout, Campaign Planning, Media Planning, Budgeting, Evaluation.

Unit –III

Introduction to Consumer Behaviour, Consumer Behaviour and Marketing Strategy, Consumer Involvement and Decision-Making, Factors in the study of Consumer Behaviour – Lifestyle, Motivation, Attitude, Learning, Perception and Personality.

Unit-IV

Family, Groups, Social Class and Cultural Influence on Consumer Behaviour, Buying Behaviour Models, Application of Consumer Behaviour, Issues in formulation of Different Marketing Strategies.

SUGGESTED READINGS:

1. Aaker, Batra & Myers, —Advertising Management||, Prentice Hall.
2. Bennet, Peter, D. & Kes, H.H, —Consumer Behaviour||, Prentice Hall.
3. Hawkins, D.I, —Consumer Behaviour-Implications for Marketing Strategy, —Tata McGraw Hill.
4. Howard, John, A., —Consumer Behaviour in Marketing||, Prentice Hall College Div.
5. Mohan, Mehendra, —Advertising Management||, McGraw Hill.
6. Rathore, B.S., —Advertising Management||, Himalaya Publishing House.



MBA III SEMESTER

CODE: 304A PRODUCT & BRAND MANAGEMENT

Objective: To impart in-depth knowledge to the students regarding the theory and Practice of product and Brand Management.

Unit- I

Product-Basic Concepts, Classifications of Product Decisions, Managing Product issues, Packaging, Product Planning, Consumer Adoption Process, New Product Planning and Development, Concept and Product Testing, Test Marketing.

Unit- II

Creative Ideas, Designing and Pricing the Product Offer, Budgeting for Products, Special Issues in Product Management, Managing Product Support Services, Positioning Product Market Analysis.

Unit III

Basic concept of Brand, Brand identity, Brand Image, Brand Personality, Brand Loyalty and the connected issues, Brand Positioning, Repositioning, Brand Equity: Conceptualization and measurement.

Unit IV

Managing Brands: Brand Selection, Brand Creation, Brand Interventions and Brand Extensions, Brand-Product Relationship, Building Branding Strategies, Brand Licensing and Franchising, Global Branding.

SUGGESTED READINGS:

1. Moorthi, Y.L.R, —Brand ManagementI, Vikash Publication.
2. Baker, —Product Strategy and ManagementI, Pearson Publication, 2nd edition.
3. Chaudhari, Chetan&Marathe, Milind, —Product and Brand ManagementI, Nirali Publication.
4. Keller, —Strategic Brand ManagementI, Pearson Publication, 3rd edition.
5. Verma, Harsha, —Product ManagementI, Jawahar Book Centre.



MBA III SEMESTER

CODE 305A INDUSTRIAL MARKETING AND SALES MANAGEMENT

Objective: To lay a foundation for an understanding of the complex dimensions of the industrial marketing.

Unit-I

Nature and Scope of Industrial Marketing. Difference between Industrial Marketing and Consumer Marketing. Nature of Demand in Industrial Markets, Industrial Buyer Behaviour, Industrial Purchasing, Marketing Research and Market Information Systems, Segmentation and Positioning of Industrial Markets.

Unit-II

Technology and the Industrial Markets, Product Decisions and Strategies, Industrial Services, Industrial Pricing, Distribution and Channel Relationships, Logistics Management, Industrial Marketing Communication, Sales Force Management, Industrial Marketing Strategy, Planning and Implementation.

Unit-III


Sales Management – Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of sales Personnel, Evaluation and Controlling of Sales Efforts. Sales Organisation – Theory of Selling, Allocation of Sales Territory, Theories of Selling, Sales Forecasting and Sales Budgeting.

Unit – IV

Sales Distribution – Physical Distribution System, Factors affecting distribution system, Channels of Distribution, Logistics, Assessing performance of Marketing Channels, International Markets Channels, Channels intermediaries, Supply Chain Management, Assessing Performance of Marketing Channels, International Marketing Channels.

SUGGESTED READINGS:

1. Hill, Richard , —Industrial Marketing]], Richard D. Irwin Inc.
2. Shah, —Supply Chain Management]], Pearson Publication.
3. Seshadri/Anderson, —Business Market Management: Understanding, Creating Delivering Value]], Pearson Publication, 3rd Edition.
4. Chaubey, Shardul —Logistics Management]], Discovery Publishing House Pvt. Ltd., New Delhi.
5. Sople, —Logistic Management]], Pearson Publication, 2nd edition.
6. Vitale, —Business to Business Marketing: Analysis & Practices, —Pearson Publication.



MBA III SEMESTER

CODE 306A RETAIL BUSINESS AND STRATEGIC MARKETING

Objective: To focus on manufacturer's perspective on retailers and understanding of the retail business.

Unit-I

Nature and Scope of Retailing System; Retail Formats, Retail Structure, Retail Theories, Retail Mix: Social Forces, Economic Forces, Technological Forces and Competitive forces; Retailing Trends in India and Emerging Sectors, Effect of Inflation and Transport Companies on Indian Retail Marketing.

Unit-II

Strategies in Retail Business: Store Location, Retail Patterns- Creative Displays, Merchandise Planning, Stock Turns, Credit Management, Retail Pricing, Return on per Sq. Ft. of Space; Retail Promotions – Staying Ahead of Competitors, Retail Consumer Behaviour.

Unit-III

Supply Chain Management (SCM), Warehousing, Role of IT in SCM, Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Retail Equity, e-retailing and Future of Retail Business in India.

Unit-IV

Customer Relationship Management (CRM) and Market Situation Analysis, Market Leader Strategies, Expanding the Total Market, Protecting Market Share and Attacking Strategies, Market Follower Strategies, Market Niches Strategies, Balancing Consumer and Competitor Orientation.

SUGGESTED READINGS:

1. Fleming Peter, —Retail Selling, Pearson Publication.
2. Ghosal Gaurabh, —Retail Management, McGraw Hills Publication.
3. EILLM University Book- New Study Material.
4. Berman, —Retail Management: A Strategic Approach, Pearson Publication, 11th edition.
5. Gilbert, —Retail Marketing Management, Pearson Publication, 2nd edition..

MBA III SEMESTER

CODE: 303B

MANAGEMENT OF FINANCIAL SERVICES

Objective: To familiarize the prospective managers with the various financial services and Institutions and their role in the overall financial system.

Unit-I

Financial Systems and Markets: Concept, Nature, Types and Scope of Financial Services, Regulatory framework for Financial Services, Management of Risk in Financial Services, Fund based and Non-fund based activities of Financial Services.

Unit-II

Origin of Merchant Banking In India, Nature, Characteristics, Functions and Importance of Merchant Banking, Services rendered by merchant Bankers, Guidelines with regard to Registration, Capital Adequacy norms, and Code of Conduct for Merchant Bankers, Concept, Nature, Features, Importance, Functions, and Evaluation of Underwriting Business, SEBI Guidelines with regard to underwriting.

Unit-III


Nature, Objective and Features of Credit Rating, Functions of Credit Rating Agencies in India, Credit Rating Agencies in India, Factoring Services, Depositories. Introduction to Plastic Money (Debit & Credit Card).

Unit-IV

Other Financial Services: Lease Financing, Hire Purchase, Debt Securitisation, Venture capital, Mutual Funds, Consumer and Housing Financing, E-Banking. NEFT, RTGS and other online banking techniques.

SUGGESTED READINGS:

1. Avadhani, V.A., —Investment and Securities Market in India]], Himalaya Publication.
2. James, C. & Horne, Van, —Financial Market Rates and Flows]], Oxford University Press.
3. Khan, M.Y., —Indian Financial System]], Tata McGraw Hill.
4. Khan, M.Y., —Financial Services]], Tata McGraw Hill.
5. G., Rameshbabu, —Financial Services in India]], Concept Publishing House.



MBA III SEMESTER

CODE: 304B

FINANCIAL DERIVATIVES

Objective: To give the students an in-depth knowledge of the functioning of derivatives securities markets

Unit-I

Concepts and Types of Derivatives, derivative Market: Nature and its Function, Securities Exchange Board of India guidelines with regard to Derivatives Trading in India.

Unit-II

Financial Futures, Valuation of Forward and future Contracts, Use of Futures for hedging.

Unit-III

Nature and Types of Option Markets, Factors affecting Options, Prices, Stock Prices Behaviour Model, Hedging Trading Strategies. Exotic Options: Types and Valuation.

Unit-IV

Nature, Types, Mechanism and Valuation of SWAPS, Credit Risks: The nature of exposure, Reducing Default Risk. Commodity Derivatives, trading Practices of Derivatives in India

SUGGESTED READINGS:

1. Gupta, S.L., —Financial Derivativesl PHI Learning Pvt. Ltd.
2. Kotreshwar, G., —Insurance Derivativesl, Himalaya Publishing.
3. Janakiramanan, —Derivatives and Risk Managementl, Pearson Publishing House.
4. Madhumati, —Derivatives and Risk Managementl, Pearson Publishing House.
5. Mishra, Vishnupriya, —Financial Derivativesl, Excel Publication.
6. Kumar, S.S.S., —Financial Derivativesl, PHI Publications.



MBA III SEMESTER

CODE: 305B

INTERNATIONAL FINANCIAL MANAGEMENT

Objective: To introduce the students macro level picture of International financial system and how multinational corporations operate.

Unit-I

International Finance: Nature, Scope and Objectives, Domestic Vs. International Financial Management, Methods of International Investment- Direct and Indirect investment, Return and Risk in international investments. Balance of Payment and Policies.

Unit-II

International Monetary System-Nature, Components and Importance. International Capital Market- Main Instruments, Equity Market, Debt Market, Forming Optimum International Portfolio.

Unit-III

Foreign Exchange Markets, Exchange Rates-Spot and Forward Rates. Theories of Exchange Rates, Exchange risk, Exchange Rate Determination.

Unit-IV

International Financial Institutions- IMF, IBRD (World Bank), IFC, ADB, EXIM, Multinational Working Capital Requirements.

SUGGESTED READINGS:

1. Apte, P.G., —International Financial Management||, Himalaya Publication.
2. Avadhani, V.A., —International Financial Theory and Practice||, Himalaya Publication.
3. Bhalla, V.K., —International Financial Management||, Pearson Publication.
4. Douglas, W., —International Business Finance||, Palgrave Publication.
5. Henning, Pigott & Scott, —International Financial Management||, Pravger Publication.



MBA III SEMESTER

CODE: 306B

GOODS & SERVICE TAX

Objective: The objective of this subject is to expose the students to the various provision of Goods and Service Tax relating to business product and processing.

Unit I

Legislative background, Basic concept of GST- white paper on GST, Report of Empowered Committee on GST, constitutional provisions, liability under GST Act, Importance, Definition under GST, Difference between VAT and GST

Unit II

Central GST Council , State GST Council Composition Powers and Functions , Coordinating Activities and Agencies at Central and State level.

Unit III

Computation (GST Variants), Procedural aspects including registration, Rates of tax, Assessment, Input Tax Credit, Filling of Returns, Refunds, Audit, Appeals, Revision and Appearances. Appointment, jurisdiction and powers of authorities under GST.

Unit IV

Tax Structure , Grouping of Tax Rates, Implication.

Suggested Readings:

1. Datey, V.S., "Indirect Taxes law and Practice", Taxman Publication, (Dec. 2015)
2. Singhanian, Monica, Singhanian, Vinod, K., "Students Guide to Income Tax", Taxmann Publications Pvt. Ltd, (2015)
4. ArvindDubey, "A Student"s guide to Service Tax and Value Added Tax ", LexisNexis, (2013)
5. Mohd. Rafi, "Indirect Taxes", Bharat Law House, (2013)
6. Bare Act on GST and various Publication of Taxman on GST



MBA III SEMESTER

CODE: 303C

STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: To develop basic skills to deal with strategic issues related with Human Resource Management Practices.

Unit-I

~~Strategic Human Resource Management- Concept, Definition, Scope and Significance; Strategic Perspective In HRM- Traditional V/s. Strategic HRM, Linkage between Business Strategies and HRM practices, Human Resource Audit.~~

Unit-II

Human Resource Information System- Concept and Significance; Wage Differentials, Wage Structure, Wage Incentives and Fringe Benefits.

Unit-III

Changing role of ILO, Strategic Choice Theory of IR System and its Importance, Managing Union-free Organisation.

Unit-IV

Downsizing and Right sizing- VRS Management; Labour Administration in India, Emerging Issues- Managing Diversity at Workplace, Strategic Workforce Planning, Creativity and Innovation Management.

SUGGESTED READINGS:

1. Willey, V.R.K, —Strategic Approach to HRM]], Wiley eastern Ltd.
2. Mobey Christopher, —Strategic Human Resource Management]], Tata McGraw Hill.
3. Rao T.V, Verma K.K, —Alternative Approach on Strategies of HRD]], Rawat Publication.
4. Yoder & Dale, —Personnel Management & Industrial Relation]], Prentice Hall.
5. Dessler, G., —Human Resource Management]], Pearson Publication.
6. Ashwathappa, K., —Human Resource Management]], TMH.



MBA III SEMESTER

CODE:304C LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objective: To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Unit-I

Emergence and Objectives of Labour Laws, Need for Labour Legislation, Scope and Source of Labour Legislation, Principles of Labour Legislation, Interpretation of Labour Laws, Implications for Management, Union & Workmen.

Unit-II

Laws Relating to Labour Relations: The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1956, The Trade Unions Act, 1926.

Unit-III

Laws Relating to Social Insurance- Social Insurance & Social Assistance, The Workmen Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961, Paternity Benefits, Payment of Gratuity Act, 1972

Unit-IV

Wages and Remuneration: Definition, Types of Wages, Wage Policy & Wage Regulation Machinery, Wage Boards, Wage Legislations: The Minimum Wages Act, 1948—Payment of Wages Act, 1936—Equal Remuneration Act, 1976 *The students are required to study the latest amendments of the respective Acts.*

SUGGESTED READINGS:

1. Garg, K.C., Sareen, V.K., Sharma, Mukesh, Chawla, R.C., —Industrial Lawl, Kalyani Publishers
2. Sharma, A.M., —Aspects of Labour Welfare & Social Securityl , Himalaya Publishing House
3. Srivastava, S.C., — Industrial Relations & Labour Lawsl, Vikash Publishing House
4. Kapoor, N. D., —Handbook of Industrial Lawl, Sultan Chand & Sons
5. Relevant Bare Acts



MBA III SEMESTER

CODE: 305C MANAGEMENT OF INDUSTRIAL RELATIONS

Objective: To introduce the students to the conceptual and practical aspects of Industrial Relations at the Micro and Macro levels.

Unit-I

Industrial Relations: Definition, Nature, Scope, Objectives, Importance, Historical Evolution of Industrial Relation in India, Parties to Industrial Relations, Different Perspectives & Approaches, Role of State in Industrial Relations, Role of Management & Trade Unions, Present IR scenario in India.

Unit-II

Industrial Relations & Industrial Disputes, Reasons for Industrial Disputes & Industrial Conflicts; IR Mechanism to prevent industrial disputes & conflicts: Collective Bargaining, Tripartite & Bipartite Bodies, Ethical Codes & Standing Orders.

Unit-III

Management of Grievances, Concept and Causes of Grievances, Grievance Redressal Machinery, Objectives of Grievance Redressal Machinery, Salient Features of Grievance Redressal Machinery, Employee Discipline, Aspects & Objectives of Discipline, Types of Discipline, Disciplinary Action.

Unit-IV

Worker's Participation in Management: Concept, Objectives of Worker's Participation in Management, Forms of Workers' Participation in India, Factors influencing Participation, Employee Empowerment, Quality Circle, Industrial Relations & Technological Change, Industrial Relations & HRM.

SUGGESTED READINGS:

1. Mamoria, C. B., Mamoria, S, &Gankar, S. V. —Dynamics of Industrial Relationsl, Himalaya Publishing House
2. Venkataratnam, C. S. —Industrial Relationsl, Oxford Publications
3. Mishra, Abhishek —Industrial Relations: An Insightl, Quality Books & Publishers, Kanpur
4. Tripathy, P. C. —Personnel Management and Industrial Relationsl, Sultan Chand & Sons, New Delhi.
5. Munappa, Arun, —Industrial Relationsl, Tata McGraw Hill.



MBA III SEMESTER

CODE: 306C

HUMAN RESOURCE DEVELOPMENT

Objective: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Unit-I

Concept of Human Resource Development, Objectives, Role & significance of HRD in organization, Relation between HRD & Personnel or HRM functions, Attributes to HRD Managers.

Unit-II

HRD Matrix- Mechanism or HRD Sub- System, Process, Outcome of HRD, Organisational Effectiveness and model; HRD system Design Principles.

Unit-III

HRD Strategies, HRD Culture- OCTAPACE; Designing effective HRD Programs, Implementing HRD Program, Concept of HRD Audit.

Unit-IV

Management of Change, Trends in HRD- Balanced Score Card, Employees Counseling, Integrating HRD with Technology; HRD Challenges, and Selected Cases covering HRD practices in Indian Industries.

SUGGESTED READINGS:

1. Tripathi P.C., —Human Resource Development]], Sultan Chand & Sons.
2. Halder, U. K., —Human Resource Development]], Oxford University Press.
3. Rao, T.V., —Future of HRD]], Macmillan India.
4. Rao T.V., —Reading in human Resource Development]], Oxford and IBH.
5. Lynton, Rolf P. and Pareek, Udai, —Training for Development]], Vistaar Publication.
6. Rao T.V. and Pareek, Udai, —Designing and Managing Human Resource Systems]], Oxford and IBH.



MBA III SEMESTER

CODE: 303D

SYSTEM ANALYSIS AND DESIGN

Objective: To develop an appreciation of Analysis and Design of Computer Based Commercial Data Processing System.

Unit-I

Overview of System Analysis and Design: Business System Concepts, Characteristics of System, Elements of a System, Types of Systems, Systems Models, Categories of Information; Analysis; Design; Implementation-Post Implementation and Maintenance.

Unit-II

System Development Life Cycle: Introduction, Stages of SDLC, Project Selection, Feasibility Study- Feasibility Considerations, Economic, Technical & Behavioral Feasibility; Steps in Feasibility Analysis; Cost/Benefit Analysis: Introduction, Data Analysis, Cost and Benefits Categories.

Unit-III

System Requirement Specifications & Analysis: Fact-Finding Techniques-Interview, Questionnaire, Record Review, Observation; Structured Analysis- DFD, Data Dictionary, Decision Trees, Decision Tables; Detailed Design: Modularization, File Design, Data Structure, Types of Data Structure, Normalization.

Unit-IV

System Control and Quality Assurance: Software Design, Testing Plans, System Controls, Audit Trails; System Administration and Training: Training, Conversion, Conversion Plan; Hardware and Software Selection: Hardware Selection, Computer evaluation and measurement, Vendor Selection, Software Selection.

SUGGESTED READINGS:

1. Dr. Jawahar, —System Analysis and Design, Study Material.
2. Awad, Elias, M., —System Analysis and Design, Richard D. Irwin.
3. HawrySzkiewyez, I.T, —Introduction to system analysis and Design, PHI, New Delhi.
4. Macro, T.D., —Structured Analysis and System Specification, Yourdon Press.
5. Edward, Y., —Design of on-line Computer System, Prentice Hall.
6. Coad, Peter and Edward, Yourdon, —Object Oriented Analysis, Yourdon Press Computing Series.



MBA III SEMESTER

CODE: 304D TELECOMMUNICATIONS FOR BUSINESS

Objective: To introduce the concept of electronic markets- pace and electronic commerce among the potential information technology leaders.

Unit-I

The Information Technology: Concept of Global Village; Online Information Services; Electronic Bulletin Board System; Interactive Video; Communication Channels; Communication Networks.

Unit-II

Client/Server Computing: Communication Server; Digital Network; Electronic data interchange and it's application; Inter-Organization Information Systems; Application of Internet and Intranet in Business Organization.

Unit-III

E-Commerce: Evolution of E-Commerce, Nature, Feature & Need of E-Commerce, Essential Requirement of E-Commerce; E-Business: Introduction, E-Business and E-Commerce, Importance of E-technology in E-Business Communication.

Unit-IV

Authenticating HTML: Introduction, Basic Elements, Viewing HTML Document in Browser, Markup Tags, HTML Document Structure, HTML Style Suggestion, Building Blocks of HTML, Dot Com Companies vs. Brick and Mortar Companies.

SUGGESTED READINGS:

1. Keen, Peter & Cummins Michael, —Network in Action: Business Choices and Telecommunications Decisionsl, Wadsworth Publication.
2. Oberoi, Sandeep, —e-Security and Youl, Tata McGraw Hill Publishing Company.
3. Rich Jason, R., —Starting in E-commerce businessl, IDG Books.
4. Laquey, Tracy, —The internet Companion: A Beginner's Guide to Global Net-Workingl Addison Wesley Publication, 3rd edition, Feb, 1993.
5. Estabooks, Maurice, —Electronic Technologyl, Praeger Publication.

MBA III SEMESTER

CODE: 305D SECURITIES AND CONTROL INFORMATION SYSTEM

Objective: To familiarize the students with the Security and Control System use in the business world and internet programming for e-commerce.

Unit-I

Introduction to Security: Need for Security and Control, Internet Security, Security Issues, Major Threats to Computer System; Information Security: Need & Principles of Information Security; Security Policies; Computer Crime; Risk with Respect to Information Systems.

Unit-II

Types of Security: Physical Security- Threats to security, Physical access, Fire and Theft Protection, Environmental Hazards; Logical Security- Threats to Security, Access Control, Identification, Authentication, Authorization, Password Control; Data Security- Threats to Security, Backup and Recovery Strategies, Data Input/output Control.

Unit-III

Personal Security-Threats to Security, Protection from People, Protection of Employees; Internet/Intranet/Ethernet Security; Hardware and Software Security; Startup/Shut down procedures.

Unit-IV

Security Planning: Security Policies and Procedure, Risk and Security Policy, Security Management- Need, Significance; Business Continuity Planning; Security Audit.

SUGGESTED READINGS:

1. Tom Sheldon, Tim Petre, & Derek Atkins, —Internet SecurityI, New Riders Publications.
2. Cobb Stephen, —PC and LAN SecurityI, Tab Books.
3. SmanthaShurety, —E-business with Net CommerceI, Prentice Hall.
4. Madan, Sushila, —Informational TechnologyI, Taxmann's, 4th edition, Nov., 2007.
5. Nina Godbole, —Informations Systems Security, Security Management, Metrics, Frameworks and Best PracticesI, Wiley Publishers.



MBA III SEMESTER

CODE: 306D

DBMS AND ITS MANAGERIAL APPLICATIONS

Objective: To acquaint the students with basic skills in DBMS & SQL and Managerial applications using oracle in modern business analysis and management.

Unit-I

Introduction to Database & DBMS Software, Advantage and Disadvantage of a Database; Models: E-R Model & E-R Diagram, Hierarchical Model, Network Model, Relation Model; Normalization: First Normal, Second Normal Form and Third Normal Form.

Unit-II

SQL: SQL Language; DML Commands- Select, Insert, Update, Delete, Retrieving Data, Summarizing Data; Adding, Updating and Deleting Data to the Database; Simple Queries- Use of WHERE, Arithmetic comparison and Logical Operators, ORDER BY and Group Functions; Multiple Queries, Sub Queries; Views: DML Commands Table and View Create, Alter.

Unit-III

Refresher to Oracle RDBMS: Defining a database, Defining Columns and keys, Normalizing the Design, Minimizing Redundancy, Organization of data in Oracle; Oracle tools: SQL & PL/SQL Control Structures; Error Handling; Oracle Forms Module; Trigger and their types.

Unit-IV

Report: Meaning, Types of Report-Break Report, Master/detailed Report; Oracle Utilities; Exporting and Importing database Information; Report formulation; Leading data from foreign file.

SUGGESTED READINGS:

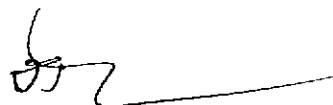
1. Navathe E, —Fundamentals of Database SystemsI, Pearson Education.
2. Bayross, Ivan, —SQL, PL/SQL the programming language of Oracle, BPB Publications.
3. Kumar Pranab and Gupta Das, —Database Management System, Oracle SQL and PL/SQL, PHI Publication.
4. Samanthan, Shurety, — E-Business with Net CommerceI, Prentice Hall (November 25, 1998).
5. Rich, Jason R., —Starting an e-Commerce BusinessI, IDG Books.
6. Keen, Peter & Marc MC Donald, —The e-Process Edgel, Tata McGraw Hill.



MBA III SEMESTER

CODE: 307

SUMMER TRAINING REPORT CUN VIVA-VOCE

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MBA III SEMESTER

CODE: 307

SUMMER TRAINING REPORT CUN VIVA-VOCE

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SYLLABUS

(Effective from 4th Semester 2018-19)

MASTER OF BUSINESS ADMINISTRATION (MBA)

TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME

IV SEMESTER

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
401	Corporate Management	70	30	100
402	Management Information System	70	30	100
403	Indian Ethos and Values	70	30	100

Optional Group Papers

A		Elective-1: Marketing		
Code	Subject	Marks		
404 A	International Marketing	70	30	100
405 A	Marketing of Services	70	30	100

B		Elective-2: Finance		
Code	Subject	Marks		
404 B	Security Analysis And Portfolio	70	30	100
405 B	Corporate Tax Management	70	30	100



C	Elective-3: Human Resource Management			
Code	Subject	Marks		
404 C	Organizational Change And Intervention Strategies	70	30	100
405 C	Management Training And Development	70	30	100

D	Elective –4 : Information Technology			
Code	Subject	Marks		
404 D	Business Process Reengineering And ERP	70	30	100
404 D	Multimedia Management	70	30	100
406	Comprehensive Viva-Voce			100

GRAND TOTAL				700
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Note: In MBA Fourth Semester, students are required to select two specialized areas as selected in third semester (Major & Minor). The Major will comprise of all two papers of the group and Minor will have only one paper of the group.

MBA IV SEMESTER

CODE: 401

CORPORATE MANAGEMENT

Objective: To equip the students with the skills for decision making at top level of management.

Unit- I

Professional Management- Nature, Scope and Importance. Role of Professional Management in Corporate Sector. Company Management and Control. Managerial Remuneration. Role of financial Institutions in Corporate Management, Their Shareholding and Management Control.

Unit- II

Corporate restructuring, Nature , Scope and Importance Mergers and Acquisitions – Nature, Scope and importance, Present status of mergers and acquisitions in India. Nature, scope and importance of governing Board. Chief Executive and Board.

Unit-III

Turn-around management, Nature, Scope and importance, Turnaround Strategies in India
Multinational Corporations: Nature, Objectives, Scope and Importance, Working of MNCs in India.

Unit- IV

Corporate Governance. Nature, Objectives, Scope and Importance Committee Recommendations, Corporate Governance Practices in India, Management discussions and Analysis: Nature , Objectives, Scope and Importance, MDA Reporting in India.

SUGGESTED READINGS:

1. Joshi, Vasudha, — Corporate Governance: The Indian Scenario, Foundation Books
2. Shukla, M.B & Gupta, Ranjita, —Corporate Management: Principles and Practice, KitabMahal
3. Singh, M.K., — New Concepts in Corporate Management, Globus Press
4. Dube, Indrajit, —Corporate Governance, Lexisnexis
5. Das, S.C., —Corporate Governance in India: An Evaluation, PHI Publication



MBA IV SEMESTER

CODE: 402 MANAGEMENT INFORMATION SYSTEM

Objective: To acquaint the students with the basics of Information technology and related aspects.

Unit- I

Management Information System: The system approach and system view of business, Introduction to the process of MIS Development, Management Process and information needs- Planning, Organizing and Control.

Unit- II

Management Information System Design- Defining the problem, set system objectives, Determining information needs, sources, Development and selection of alternative design, Purpose of the Gross Design Report, Conversion of manual MIS into computed MIS.

Unit- III

Information system for Design- making, Basic Information System related to Finance Production, Marketing and Human Resources. MIS and Decision Making, Phases of Decision- Making process.

Unit- IV

MIS Support at each of the phase of Intelligence, Design and Choice, Programmed VS. Non-Programmed decisions and MIS support to them. Expert system and Decision Support System, Implementation of MIS: Stages of Implementation, Evaluating the system- various criteria of evaluation, maintenance of the system.

SUGGESTED READINGS:

1. Murthy, C.S.V., —MIS (Text, Cases and Applications)l, Himalaya Publishing House, 10th edition, 2009.
2. Gupta, Hitesh, —MIS (An Insight), —International Book House Pvt. Ltd.l, First edition, 2011.
3. Gupta, A.K., —MISl S. Chand Co. Ltd., First edition, 2000.
4. Murthy, C.S.V., —MISl, Himalaya Publishing House, First edition, 2010.
5. Chatterjee, Indrajit, Management Information Systems, Jawahar Book Centre.

