


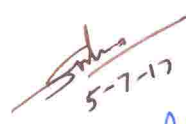



**DR. RAM MANOHAR LOHIA AVADH UNIVERSITY**  
**FAIZABAD**  
**DEPARTMENT OF BUSINESS MANAGEMENT AND**  
**ENTREPRENEURSHIP**

**Ordinance Governing MBA (Full-Time) Programme**

- 1.1 This Ordinance applies to the Department of Business Management and Entrepreneurship of Dr. R. M. L. Avadh University, Faizabad and implemented from the session 2017-18.
- 1.2 The degree of Master of Business Administration (MBA) of Dr. Ram Manohar Lohia Avadh University, Faizabad shall be conferred on the students who have pursued the prescribed programme of study and have cleared 101 credits as prescribed under this Ordinance.
- 1.3 The entire MBA programme shall be spread over four semesters and each semester shall consist of 15 weeks for studies and 2 weeks for examination. In addition there shall be a Summer Internship of 6 to 8 weeks between the first and second year.
- 1.4 The fee charged from the students of MBA programme shall be as approved by the Finance Committee of Dr. R. M. L. Avadh University, Faizabad on the recommendation of the Departmental Committee.
- 1.5 The method of teaching adopted shall be a combination of Lectures, Tutorials, Practical which includes Seminars, case discussions, student presentations, use of audio-visual aids, computers etc.
- 1.6 As a part of faculty development activities, the University shall arrange to regularly send the teachers for further training and development, Industrial visits, refresher courses and participation in conferences, seminars and workshops in India and abroad.
- 1.7 The Choice Based Credit System (CBCS) and Grading System for evaluation shall be as laid down in the Ordinance.

  
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## Admission Criteria & Evaluation

2.1 The number of students to be admitted in the MBA programme shall be 60. In addition there shall be 10% supernumerary seats for armed forces personnel.

2.2 The armed forces personnel whose applications are recommended by the concerned Commanding Officer shall be granted admission on the basis of their relative performance in an interview.

2.3 The candidates for admission to the MBA programme shall be selected through a State/National / International level aptitude test which may consist of both written as well as oral components.

2.4 The eligibility of a candidate to apply for admission to MBA Programme shall be either a Bachelor's degree Under Scheme (10+2+3) in any discipline from any University with minimum 50% marks for General & OBC category candidates and 45% marks for SC/ST Category candidates OR a Pass certificate of final examination conducted by Institute of Chartered Accountants of India, Institute of Cost and Works Accountants of India.

2.5 Reservation: the prevailing Government rules of reservation shall apply in admission.

3.1 **Course Structure:** - MBA (full time) with dual specialization shall consist of four Semesters viz semester first, second, third and fourth.

3.2 The candidates shall study eight courses out of the prescribed nine courses in the first semester and seven courses out of the prescribed eight courses in the second semester. In addition, there shall be a comprehensive Viva-Voce in the second semester.

3.3 The candidates shall study three compulsory courses (out of four courses prescribed) and two elective area courses from each chosen area of specialisation in the third and fourth semesters. In addition there shall also be a Summer Internship Project (SIP) in the third semester and a comprehensive Viva-Voce in the fourth semester.

3.4 The examination for odd semesters shall ordinarily be held in the month of December, and for even semesters in the months of May.

3.5 The date (s) of the commencement of the examination as well as last date for receipt of the examination form and fees will be decided by HoD/ Registrar/COE/VC and it will be notified by the Registrar/COE of the University.

3.6 Every candidate shall be examined in the courses as laid down in the syllabus prescribed and approved by academic bodies of the University.

3.7 The semester end examination shall constitute 70% weightage of evaluation. Questions for this examination shall be set by a panel of examiners approved by the Board of Studies. Duration of each such examination shall be three hours. The scheme of examination shall ensure that no student has to appear for examinations in more than two courses on any single day.

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**3.8** The continuous internal assessment shall constitute 30% weightage of evaluation and shall be based on factors such as class tests, participation in seminars, case discussions and group activities, quizzes, individual and group presentations, written assignments, term courses, class participation, co-curricular and extracurricular activities and attendance.

**3.9** It shall be the duty of the Teacher teaching a particular course to conduct internal assessment. In case more than one teachers are sharing the teaching work in a course, each teacher shall evaluate independently and a weighted average would be taken.

**3.10** Students with less than 75% attendance in a course shall not be eligible to appear in the End Semester Examination. However, in exceptional cases the Dean/Head/ Director/Coordinator may grant a relaxation in required percentage of attendance by not more than 15 % on the basis of genuine reason. Relaxation in attendance may be allowed to students who get placed and the employer desires for early joining during the fourth semester. However, such students shall be required to complete assignments and other requirements of internal evaluation in consultation with the respective faculty members.

**3.11** MBA programme shall be a combination of

- (a) Credit per Courses: 3 Credits
- (b) Summer Internship Project (SIP) shall have 4 credits
- (c) Comprehensive viva-voce shall have 5 credits

**3.12** (i) Viva-Voce will conducted by a panel of two examiners

- (a) One external
- (b) One internal

(ii) Practical/Tutotial/Sessional exams will be conducted by the subject teacher

(iii) The project will be evaluated jointly by two examiners.

- (a) One external
- (b) One internal

**3.13** The candidate will present the project report before the panel of examiners, faculty members and all the student of the same semester. This panel of the examiners will evaluate candidates on the basis of presentation of the project report and queries answered by them. The marks shall be awarded confidentially only by the panel of examiners.

**3.14** A candidate shall be required to secure not less than 50 percent marks in aggregate in each semester and not less than 40 percent marks in each course in order to pass the examination.

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**3.15** One credit shall be visualized as a combination of three components – Lecture (L) + Tutorials (T) + Practical (P). A course can have either one or all of these components for fulfilling the credit requirements. 15 hours of lectures shall make one credit. If a course is of 3 credits, then the different credit distribution patterns in L:T:P format shall be 3:0:0 or 1:2:2 or 2:0:2 or 2:2:0

**4.1** All the candidates who have appeared in the second semester examination will be promoted to third semester with the condition that they will be allowed a maximum of four back courses of the first year.

**4.2** Those candidates who have secured less than 50 percent in aggregate and have cleared all the course can select any two courses of the same semester for appearing to complete 50 percent in aggregate.

**4.3** A candidate who has failed will be allowed to reappear in the remaining courses of the first and second semester examination along with the next year odd and even semester examination. Special back courses exam will be arranged for the student who have failed in MBA III & IV Semester. While candidate shall be exempted from reappearing in sessional, project report, training report, Viva-Voce practical in which he has obtain at least pass marks.

**4.4** The internal assessment award of a candidate, who fails in any semester examination, shall carry forward to next examination.

#### MBA I Semester

| Sl. No. | Name of Course  | No. of Credits | Course Code |
|---------|---|----------------|-------------|
| 1       | Principles of Management                                  | 3              | MB101       |
| 2       | Accounting & Financial Analysis                           | 3              | MB102       |
| 3       | Marketing Management                                      | 3              | MB103       |
| 4       | Organisational Behaviour                                  | 3              | MB104       |
| 5       | Business Mathematics & Statistics for Managerial Decision | 3              | MB105       |
| 6       | Computer Application and Management Information System    | 3              | MB106       |
| 7       | Professional Communication                                | 3              | MB107       |
| 8       | Business Ethics, Governance & Sustainability              | 3              | MB108       |
| 9       | Open Elective   | 3              |             |
|         | <b>Total (Any Eight Courses)</b>                          | <b>24</b>      |             |

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### MBA II Semester

| Sl. No. | Subject   | No. of Credits | Course Code |
|---------|---|----------------|-------------|
| 1       | Human Resource Management                       | 3              | MB201       |
| 2       | Financial Management                            | 3              | MB202       |
| 3       | Research Methodology                            | 3              | MB203       |
| 4       | Managerial Economics                            | 3              | MB204       |
| 5       | Quantitative Techniques                         | 3              | MB205       |
| 6       | Operations Management & Supply Chain Management | 3              | MB206       |
| 7       | Business Environment                            | 3              | MB207       |
| 8       | Comprehensive Viva-Voce                         | 5              | MB208       |
| 9       | Open Elective                                   |                |             |
|         | <b>Total (Any Seven Courses + Viva-Voce)</b>    | <b>26</b>      |             |

### MBA III Semester

| Sl. No. | Name of Course   | No. of Credits | Course Code |
|---------|--|----------------|-------------|
| 1       | Operations Research  | 3              | MB301       |
| 2       | International Management   | 3              | MB302       |
| 3       | Management Accounting  | 3              | MB303       |
| 4       | Open Elective  | 3              |             |
| 5       | Elective -1.1  | 3              | (annexed)   |
| 6       | Elective -1.2  | 3              | (annexed)   |
| 7       | Elective -2.1  | 3              | (annexed)   |
| 8       | Elective -2.2  | 3              | (annexed)   |
| 9       | Summer Internship & Project (SIP)  | 4              | MB312       |
|         | <b>Total (any three courses from Sl.No. 1 to 4 + any two electives comprising of two courses each)</b> | <b>25</b>      |             |

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### MBA IV Semester

| Sl. No. | Subject  | No. of Credits | Course Code |
|---------|--|----------------|-------------|
| 1       | Strategic Management   | 3              | MB401       |
| 2       | Total Quality Management   | 3              | MB402       |
| 3       | Entrepreneurial Development & Project Management   | 3              | MB403       |
| 4       | Open Elective  | 3              |             |
| 5       | Elective -1.3  | 3              | (annexed)   |
| 6       | Elective -1.4  | 3              | (annexed)   |
| 7       | Elective -2.3  | 3              | (annexed)   |
| 8       | Elective -2.4  | 3              | (annexed)   |
| 9       | Comprehensive Viva-Voce  | 5              | MB412       |
|         | <b>Total (any three courses from SL.No. 1 to 4 + any two electives comprising of two courses each)</b> | <b>26</b>      |             |

#### Notes and Explanation:

Having chosen a specialization area, for example Finance, Marketing, Human Resource Management or IT the student is to compulsorily select any two electives (called electives area) having two subjects in each semester.

#### 5.1 Elective Courses for Program:

The students shall have to select any two of the following elective groups available in the particular program being pursued by the student.

1. Finance
2. Marketing
3. Human Resource Management
4. Information Technology

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### MBA III Semester Elective Courses

| Elective Courses                 | Credit | Course Code |
|----------------------------------|--------|-------------|
| <b>Finance</b>                   |        |             |
| Risk Management & Derivatives    | 3      | MB304       |
| Management of Financial Services | 3      | MB305       |
| <b>Marketing</b>                 |        |             |
| Sales Management                 | 3      | MB306       |
| Advertising Management           | 3      | MB307       |
| <b>Human Resource Management</b> |        |             |
| Industrial Relations             | 3      | MB308       |
| Human Resource Development       | 3      | MB309       |
| <b>Information Technology</b>    |        |             |
| Enterprise Resource Planning     | 3      | MB310       |
| Web Technology & E-Commerce      | 3      | MB311       |

### MBA IV Semester Elective Courses

| Elective Courses                   | Credit | Course Code |
|------------------------------------|--------|-------------|
| <b>Finance</b>                     |        |             |
| Financial Institutions & Market    | 3      | MB404       |
| International Financial Management | 3      | MB405       |
| <b>Marketing</b>                   |        |             |
| Services Marketing                 | 3      | MB406       |
| International Marketing            | 3      | MB407       |
| <b>Human Resource Management</b>   |        |             |

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| Labour Legislation in India            | 3 | MB408 |
| Group Dynamics & Industrial Psychology | 3 | MB409 |
| <b>Information Technology</b>          |   |       |
| Relational Data Base Management System | 3 | MB410 |
| System Analysis & Design               | 3 | MB411 |

6.1 Passing marks of each Course will be calculated separately for theory and sessional/practical.

## 6.2 Computation of SGPA and CGPA

The CGPA will be calculated every semester except the first semester. The grading system is with the following letter grades and grade points scale as given below:

| Level                   | Outstanding | Excellent           | Very Good           | Good                | Above Average       | Average             | Poor                | Fail   |
|-------------------------|-------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------|
| Letter Grade            | A+          | A                   | B+                  | B                   | C                   | D                   | E                   | F      |
| Grade Point             | 10          | 9                   | 8                   | 7                   | 6                   | 5                   | 4                   | 00     |
| Score (Marks) Range (%) | $\geq 90$   | $< 90$<br>$\geq 80$ | $< 80$<br>$\geq 70$ | $< 70$<br>$\geq 60$ | $< 60$<br>$\geq 50$ | $< 50$<br>$\geq 40$ | $< 45$<br>$\geq 40$ | $< 40$ |

Gaurav Arora Endowment Gold Medal will be awarded to the candidate who has secured first position in final examination in first attempt.

Rajeev Ranjan endowment Gold Medal will be awarded to the candidate who has secured first position in Marketing group in final examination in first attempt

7.1 With a view to enlist the cooperation of Professional Bodies, Industries and Business, an Advisory Council of distinguished persons drawn from wide ranging areas under the Chairmanship of the Vice-Chancellor shall be constituted to advise on policy matters in consultation with the HoD.

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7.2 A candidate must pass all the semester examination for the concerned course within the duration of the course plus two years i.e. four years from the date of his/her admission to the first semester of the course failing which he will be deemed to be unfit for the concerned course.

### 8.1 Computation of SGPA and CGPA, and issue of Grade Card / Transcript

The Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) will be computed as follows:

**a) Semester grade point average (SGPA)**

The Semester grade point average (SGPA) is a weighted average of the grade points earned by a student in all the Courses credited and describes His/her Academic Performance in a Semester. If the grade points associated with the letter grades awarded to a student are  $g_1, g_2, g_3, \dots, g_n$  in  $n$  courses and the corresponding weights (or credits of the courses) are  $w_1, w_2, w_3, \dots, w_n$  the **SGPA is given by:**

$$\text{SGPA} = (g_1.w_1 + g_2.w_2 + g_n.w_n) / (w_1 + w_2 + \dots + w_n)$$

**b) Cumulative Grade point average (CGPA)**

The Cumulative grade point average (CGPA) indicates the overall academic performance of a student in all the courses registered up to and including the latest completed semester term. It shall be computed in the same manner as the SGPA, considering all the courses (say,  $n$ ) and is given by:

$$\text{CGPA} = (g_1.w_1 + g_2.w_2 + \dots + g_n.w_n) / (w_1 + w_2 + \dots + w_n)$$

Whenever a student is permitted to repeat or substitute a Course, the new letter grade replaces the better of the old and new letter grades in the computation of the CGPA.

9.1 The detailed syllabus of all courses shall be updated on a continuous basis and notified by the Head/Director/Coordinator at the beginning of every academic session.

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**MBA I Semester**  
**MB101 PRINCIPLES OF MANAGEMENT**

**Course Objectives:**

The objective is to develop understanding about management as a science and to familiarize students with basic management concepts and different functions.

**UNIT:-I**

Concepts and significance of management: Management as a science or an art: as a Profession and distinction between management and profession: Ethics in managing and the social responsibility of Managers, universalities of management: Evolution of management science, Contributory factors to the development of the management Principles (i) classical Schools – Bureaucracy, Scientific management, administrative management, (ii) Neoclassical school -system and contingency approaches.

**UNIT:-II**

- Nature, process, types, significance and limitation of planning. Management by objectives, Planning premises and forecasting meaning and types of planning premises; meaning, nature and techniques of forecasting decision making- meaning and significance of rational decision making process and its limitations.

**UNIT:-III**

Concept of organization as a process, as a structure of relationship and as a system. Scope of organizing activities, factors influencing organization. Department and assignment of activities- meaning, need, and pattern of department, consideration in assignment of activities to various departments, span of management, Managerial authority and responsibility- meaning and features of managerial activities, sources of authority. Acceptance of authority, nature, features and types of responsibilities delegation, decentralization of authority, meaning and aspects of delegation, principles of delegation obstacles of actual delegation: centralization and decentralization, advantages of decentralization, Authority relationship -meaning and types of authority relationship, line and staff authority, types of staff and measures to strengthen staff influence in the chain of commands.

**UNIT:-IV**

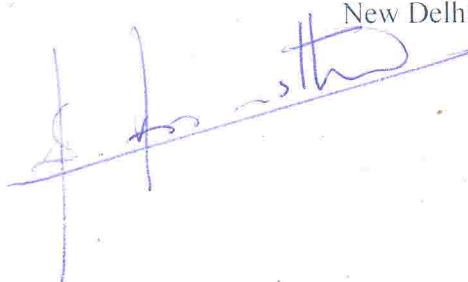
Meaning and characteristics of leadership, theories of leadership and participation, communication and meaning, importance, types and techniques of communications, barriers to communications measures of effective communications.

**UNIT:-V**

Controlling-meaning, characteristics, steps in controlling, control tools and devices. Coordination- meaning, importance principles, techniques and barriers to coordination, internal and external co-ordination, Coordination as an essence of management.

**Suggested Readings**

1. Essentials of Management by Koontz Weihrich, TMH
2. Principles of Management by L.M.Prasad, Sultan Chand & Sons, New Delhi
3. Principles of Management by C.B. Gupta, Sultan Chand & Sons, New Delhi
4. Principles of Management by Sherlekar & Sherlekar, Himalaya Publishing House, New Delhi.



## MB102 ACCOUNTING & FINANCIAL ANALYSIS

### **Course Objectives:**

The objectives of the course are to provide elementary knowledge of accounting. Further students are expected to analyse and interpret financial statements independently for managerial purposes.

### **Unit:-I**

Basic accounting concept, nature and scope. Double entry system, Journal, Ledger and Trial balance.

### **Unit:-II**

Financial accounts and joint stock companies final accounts.

### **Unit:-III**

Financial statements analysis and interpretation, nature and limitations, ratio analysis.

### **Unit:-IV**

Fund flow and cash flow analysis- Fund flow and cash flow statements.

### **Unit:-V**

Accounting for price level changes, Inflation accounting.

### **Reference Books**

1. Gupta R.L & Radhaswamy- Fundamentals of Accounting
2. Jain & Narang- Advanced Accounts
3. P C Tulsian- Financial Accounting (Pearson,2016)
4. Essentials of Financial Accounting (based on IDRS), Bhattacharya (PHI,3<sup>rd</sup> Ed)

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## MB103 MARKETING-MANAGEMENT

### Course Objectives:-

This course intends to provide an experienced-based approach to marketing theory and its practical application. This course is designed to enable the students to learn the basics of Marketing.

### Unit I:-

Concepts, Meaning, definition, nature scope & importance of marketing, Approaches to marketing-Societal- Relational. Marketing Process.

### Unit II:-

Meaning & concept of Market Segmentation, Type of Market segmentation, Positioning & Differentiation strategies, concept of positioning, Nature & Contents of Marketing Plan, Buyer Behaviour, S Step Buyer decision process, Marketing Environment, Analyzing latest trends in Political, Economic, Socio-Cultural and Technical Environment.

### Unit III:-

Concept of a product, Classification of Products, Product line & Product Mix; Packaging; and labeling, Product life cycle, New Product development process.

### Unit IV:-

Meaning of Price & Pricing, Significance of Pricing decision, Factors affecting Price Determination, Pricing Methods & Techniques, Pricing Policies and strategies, Discounts.

### Unit V:-

Communication & Promotion mix strategy evaluating & controlling marketing performance. Place decision nature, function and types of distribution channels.

### Reference Books:-

- |                              |                                   |
|------------------------------|-----------------------------------|
| 1. Principle of Marketing    | - Philip Kotler, Agnihotri        |
| 2. Marketing Management,     | - Rajan Saxena, Tata Mc Graw Hill |
| 3. Marketing Management      | - R Kumar & Goel                  |
| 4. Marketing Management      | - Tapan Panda                     |
| 5. Fundamentals of Marketing | - Slanton William                 |

6. Marketing Management

- Ajit Kumar Shukla

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## MB104 ORGANIZATIONAL BEHAVIOUR

### **Course Objectives:-**

To enhance the understanding of the dynamics of interaction between individual and the organization.

To develop greater insight into their own behavior in interpersonal and group, team, situations.

### **Unit I:-**

Nature of organization: Concept, features and significance

Concepts, Importance and key elements of Organizational Behavior

Challenges and Opportunities for Organizational Behavior.

### **Unit II:-**

Interpersonal Behavior: Nature, meaning of interpersonal behavior, Concept of Transaction Analysis, Johari Window, FIRO-B, MBTI.

Learning: Learning And Learning Cycle, Components of learning, Theories of learning.

Concepts, determinants and theories of personality.

Concepts, meaning and process of perception.

### **Unit III:-**

Leadership: Definition and meaning, Theories of leadership, Contemporary Business Leaders.

Motivation: Meaning of Motivation, Theories of Motivation- Maslow's, Herzberg's, McClelland, Vroom, Parter and Lawler.

### **Unit IV:-**

Organizational Communication: Meaning, Importance, functions, process of communication.

Group dynamics and group behavior.

Concept, Meaning and theories of Leadership.

### **Unit V:-**

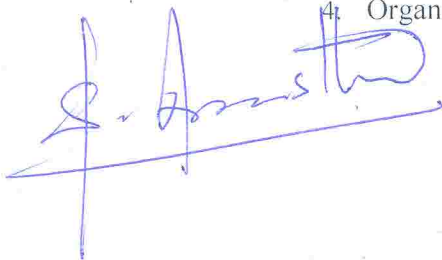
Organization Change: Meaning, concept and approaches to organizational change, Kurt Lewin Model of Change.

Organizational Development: Concept, Meaning and definition of Organizational development, OD Interventions.

### **Reference Books:-**

1. Organizational Behavior
2. Organizational Behavior
3. Organizational Behavior
4. Organizational Behavior

- Fred Luthans
- Uday Pareek
- Stephen P. Robbins
- L.M. Prasad



## MB105 BUSINESS MATHEMATICS AND STATISTICS FOR MANAGERIAL DECISIONS

### **Course Objectives:**

The objective of this course in Business Mathematics and Statistics for Managerial Decisions is to acquaint the student with simple Mathematical and Statistical tools and techniques that a business executive may require to use for appropriate presentation, analysis and interpretation of information of quantitative nature. The application of such techniques in decision making under different situations will be emphasized through appropriate illustrations.

### **UNIT-I**

Arithmetical, Geometrical, Harmonical Progression and their general terms, means and sums. Binomial Theorem – general terms, middle term, binomial coefficients, binomial theorem for any index, exponential and logarithmic series.

### **UNIT-II**

Differentiation and Integration of simple algebraic functions. Application of differentiation and integration in business problems viz. maximization and minimization, optimization of cost and revenue etc.

Matrix - algebra of matrices, multiplication of matrices, Transpose and Inverse of matrices, solution of simultaneous equations by matrix method and application of matrices in business problems.

### **UNIT-III**

Primary and Secondary Data and its collection Classification and Presentation of Data – Frequency Distribution, Histogram, Pie Charts etc.

Measures of Central Tendency – Mean, Median and Mode and their characteristics. Measures of Dispersion – Range, Quartile and Semi Quartile Range, Variance and Standard Deviation, Coefficient of variation.

### **UNIT-IV**

Measures of Skewness and Kurtosis – Karl Pearson's Beta and Gamma Coefficients; Time Series Analysis – Components of Time Series – Secular Trend or Long Term Movement, Seasonal Variation, Cyclical Variation and Irregular or Random Variation.

Analyzing the variability of Historical data, trend component, seasonal component and irregular components. Time series analysis in business forecasting.

### **UNIT-V**

Index Numbers-the problem of different bases, commonly used index number, tests of consistency of index number formulae – Time Reversal Test, Factor Reversal Test and Circular Test, Cost of Living Index Number, Purchasing Power of Money and Real Wages.

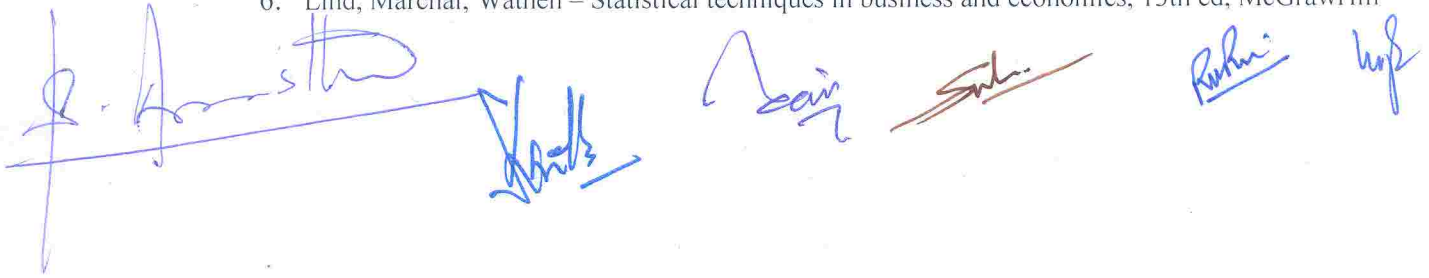
Correlation and Regression Analysis – meaning and type of Correlation, Karl Pearson's coefficient of correlation, Probable Error, Correlation of Bivariate Frequency Table. Spearman's Rank Correlation.



Regression lines and equation, Regression coefficient and Regression analysis in Business Forecasting.

**Reference Books:-**

1. S. P. Gupta- Statistical Methods
2. Khanna & Kazi Zamiruddin- Business Mathematics
3. S. C. Gupta – Fundamentals of Statistics, Himalaya Publishing
4. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill
5. Chandrasekaran & Umavparvathi-Statistics for Managers, 1st edition, PHI Learning
6. Lind, Marchal, Wathen – Statistical techniques in business and economics, 13th ed, McGrawHill

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## MB106 COMPUTER APPLICATIONS AND MANAGEMENT INFORMATION SYSTEM

### **Course Objectives:**

The course aims to provide knowledge about basic components of a computer and their significance.

To provide hands on learning of applications of MS Office and Internet in businesses.

To provide an orientation about the increasing role of management information system in managerial decision making to gain Competitive edge in all aspects of Business.

To understand various MIS operating in functional areas of an organization.

To create awareness in upcoming managers of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

### **Unit I: Conceptual Framework**

**Hardware:** (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory. **Software:** Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system.

### **Unit II: Communication Technology**

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI. Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail.

### **Unit III:**

**Use of MS-Office: Word:** Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros. Cell referencing, Ranges.

**Excel:** Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering.

**Power Point:** Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows.

### **Unit IV: Information System Classification**

Concept of Data and Information, Operations Support System (OSS), Management Support System (MSS), Transaction Processing System(TPS), Process Control System (PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System (DSS), Executive Information System(EIS). Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES).

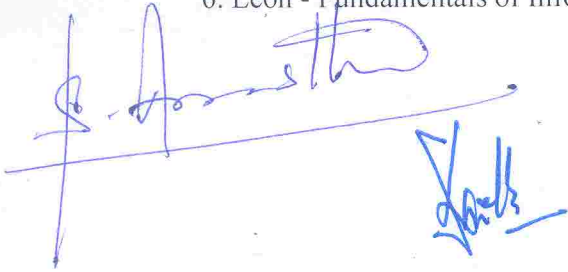
### **Unit V: Information Systems for Business**

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.



### Suggested Readings

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers ( Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)













## MB107 PROFESSIONAL COMMUNICATION

### **Course Objectives:**

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

### **UNIT:-I**

Communication process, nature of human communication, essentials of good communication, nonverbal communication, barriers to communication, how to communicate effectively, need and importance of communication

### **UNIT:-II**

Objective of communication, legal aspect of business communication, types of communication, channels of communication, negotiation

### **UNIT:-III**

Business letter writing principles, format, style and types of business letter, Structure and layout of business letter, modern office Technology

### **UNIT:-IV**

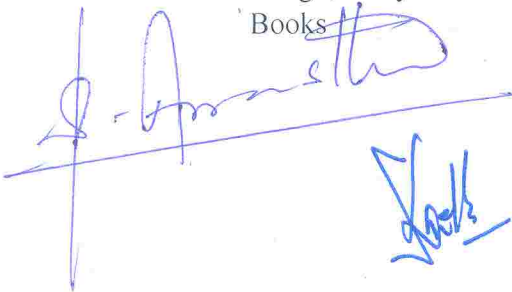
Oral communication – speeches, public speaking, presentation of sales plan, presentation of reports, leading and participating in meetings and conferences, interview

### **UNIT:-V**

Report writing, press releases, comprehension and precise writing, suggestions, complaints and office memorandum

### **Reference books:**

1. Lesikar, Petit & Flatley: Lesikar's Basic Business Communication, Tata Mc graw Hill
2. Poe & Fruchling : Basic Communication; AITBS
3. Taylor : English Conversion Practice; Tata McGraw Hill
4. Diwan & Aggarwal : Business Communication; Excel
5. Baugh, Frrayer & Thomas : How to write first class Business Correspondence; Viva Books



## MB108 BUSINESS ETHICS, GOVERNANCE & SUSTAINABILITY

### Course Objectives:-

The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions and sustainability of the business.

### UNIT:-I

Ethics, Business Ethics, Corporate Governance, Governance through Inner Consciousness and Sustainability, Failure of Governance and its Consequences, Evolution of Corporate Governance, Developments in Corporate Governance – A Global Perspective, Elements of Good Corporate Governance

### UNIT:-II

Board Composition; Diversity in Board Room; Types of Directors; Board's Role and Responsibilities, Chairman, CEO, Separation of Roles, Relationship between Directors and Executives, Performance Evaluation of Board and Director, Various Board Committees, their Composition, Role and Responsibilities, Contribution to Board Governance

### UNIT:-III

Under Listing Agreement, SEBI Guidelines, Companies Act, Corporate Governance in PSUs, Banks & Insurance Companies, Contemporary Developments in the Global Arena

### UNIT:-IV

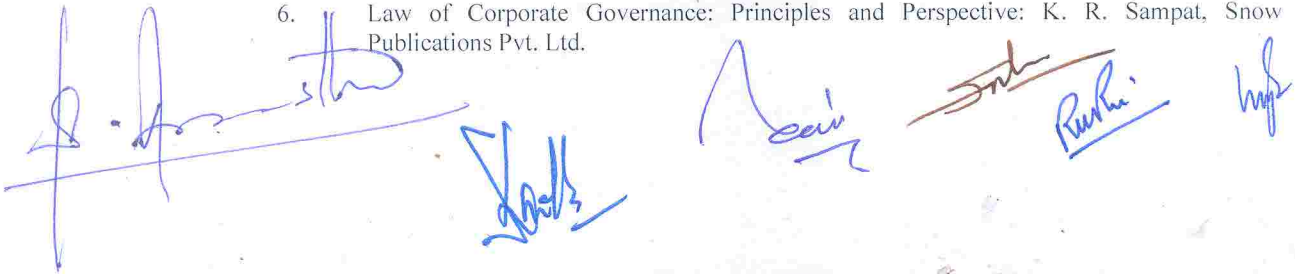
Risk and its Classification, Internal Control, Disclosure about Risk, Risk Management and Internal Control, Rights of Shareholders, Challenges in Exercising Shareholders Rights

### UNIT:-V

Corporate Social Responsibility and Corporate Sustainability, Triple Bottom Line (TBL), Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, Sustainability Indices

### Reference books:-

1. Business Ethics- Concepts and Cases: Manuel G. Velasquez
2. The Art of Corporate Governance: Dr. Joffy George
3. Corporate Governance and Stewardship : N. Balasubramaniam, Tata Mcgraw Hill
4. Corporate Governance: Concept & Dimensions : Sanjiv Agarwal, Snow white Publications Pvt. Ltd.
5. Corporate Governance : Inderjit Dube, LexisNexis Butterworths Wadhwa Nagpur
6. Law of Corporate Governance: Principles and Perspective: K. R. Sampat, Snow white Publications Pvt. Ltd.



## MBA II Semester

### MB201 HUMAN RESOURCE MANAGEMENT

#### **Course Objectives:-**

The objective of this course is to endow the students with a broad perspective on themes and issues of Human Resource Management along with their relevance and application in the Indian prospect. It will help the students to build up and refine decision making skills so that they can help organization effectively.

#### **Unit I:-**

Meaning, Nature and Scope of HRM, Difference between HRM& Personal Management, HRM functions and objectives, Structure & Role of Human Resource Management.

#### **Unit II:-**

Human Resource Planning: Definition, purpose, process and limiting factors Jobs Analysis- Job Description, Job Specification, The systemic approach to recruitment: recruitment policy, recruitment procedure, Selection: selection procedure, Placement.

#### **Unit III:-**

Performance Appraisal: Definition, Purpose of appraisal, Jobs Evaluation, Compensation Administration, Training & Development: Purpose, Methods and issues of training and managements development programmes, organizational climate.

#### **Unit IV:-**

Wage policy in India Minimum wage, fair wage & living wage Incentive payments: meaning and of incentive scheme, Fringe Benefits.

#### **Unit V:-**

Discipline & Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling procedure. Organizational Conflict Management Promotion, Transfer & Separation: lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

#### **Suggested Reading:-**

- |  |                 |
|--|-----------------|
| (1.) Human Resource Management   | - Bhattacharyya |
| (2.) Human Resource & Personnel Management                               | - Aswathappa K. |
| (3.) Human Resource Management   | - Decenzo       |
| (4.) Human Resource Management   | - Dessler       |
| (5.) Human Resource Management (Tata Mc Graw Hill, 10 <sup>th</sup> Ed.) | - Ivan Sevich   |

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## MB202 FINANCIAL MANAGEMENT

### **Course Objectives:-**

The purpose of this course is to develop and understanding of the finance function and relevant techniques of financial administration it emphasis on principle and concept of Financial Management in business concern relating to the effective mobilization and use of funds at sector

### **UNIT:-I**

Financial Management concept, traditional and modern, Finance function, nature, scope and importance, financial organization and responsibilities of financial executives, financial management objective

### **UNIT:-II**

Sources of long term, medium term and short term Finance, capital structure theories,

### **UNIT:-IV**

Management of working capital with special reference to inventory, receivables and cash management of fixed assets

### **UNIT:-V**

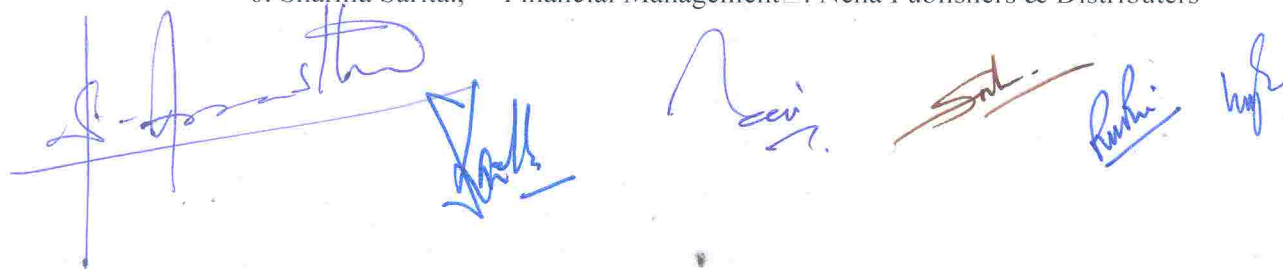
Cash and investment forecasting - cash budget and capital budget, capital budgeting techniques

### **UNIT:-VI**

Management of earnings, retention of earnings, Dividend policy and dividend decisions

### **Reference books:**

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

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## MB203 RESEARCH METHODOLOGY

### **Course Objectives:-**

To acquire skills to locate problem areas in organisational settings, and plan, organise, design, and conduct research to help solve the identified problems.

To facilitate students in making their own research study.

To make reader understand and practice a good standard questionnaire.

To learn use of statistical analysis in packages available in the market.

To familiarize research reports; and develop skills and knowledge to prepare research reported in academic and business.

### **Unit:-I**

Theory of Research: Meaning and Objectives of Research; Process of Research; Types of Research; Research Approaches; Selection and Formulation of a Research Problem; Criteria of a Good Research Problem.

### **Unit:-II**

Hypothesis and Research Design : Concept, Sources and Types of Hypotheses; Formulation of Hypothesis; Qualities of a Workable Hypothesis; Usefulness of Hypothesis in Business Research; Uses of Research Design; Steps in Preparing a Research Design; Exploratory or Formulative Design; Descriptive and Diagnostic Design; Experimental Research Design.

### **Unit:-III**

Sampling and Data Sources : Characteristics of Good Sample; Principles of Sampling; Sampling Process; Probability and Non-probability Sampling; Techniques of Data Collection; Process of Data Collection through Observation and Schedule; Construction of Questionnaire; Interview Technique in Business Research; Choice between Primary and Secondary Data.

### **Unit:-IV**

Measurement and Scales : Concept and Levels of Measurement; Tests of Sound Measurement-Test of Validity and Reliability; Concept of Scaling; Types of Rating Scales; Attitude's Scale-Likert Scale, Thurstone Scale and Guttman Scale.

### **Unit:-V**

Interpretation and Report Writing : Meaning and Importance of Interpretation; Pre-requisites of Interpretation; Errors in Interpretation; Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Evaluating a Research Report.

### **Reference Books**

1. Research Methodology- C.R. Kothari

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## MB204 MANAGERIAL ECONOMICS

### **Course Objectives:-**

The course of the paper is designed to acquaint and familiarize the students the basic concepts of economics and the use of economic concepts in solving the managerial problems. This course has been so designed that the course material will also help the students to manage the capital profit planning.

### **UNIT:-I**

Meaning of Managerial Economics, Scope and its role in the process of decision-making, Meaning of Demand, Demand Distinctions, Law of demand, Elasticity of Demand and its measurement, Demand forecasting and Methods of demand forecasting.

### **UNIT:-II**

Indifference curve Analysis: Meaning, characteristics, consumer's Equilibrium, Effects of Income, Price and Substitution. Cost concepts and classification; Cost output analysis in Short run and long run. Cost analysis in the process of decision-making.

### **UNIT:-III**

Laws of Return and Law of variable proportions, Price Policies meaning and methods of price Policies. Cost Plus or Full Cost Pricing Method, Going Rate Pricing, Price Policy during the life cycle of Product.

### **UNIT:-IV**

Competitive Situations; Perfect competition, Imperfect competition and Monopoly, Price Determination under Perfect competition. importance of time in the price determination under Perfect competition. Price determination under Imperfect competition and Price determination under Monopoly. Price Discrimination.

### **UNIT:-V**

Profit Management-Profit policies and its objects, Profit Planning with special reference to Break Even Analysis. Capital Budgeting Nature of Capital Budgeting, Evaluation of profitability of Project Methods of evaluation of profitability.

### **Suggested Readings**

1. Adhikary, M. Business Economics., New Delhi, Excel Books, 2000.
2. Chopra, O P. Managerial Economics ,Tata McGraw Hill 1985. New Delhi,
3. Petersen H C and W C Levis: Managerial Economics, Prentice Hall (I) Delhi
4. V L Mote, S Paul and G S Gupta: Managerial Economics-Concepts and Cases; Tata McGraw Hill
5. Ahuja H L.; Advance Economic Theory; H Chand & Co., Delhi

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## MB205 QUANTITATIVE TECHNIQUES

### **Course Objectives:**

The objective of this course is to acquaint the students with quantitative techniques uses in business problems. The application of such techniques in decision making under different situation will be emphasized through appropriate illustrations.

### **UNIT-I**

Probability concepts, addition and multiplication theorems, simple, joint, marginal and conditional probabilities, Baye's theorem

### **UNIT-II**

Decision theory – pay off and regret table and their constructions. Decision under certainty, risk and uncertainty, Maximax, Maximin, Equally likely (Laplace principle), criterion of realism (Hurwicz principle), Savage Principle, EMV, EOL, EVPI and Decision Tree

### **UNIT-III**

Probability Distribution and Theoretical Probability Distribution, Binomial Distribution & Poisson Distribution – Probability Function, Fitting, Mean, Variance, Measures of Skewness and Kurtosis and uses.

Normal Distribution – Relationship between Binomial and Normal, Relationship between Poisson and Normal, Properties of Normal Distribution, Computation of Area under Normal Probability curve and uses.

### **UNIT-IV**

Estimation Theory – Point Estimation and Interval Estimation, Confidence limits. Test of Significance – Sampling Distribution and Standard Error, Null Hypothesis and Alternative Hypothesis, Type of errors in Testing of Hypothesis, level of significance, Critical Region and Procedure of Testing of Hypothesis.

Significance Test in Large Samples:

- Significance Test in Attributes for single proportion and difference of proportions.
- Significance Test for single mean and difference of means.
- Significance Test for difference of standard deviations.

### **UNIT-V**

Significance Test in Small Samples

- Student's test for single mean, difference of means, paired t-test and test of an observed sample correlation coefficient.
- Fisher's Z-Test for significance of correlation coefficient
- F-Test for Equality of Population Variances
- Chi-Square Test (Non Parametric Test) – Chi-Square Test of Goodness of fit. Chi-Square Test for Independence of Attribute
- Analysis of Variance in One-Way classification and Two-Way classification

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Reference Books:-

1. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
2. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
3. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
4. Sharma J K - Operations Research (Pearson, 3rd Edition)

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## MB206 OPERATIONS MANAGEMENT & SUPPLY CHAIN MANAGEMENT

### **Course Objectives:-**

The objective of this course is to develop the students understanding of operational situations found in different input-output systems, especially in industrial systems to acquaint them with the tools and techniques needed for dealing with such situations and to appraise them of the role of planning and control in operations management.

### **UNIT:-I**

Nature and Significance of Operations Management (OM), OM and Production Management, System Approach and OM, OM as input-output system, Models Characteristics of Physical, Graphic, Schematic and mathematical Models, Job, Batch and Flow Production, Duties and Responsibilities of Operations/ Production Managers.

### **UNIT:-II**

Plant location and site selection; plant Layout and Materials Handling and its major principles, Automation, Mechanization, Productivity.

Aggregate Planning, Scheduling and sequencing of operations, Work Simplification and Methods Engineering, Process analysis and Process Charts, Man-Machine charts, Principles of Motion.

Economy, Time and Motion Studies. Determination of Standard Time. Work Standardization, work Sampling and Value Engineering.

### **UNIT:-III**

Linear Programming & Allocation of Recourses (Graphic Method Only) Arrow Diagramming and Network Analysis. (PERT and CPM).

Material-Quantity Control: Inventory Management, Determination of EOQ and Safety Stock. Inventory Control, Risk Uncertainty, ABC Analysis.

Maintenance: Maintenance Engineering, Preventive and Breakdown, Maintenance Breakdown Distribution, Maintenance Costs.

### **UNIT:-IV**

Supply chain management principles and the customer, supply chain network and organizations, product life cycle implications to supply chains, supply chain process.

### **UNIT:-V**

Supply chain information systems, supply chain performance and metrics, Lean supply chain, risk management.

### **Suggested Readings:-**

1. J.P. Saxena - Operations Management & Supply chain management.
2. B. Mahadevan - Operations Management & Supply chain management.
3. D.K. Agarwal - Operations Management & Supply chain management.

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## MB207 BUSINESS ENVIRONMENT

### **Course Objectives:-**

The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.

To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.

To provide knowledge about the Indian and international business environment.

### **Unit:-I**

Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment.

Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society,

Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal) Difference between macro and micro environment.

### **Unit-II**

Economic, Political and Legal environment:

Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy ,Impact of business on Private sector, Public sector and Joint sector , MRTP and FEMA, Monetary and fiscal policies

### **Unit:-III**

Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business Business ethics

Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies

### **Unit:-IV**

Natural and Technological Environment: Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology.

### **Unit:-V**

International Environment – International forces in Business Environment, SEZ, EPZ, GATT/ WTO, Globalization – Meaning , Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India

### **Reference Books:-**

1. Business Environment ---Francis Cherunilam, Himalaya Publishing House
2. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
3. Business Environment: Text and Cases , PAUL, Mc Graw Hill
4. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)



**MBA III Semester**  
**MB301 OPERATIONS RESEARCH**

**Course Objectives:**

The course of Operation Research is designed to help in decision making as tools and techniques in different field of Management at different stages.

**UNIT:-I**

Introduction to OR, necessity of OR in industry. OR and decision making, scope of OR in management, objective of OR.

Introduction and formulation of linear programming problems, solution of LP problems by simplex method. The Big-M method, duality in LP, sensitivity analysis.

**UNIT:-II**

Introduction to Transportation - Formulation and Solution of Transportation Problems by North- West Corner Rule. Row minima method, Column minima method, Least Cost method. Vogel's Approximation method (VAM). Optimality Test - Stepping - Stone method, Modified Distribution Method (MODI), Unbalanced Transportation Problem, Degeneracy in Transportation problem.

**UNIT:-III**

Definition of Assignment Models, Formulation and Solution of Assignment Model (MAM), Unbalanced Assignment Problem - Dummy Rows and Dummy Column Method, Traveling Salesman Problem, Sequencing and Related Problems.

**UNIT:-IV**

Introduction to Queuing Theory, characteristics of Queuing Models, Notations and Symbols. Single Channel Queuing Model with Poisson Arrivals and Exponential Service Time. A Multiple-Channel Queuing Model with Poisson Arrivals and Exponential Service Time.

**UNIT:-V**

Introduction to Game Theory and its terminology, Two-Person Zero-Sum Game. Saddle Point. Dominance Rule, Solution of  $2 \times n$  and  $m \times 2$  Games.

Introduction to Replacement, Replacement Policy for Equipment which Deteriorates Gradually, Replacement of items whose maintenance costs increase with time and value of money also changes with time, Replacement of items that fails suddenly.

Introduction to Simulation, Monte Carlo Method.

**Suggested Readings:-**

1. J.K. Sharma- Operation Research.
2. Kanti Swarup, Manmohan and P.K. Gupta - Operation Research.
3. Sultan Chand & Sons - Operation Research.

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## MB302 INTERNATIONAL MANAGEMENT

### **Course Objectives:**

The course has been designed to orient students towards internationalization of management and to know some of the differences in managerial practices in selected countries. The objective is to examine the environmental impact of managing the role of multinational corporations.

### **UNIT:-I**

Globalization of Business - A brief History

Why and how companies go international.

International environment of Business: Education, Economics, Legal, political, Technological and Socio Cultural impact.

Comparative Management Porter's Competitive advantage of nations.

### **UNIT:-II**

Impact of Multinational Companies (MNCs.) on host countries and their own country.

Advantages and Challenges of the multinational - from Multinational to transnational corporations, with special reference to INDIA.

The managerial functions in multinational corporation - Planning, Organizing, Staffing, Leading, Controlling the MNCs.

### **UNIT:-III**

International Management in selected countries-France- "IE Plans" and "CADRE"

Cerms Authority and Co determination and Korean Management.

Features and practices of Japanese Management and Theory Z.

Japanese Management Vs. U.S. Management and Theory Z.

The objective, effects and implications of W.T.O.

### **UNIT:-IV**

Global planning practices and decision making in Japan, U.S. and People's Republic of China an comparison.

Global organizing and staffing practices in Japan, US and China.

Global Controlling Practices in Japan, U.S. and China conclusion about their marketing Practices.

### **UNIT:-V**

Global leading practices in Japan, US, and China, leading in different cultures and managerial behavior.

Managerial leadership across cultures- Personal values, Manager's Background, Inter personal decision- making.

The transnational competent managers and the global managerial challenges in the 21st Century.

### **Suggested Readings:-**

1. P. Subba Rao, International Business Text & Cases
2. V. K. Bhalla and S Shiva Ramu, International Business Environment & Management

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## MB303 MANAGEMENT ACCOUNTING

### Course Objectives:

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using accounting information for decision making applied side of the subject will be given more emphasis and attention as compared to its conceptual aspects

### UNIT 1

Nature, scope, function and limitations, financial accounting, MIS and its relationship with accounting, the role of Management Accounting in the organisation

### UNIT 2

Cost volume profit relationship, BEP relationship its uses and limitations, significance and uses of marginal costing, application of marginal costing

### UNIT 3

Standard costing and variance analysis, meaning and uses, Determination of standard cost variance analysis of material labor and overheads.

### UNIT 4

budgeting and budgetary control, meaning and kinds of budget, preparation of production and flexible budgets, budgetary control, meaning uses and limitations.

### UNIT 5

Responsibility accounting and reporting system

### Reference books::

1. Pandey I M, —Management Accounting□, Vikas, 2004, 3rd Ed.
2. Vij, —Management Accounting□, Excel Books
3. Balakrishnan, —Managerial Accounting□, Wiley Dreamtech
4. Alex, —Cost Accounting□, Pearson
5. Khan and Jain, —Management Accounting, Tata McGraw-Hill, 2000
6. Sinha, —Accounting and Costing for Management □, Excel Books

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## MBA IV Semester

### MB401 STRATEGIC MANAGEMENT

#### **Course Objectives:-**

- A clear understanding of the key concepts and principles of strategic management.
- A set of useful analytical skills, tools and techniques for analyzing a company strategically.
- To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
- To encourage students to think critically and strategically.
- The ability to identify strategic issues and design appropriate courses of action.

#### **Unit-I**

Concept of Strategy and Strategic Management; Strategic Management Process; Levels of Strategy; Approaches to Strategic Decision Making; Organisational Mission and Purpose; Objectives and Goals; Importance of Strategic Management.

#### **Unit-II**

Environmental Analysis and Diagnosis: Concept of Environment and its Components; Organisational Appraisal; Industry Analysis; Competitors Analysis; SWOT Analysis.

#### **Unit-III**

Strategic Intent: Grand Strategies – Turnaround, Divestment and Liquidation Strategies; Growth Strategies-Merger, Take-over and Joint Strategies, Integration and Diversifications.

#### **Unit-IV**

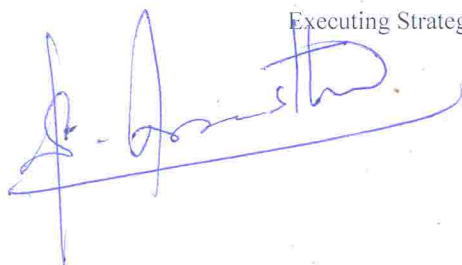
Functional Strategies: Marketing, Production/Operations and R & D plans and Policies; Personnel and Financial Plans and Policies.

#### **Unit-V**

Strategic Implementation – Concept, Relationship between Strategic Formulation and Implementation; Strategic Evaluation and Control – Concept, Types of Strategic Control, Techniques of Strategic Evaluation and Control – Strategic and Operational Control.

#### **Reference Books**

1. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education
2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning
3. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGrawHill Education
4. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGrawHill Education
5. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education



## MB402 TOTAL QUALITY MANAGEMENT

### **Course Objectives:**

Organizations in India having new opportunities and challenges to grow much faster since the Government of India has implemented its new policies of liberalization, globalization and privatization. Total Quality Management is creating a revolution in manufacturing and service sector throughout the world. This course will acquaint knowledge for proving awareness in the area TQM so the total competency will be obtained.

### **UNIT-I**

Quality Definitions, Historical Development of Quality Concepts, Evolution of Quality Activity Focus, Impact of Poor Quality, Eight Dimensions of Quality by David A. Garvin, Cost of Quality.

Total Quality Management (TQM), Elements of TQM, TQM Models-Operational Quality Model, Norman Richard Model, Eicher Group Model, Basic Framework Model, Diamond Model, Umbrella Model Accelerated Business Improvement model, Kano's Model, Peratec TQM Model, Shewhart Cycle, Dhruv Model for Excellence through TQM.

### **UNIT-II**

Quality Management Philosophies: W. Edwards Deming Philosophies, Seven Deadly Diseases and his 14 points, Joseph M. Juran Quality Trilogy, Juran's Six Stage Methodology, Juran's Ten Steps of Quality Improvement, Philip B. Crosby's Four Absolutes of Quality, Crosby's Six C's, Crosby's 14 Steps of Quality Improvement Plan, Kaoru Ishikawa's Statistical Techniques to Company Wide Quality Control (CWQC).

### **UNIT-III**

Contributions for Quality by A. V. Feigenbaum, Genichi Taguchi, Shigeo Shingo, W.G. Ouchi, Vilfredo Pareto, Tom Peters, S. R. Udapa, Stephen Covey, J.S. Oakland and Bill Conway.

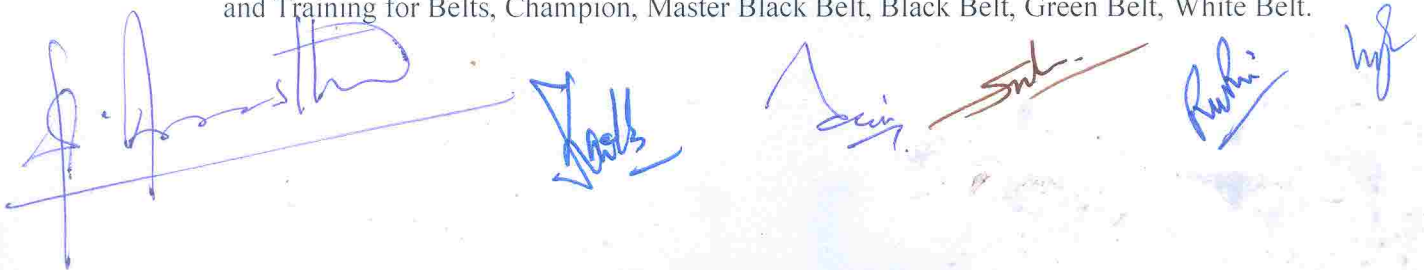
TQM and Management Relationship, Roots of TQM- Total Employee Involvement (TEI), Total Quality Control (TQC), Quality Planning, Organising and Controlling, Just-in-Time (JIT) Manufacturing & Waste Elimination.

### **UNIT-IV**

Quality Circles and its Developments, Quality Circles in India, Quality Circles Forum of India (QCFAI), Quality Group Activities, Implementing QCs, Operations of QCs, Difference between Quality Circles and Quality Teams, Implementation of QCs. Customer satisfaction, Customer-Supplier Chain.

### **UNIT-V**

Six Sigma & DMAIC (Define, Measure, Analyse, Improve, Control) Method, Six Sigma Team and Training for Belts, Champion, Master Black Belt, Black Belt, Green Belt, White Belt.

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Quality System Standards- ISO 9000 and its Historical Development, Elements of ISO 9000, Various ISO 9000 Standards.

Books Recommended:

1. Total Quality Management- Principles, Practice and Case by D.D. Sharma, Sultan Chand & Sons
2. Total Quality Management- The route to improving performance by John S. Oakland,
3. Hand Book of Quality management- edited by Denis Lock – Jaico Publishing House.
4. The management and Control of Quality- James R. Evans & William M. Lindsey- Jaico Publishing House.
5. ISO9000 Quality System handbook – David Hoyle- Butterworth Heinemann Ltd.

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## MB403 ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

### **Course Objectives:-**

The objective of the paper is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur.

### **Unit I:-**

Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship development, Evolution of Entrepreneurship, Theories of Entrepreneurship factors affecting Entrepreneurship, Problems of Entrepreneurship.

### **Unit II:-**

Entrepreneurial Culture, Entrepreneurial Mobility, Entrepreneurial Motivation, Meaning & concept of Motivation, Entrepreneurial Development Program, Need and objectives of EDP's, Phase of EDP's.

Role of Government in promoting Entrepreneurship.

### **Unit III:-**

Women Entrepreneurship: Meaning, Characteristics, Problems of Women Entrepreneurship in India, Developing women entrepreneurship, Reasons of entrepreneurial failure.

### **Unit IV:-**

Concept of Project: Basic concepts, classification, characteristics of Project, Project life cycle, project Management, Tools & Techniques of Project Management, Project identification.

### **Unit V:-**

Market & Demand analysis: Collection of data market survey, market planning, Project risk analysis. Technical analysis: Selection of technology, material input and utilities, plant capacity, location & site, equipments, structures & civil work, project charts & layout.

### **Suggested Reading:-**

- (1.) Entrepreneurship
- (2.) Creativity & innovation (IPP, 1999)
- (3.) Entrepreneurship Development
- (4.) Project Management
- (5.) Project Management
- (6.) Project Management : A development Perspective

- Lall & Sahi
- Couger, C
- A.K. Rai
- Marwah
- Chaturvedi & Jauhari
- Goyal B.B.

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## MBA III Semester Elective Papers

### MB304 RISK MANAGEMENT & DERIVATIVES

#### Course Objectives:-

- To make students aware of different types of Derivatives
- To develop an understanding amongst students of financial derivatives and associated regulatory framework
- To have an understanding of the derivative tools such as options, futures and their application to hedging.

#### Unit-I

Concept of Uncertainty and Risk; Operating Risk and Financial Risk; Systematic Vs. Non-Systematic Risks; Component of Risks – Market Risk, Foreign Exchange Risk, Interest Rate Risk, Liquidity Risk and Purchasing Risk.

#### Unit-II

Concept and Types of Derivatives; Exchange Traded Markets; Over-The-Counter Markets; Forward Contracts; Forward Prices and Spot Prices; Futures Contracts; Options; Swaps; Types of Traders: Hedgers, Speculators and Arbitrageurs; Derivatives Market in India; Security Exchange Board of India-Guideline with Regard to Derivatives Trading in India

#### Unit-III

Mechanics of Futures Markets-Convergence of Futures Price to Spot Price; Delivery; Types of Traders and Types of Orders; Forward Vs. Futures Contracts; Hedging Strategies Using Futures.

#### Unit-IV

Types of Options; Option Positions; Underlying Assets-Stock Options, Foreign Currency Options, Index Options and Futures Options; Trading Factors Affecting Stock Option Prices; Put-Call Parity; Strading Strategies Involving Options.

#### Unit-V

Concept of Swaps; Mechanics of Interest Rate Swaps; Valuation of Interest Rate Swaps; Currency Swaps; Valuation of Currency Swaps.

#### Reference Books:-

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill
2. Financial Derivatives: Theory, Concepts and practices by S.L. Gupta, PHI, 2005.
3. Financial Derivatives by S.S.S Kumar, PHI, 2007
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi, 1997.

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## MB305 MANAGEMENT OF FINANCIAL SERVICES

### **Course Objectives:-**

The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

### **Unite-I**

The structure financial system, Function of the Financial System, Major issue in the Indian Financial system, Financial Sector reforms in India.

### **Unite-II**

Merchant Banking- Introduction, Merchant Banking Services, Merchant Banking in India, Project counseling Management of Public Issue.

Depositories Services- Introduction, The used of depository in India, The Depositories Act 1996.

Function of the depository, Risk Monitoring and control.

### **Unite-III**

Factoring- Introduction, Forms of venture capital, Function, Venture capital, Working of venture capital.

Forfeiting- Introduction Advantage and limitations, Operating procedure.

### **Unite-IV**

Mutual Fund- Concepts and importance, Money Market, Mutual Fund, Regulatory Framework, Organization and Growth of Mutual funds.

Credit Rating Services: Introduction, Type of credit Rating Institution.

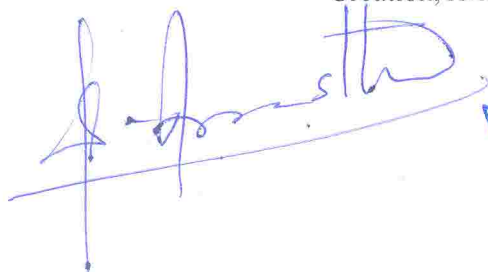
### **Unite-V**

Hire Purchase- Concepts, features, legal aspect, accounting, financial evaluation of Hire purchase.

Leasing- Introduction, Types of Finance lease, Advantage and limitations.

### **Recommended book(s)**

1. Brealey, Myers, Allen and Mohanty, Principles of Financial Management, Tata McGraw Hill, ND
2. Pandey IM - Financial Management, Vikas, New Delhi
3. JC Varshney, Financial Management, Wisdom, Delhi
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi
5. Banerjee, B., Fundamentals of Financial Management, PHI, New Delhi
6. Weston & Brigham, Managerial Finance, The Dryden Press, Illinois
7. James C. Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivastava: Financial Management and Policy, Himalaya Publication.
10. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation, TMH, New Delhi



## MB306 SALES MANAGEMENT

### **Course Objectives:-**

The course is designed to make students understood thoroughly the concept of sales management. It is also aims at keeping them abstract with modern techniques and approaches towards Sales Management.

### **Unit I:-**

Concept, Meaning and elements of Sales Management, Introduction to Sales, Role of selling in marketing, Evolution of Sales function.

### **Unit II:-**

Concept of Personal Selling, Theories of Personal Selling- AIDAS theory, Right Set of Circumstances theory, Buying Formula Theory, Behavioral Equation theory, Selling Process.

### **Unit III:-**

Concept, factors and types of Sales Organization Structures, Functions and responsibilities of Sales person, Recruitment, Selection, Training and Development.

### **Unit IV:-**

Sales force compensation, Sales forecasting, Sales Territory, Building sales reporting mechanism and monitoring, Sales force appraisal.

### **Unit V:-**

Controlling Sales effort- Sales quota, Sales Budget, Sales Audit, Sales Cost Analysis.

### **Reference Books:-**

(1.) Sales Management

- Cundiff, Still, Govani

(2.) Sales Management

- C.M. Futrell

(3.) Sales Management

- S.A. Chunawalla

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## MB307 ADVERTISING MANAGEMENT

### **Course Objectives:-**

The course is introduced to give the students an extensive and in depth understanding of modern concepts and most recent techniques in advertising Management.

### **Unit I:-**

Advertising- Its role in the marketing process, Legal Ethical and Social aspects of advertising.

Communication- Process of communication; integrated marketing communications, Its evolution, reasons for its growth and its role in branding,.

### **Unit II:-**

Role of advertising: advertising and marketing mix, Advertising of Publicity, Formulation of advertising strategy, Types of advertising, setting of advertising Objectives Setting of advertising budget.

### **Unit III:-**

Advertising Copy, Its components and types; the importance of creativity in advertising, creative strategy and process, implementation and evaluation.

### **Unit IV:-**

Media planning, Establishing Media Objectives, Media Strategies, Media Mix, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.

### **Unit V:-**

Advertising Research- importance, testing advertising effectiveness market testing for ads, International advertising- importance, international Vs local advertising.

### **Reference Books:-**

- |                               |                                      |
|-------------------------------|--------------------------------------|
| (1.)Advertising and Promotion | - George E. Belch & Michael a. Belch |
| (2.)Advertising Management    | - Sandage and Fry Burger             |
| (3.)Advertising Management    | - David A Aaker                      |

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## MB308 INDUSTRIAL RELATIONS

### **Course Objectives:**

The course is designed for developing an understanding of Industrial Relations in Indian organizations.

#### **Unit-I**

Concept, function and approaches to Industrial Relation.  
Issue and future in Industrial Relations in India.

#### **Unit-II**

Trade Unions Development and Function.  
Trade Union Structures And Trade Union Recognition.  
Leadership and Management in the Trade Union.  
White Collar and Managerial Trade Unions.

#### **Unit-III**

Management of Discipline.  
Code of Discipline in Industry.  
Domestic Enquiries in Industry.

#### **Unit-IV**

Nature and Concept of Collective Bargaining.  
Negotiation Skills.  
Issue and Trends in Collective Bargaining.

#### **Unit-V**

Emerging trends in Industrial Relation Management.  
Role of Labor Administration , conciliation Arbitration and Adjudication.

### **Recommended book(s)**

1. Bray(2004).Industrial relations:a contemporary approach. Australia:McGraw Hill.
2. Monappa,A(2000),Idustrial relations.New Delhi:Tata McGraw Hill.
3. Das, R.P. Management of Industrial Relations, Varanasi, MTC
4. Aswathappa, K. Human Resource and Personnel ManagementTata McGraw Hill, New Delhi.

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## MB309 HUMAN RESOURCE DEVELOPMENT

### **Course Objectives:**

To provide theoretical and conceptual base required for HRD role in any organization.

### **Unit-I**

HRD and Personal function: concept of HRD, feature, function.

Designing HRD mechanism or subsystem.

HRD training, induction & potential appraisal strategies.

### **Unit-II**

Performance Appraisal (meaning), HRD Performance planning through

KRA, Task target, self appraisal.

Performance Appraisal by supervisors, Performance Review and counseling  
Appraisal practice in India.

### **Unit-III**

Potential Appraisal Method, In Basket Exercise for potential Development,

Job Rotation for Potential Identification.

Career Development, Career Paths, Career Counseling, Career Information and

Career Planning, Career Development Strategy and HRD.

### **Unit-IV**

Role Responsibilities of HRD Managers and chief Executive, Assessing HRD  
Effectiveness.

Emerging issues and challenges for HRD professionals.

### **Unit-V**

HRD Practices in Indian Industry, Nurturing profession Leadership:

Hindustan Lever Ltd experience.

Changing culture through HRD: SAIL experience.

HRD- the Japanese Way: Maruti Udyog Ltd.

### **Recommended book(s)**

1. Aswathapa, k. (2006) Human resource management, New Delhi: Tata McGraw Hill.
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi.
3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
4. Fisher, Managing Human Resource, Cengage, ND
5. N.K. Singh / Human Resource Management, Excel Publications.
6. Jyothi - / Human Resource Management, Pearson Education, New Delhi.
7. Biswajeet Pattanayak / Human Resource Management, Prentice Hall of India New Delhi.

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## MB310 ENTERPRISE RESOURCE PLANNING

### **Course Objectives:**

To impart knowledge about enterprise resource planning, related technologies and its implementation.

Critically reflect upon theoretical approaches and analyse their application to achieve use of enterprise systems to support operations and management practice.

### **Unit I**

**Introduction** Concept of ERP, Advantages of ERP, Growth of ERP.

### **Unit II**

**ERP and Related Technologies** Business process reengineering (BPR), Management information system (MIS); Decision support systems (DSS), Executive support systems (ESS), Data warehousing, Data mining; Online analytical processing (OLAP)- This is OLAP and not OLTP, Supply Chain Management (SCM), Customer relationship management (CRM), Enterprise Content Management (ECM), Business Process Management (BPM).

### **Unit III**

**ERP Modules** Finance, Production planning, Control and maintenance, Sales and distribution, Human resource management (HRM), Inventory control system, Quality management; ERP Solutions in the markets, sector specific ERP solutions, Business Intelligence.

### **Unit IV**

**ERP Implementation Life Cycles** Evaluation and selection of ERP package, Project planning, Implementation team training and testing, End user training and going live, Post evaluation and maintenance, Issues and challenges in ERP implementation, Business models with vendors, Cloud based ERP offering.

### **Unit IV ERP Case Studies**

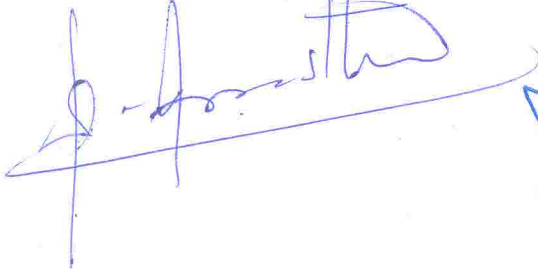
Post implementation review of ERP Packages in manufacturing, services, and other organizations.

### **Text Books**

1. Leon, Alexis; ERP Demystified; McGraw-Hill Education.
2. Joseph, A. Brady, Ellen, F. Monk and Wangner, Bret J.; Concepts in Enterprise Resource Planning; Thomson Learning.

### **Reference Books**

1. Garg, V.K. and Venkitakrishnan, N.K.; Enterprise Resource Planning: Concepts and Planning; PHI Learning



## MB311 WEB TECHNOLOGY AND E-COMMERCE

### **Course Objectives:**

To impart knowledge about basic concepts, significance, categories and implementation of e-business.

The course prepares students, as future managers, to critically assess the impact of information systems on the E-Business. It also introduces those skills required in order to manage online environments and projects.

### **UNIT I**

**Introduction to Google analytics** Introduction and Web Development Strategies, History of Web and Internet, Protocols governing Web, Adding website profiles, demographics, Visitors, Traffic sources, content, Setting goals and custom, porting, Sitemap, diagnostics for errors.

### **UNIT II**

**Web Commerce Models** :Definition, scope and significance of web Commerce, Business Models - Business to consumer (B2C), Business to business (B2B), Consumer to consumer (C2C), Peer to peer business model, m – Commerce business model, E – Governance (G2C, G2B, G2G).

### **UNIT III**

**e – Marketing and Trade** : Understanding internet audience and online consumer behavior, Internet marketing technologies, e – retailing, Online market research, Online marketing communications, Data warehouse and data mining, e - Customer relationship management, Online advertising, Online branding strategies, Online pricing strategies, Website as a marketing communication tool.

### **Unit IV**

**Online Payment System and Security** Working of Electronic payment systems, Online banking, Advantages and limitations, Mobile commerce, Mobile banking, concept of Digital cash and plastic money, Debit and Credit cards, Security threats in online environment, Elements of good E-commerce security, Protecting internet Communication, E-commerce security plan.

### **Unit V**

**Web Page Designing**: Introduction to HTML, Web Publishing :-Contents – Blocks, Text, Form Elements, Links – To a page, Within Page, To a Site, Links And Images – Image Mapping- Server Side, Client Side, Layout – List (OL, UL, DL) - Tables- Frames (Nested, I Frame) Head Elements – Base Font, Meta Tags, Scripts, Introduction to Joomla (open Source).

### **Text Book**

1. Laudon, Kenneth C, and Traver Carol G; E-Commerce – Business. Technology Society, Pearson Education.
2. The Complete Reference to HTML - Thomas Powell
3. Avinash Kaushik, Web analytics ; wiley publication.

### **Reference Books**

1. Turban, Efraim, Lee Jae, King David and Chung Michael; “Electronic Commerce – A Managerial Perspective”, AddisonWesley
2. Kalakota R; “Electronic Commerce – Frontiers of E – Commerce”, Pearson Education
3. HTML - Beginner's Guide - Willart
4. Microsoft Office 2003 Front page Inside Outside.

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## MBA IV Semester Elective Papers

### MB404 FINANCIAL INSTITUTIONS AND MARKETS

#### **Course Objectives:**

The objective of this course is to provide understanding of the functioning of financial markets and institution and their role in providing industrial finance to the universities to boost the industrial pace of the economy.

#### **UNIT-I**

Evolution and role of financial system in India, Structure of financial system. Financial system and economic development, Functions of financial system, Major Issues in Indian financial system financial systems reforms in India, Money market and capital market.

#### **UNIT-II**

Non-banking financial institution-Growth and functions, Development banks and working of IFCI, ICICI and SFCs. Their project appraisal techniques. Contribution of LIC, GIC and UTI in industrial finance.

#### **UNIT-III**

New issue market and stock exchange in India-role of new issue market, Organization function of stock exchange in India, Trading in stock exchange. Listing of securities, Regulation and control of stock exchanges in India.

#### **UNIT-IV**

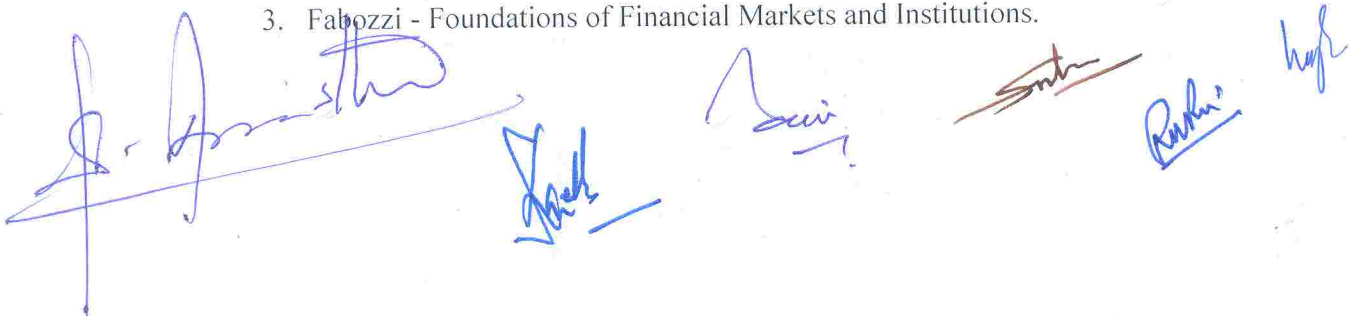
Market for financial guaranties, Underwriting-significance, institutional underwriting in India.

#### **UNIT-V**

Commercial banks and industrial finance.

#### **Suggested Readings**

1. Srivastava, R.M. and Nigam Divya - Management of Financial Institutions (Himalaya).
2. Bhole LM - Financial Institutions and Markets (Tata Mc Graw-Hill.).
3. Fabozzi - Foundations of Financial Markets and Institutions.

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## MB405 INTERNATIONAL FINANCIAL MANAGEMENT

### Course Objectives:

The objective of this course is to give students and overall view of the International Financial system and how multinational corporate operates

### UNIT - 1

Financial management Global context: the need for International Finance, the finance function and the emerging challenges recent trends in global financial markets, evolution of the International Monetary and financial system

### UNIT - 2

Global financial market and interest rates: the global financial markets, Domestic and Offshore markets, Euro markets, interest rates in global money markets, An overview of money market instruments

### UNIT - 3

Foreign exchange market: introduction structure of the foreign exchange market, mechanics of currency trading, types of transactions and settlement dates, exchange rates quotations and arbitrage, pricing of short date and broken date contracts, exchange rate regimes and the foreign exchange markets In India

### UNIT - 4

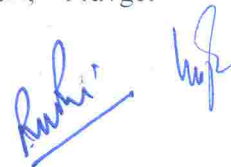
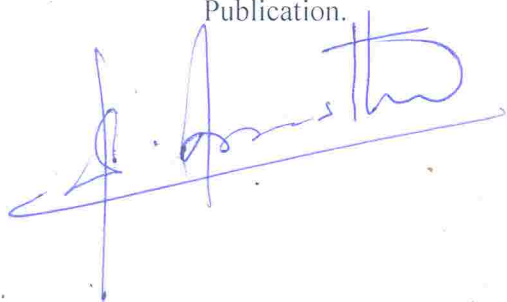
Short term financial management in multinational corporations, introduction to short term borrowings and investment, where should cash be held, centralised and decentralized cash management, cash transmissions

### UNIT - 5

Long term borrowings in global capital markets, introduction, major market segments, the international financing decisions, the pattern of international trade, the GATT, IMF, IBRD, The regional trading

### Reference books:

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.



## MB406 SERVICES MARKETING

### **Course Objectives:**

The course is to introduce students with the concept of services. It also encourage students to understand the techniques required to tackle various problems of services marketing.

### **UNIT-I**

- Introduction to services
- Difference Between Product and Services Marketing
- Reasons for growth of services.
- Services in the modern economy
- Customer focus in service delivery

### **UNIT-II**

- Measuring service demand
- Developing customer portfolio
- Assessing requirements of customer
- Targeting customers, managing relationship and building loyalty.

### **UNIT-III**

- Managing the services product
- Developing consumer- perceived quality of services.
- Estimating cost and developing strategies for pricing.
- Integrating service production with the consumption prices

### **UNIT-IV**

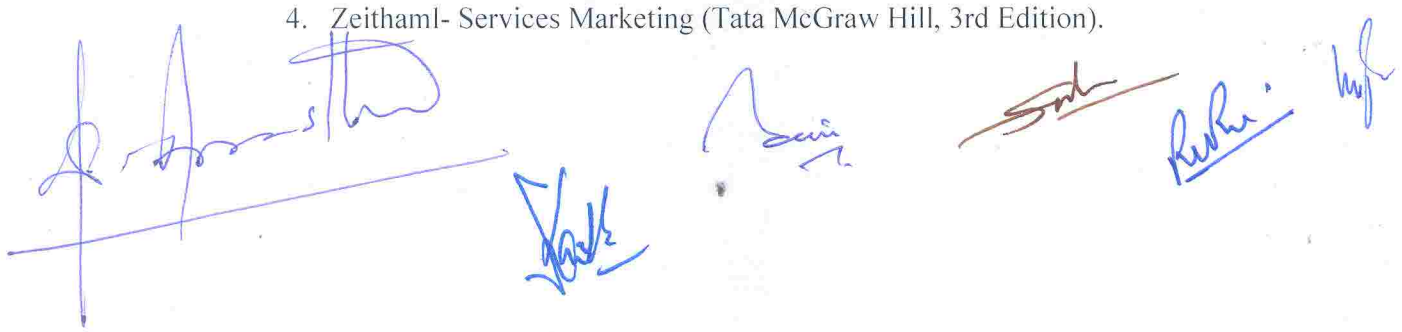
- Managing total market communication
- Promotion of services
- Service delivery through various channels
- Managing demand and capacity

### **UNIT-V**

- Challenges for top management
- The integrated gap model of service quality.
- Managing service culture
- International and global strategies in service management

### **Suggested Readings**

1. Govind Apte- Services Marketing (Oxford University Press).
2. Rama Mohana Rao Services Marketing. (Pearson Education, 1st Edition).
3. C.Bhattacharya-Services Marketing.
4. Zeithaml- Services Marketing (Tata McGraw Hill, 3rd Edition).



## MB407 INTERNATIONAL MARKETING

### **Course Objectives:**

The paper is designed to acquaint the students with various aspects of International Marketing. It would enable them in developing a capacity of analyzing and identifying international marketing opportunities and problems. It would also provide them a thorough understanding of procedures and practices of export marketing.

### **UNIT-I**

Definition and concept of International Marketing. Importance of International Marketing Comparison of International and Domestic Marketing.

### **UNIT-II**

Theories of International Trade - Traditional and modern theories. International marketing opportunities and strategy. International marketing environment, uncontrollable environment scanning foreign markets.

### **UNIT-III**

International product policy. Planning and Development of products for foreign markets Product adaptation, Balance of Payment (B.O.P.)

### **UNIT-IV**

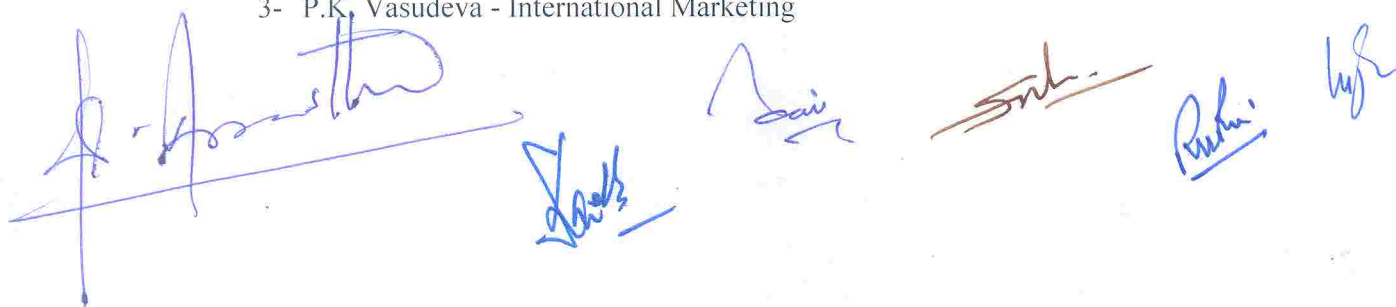
Export Pricing- Types, Objective. International distribution channels. Promotional Mix.

### **UNIT-V**

Export procedure and Documentation Export Credit-Pre and post shipment credit, Agencies involved in promotion of international marketing. W.T.O. World Bank, I.M.F., ECGC, S.T.C., Export promotion councils, Recent Trends in International Trade.

### **Suggested Readings**

- 1- U.C. Mathur - International Marketing
- 2- Subash C. Jain - International Marketing
- 3- P.K. Vasudeva - International Marketing



Handwritten signatures of the authors of the suggested readings: U.C. Mathur, Subash C. Jain, and P.K. Vasudeva.

## **MB408 LABOUR LEGISLATION IN INDIA**

### **Course Objectives:**

The Course designed to develop an understanding of main provisions of major Labour Legislation.

### **Unite-I**

Introduction, Philosophy behind Labour Legislation.  
The Factories Act, 1948.  
The Shop and Establishment Act.

### **Unite-II**

The Industrial Dispute Act 1947.  
The Industrial Employment (standing orders) Act 1946.  
The Trade Union Act 1926.

### **Unite-III**

The Payment of Wages Act 1936.  
The Minimum Wages Act 1948.  
The Employees Provident Fund Act 1952.  
The Payment of Gratuity Act 1972.

### **Unite-IV**

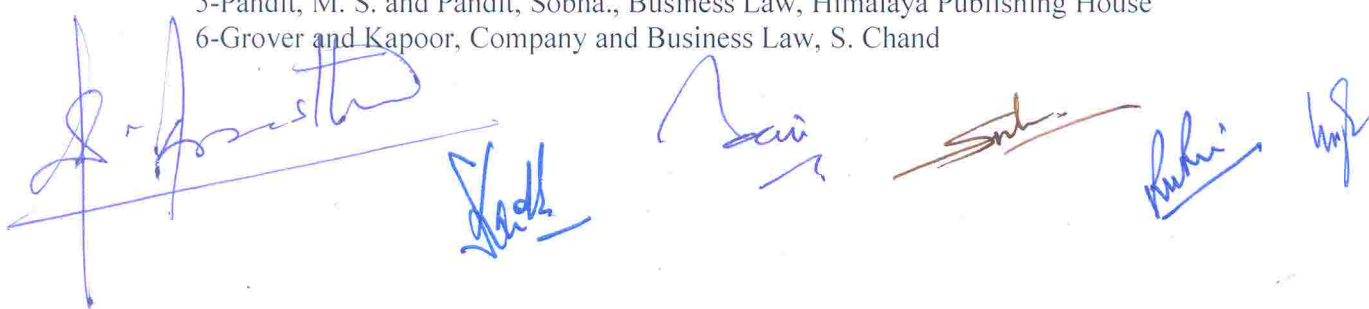
The Employees State Insurance Act.  
The Workmans Compensation Act.

### **Unite-V**

The Employment Exchange (compulsory Notification of Vacancies) Act 1959.  
The Maternity Benefit Act.  
Contract Labour Regulation and Abolition Act 1970.

### **Recommended book(s)**

- 1-Mishra,S.N. Labour industrial law,New Delhi:Central Law Publication.
- 2-Tuteja S.K. Business Law For Managers,New Delhi, Sultan Chand.
- 3-Padhi, P. K., Legal Aspects of Business, PHI
- 4-Kuchhal, M. C., Business Laws, Vikas Publishing House
- 5-Pandit, M. S. and Pandit, Sobha., Business Law, Himalaya Publishing House
- 6-Grover and Kapoor, Company and Business Law, S. Chand

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## MB409 GROUP DYNAMICS AND INDUSTRIAL PSYCHOLOGY

### **Course Objectives:**

This course has been designed to orient students towards group behavior and conflict management. The objective is to know the impact of industrial psychology on human behavior.

### **UNIT-I**

Definition and characteristics of Group Dynamics.  
Group Formation and Development, Reason why people join groups.  
Group Behavior, Group Norms and Group Cohesiveness

### **UNIT-II**

Inter group behavior and inter group conflict and its sources.  
Resolutions of inter group conflicts.

### **UNIT-III**

Learning: concepts and determinants of learning.  
Learning principles -: Re-enforcement and punishment.  
Job satisfaction: measuring job satisfaction.  
Effects of job satisfaction and job dissatisfaction.

### **UNIT-IV**

Conceptual framework; definition and scope of industrial psychology.  
Measurements of individual differences and personality traits.  
Measurement of intelligence and emotional intelligence.

### **UNIT-V**

Frustration: concept of frustration, where does frustration comes from?  
How does frustration affects behavior?  
How to manage frustration?

### **Suggested Readings**

- 1- Dr. Harbans Lal Kaila - Group Dynamics and Industrial Psychology
- 2- Pawan Kumar Tripathi - Industrial Psychology

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## MB410 RELATIONAL DATABASE MANAGEMENT SYSTEM

### **Course Objective:**

- The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations.
- The course gives an insight to students about the concept of data mining and warehousing.
- The course familiarizes the student with requirement and working of database administrator.

### **Unit I**

**Introduction** History: Advantages and limitations of RDBMS; Users of RDBMS, Software Modules in RDBMS; Architecture of RDBMS.

### **Unit II**

**Modeling Techniques** Different Types of Models, Introduction to ERD

### **Unit III**

**Hierarchical Database, Network Database, Relational Database:** Introduction; Codd's Rules; Concept of Domain, Tuple, Cardinality; Comparison between HDB-NDB-RDB

### **Unit IV**

**Normalization** Advantages and disadvantages of Normalization; 1NF-2NF-3NF rules with examples

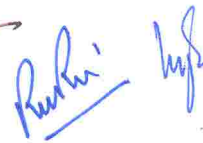
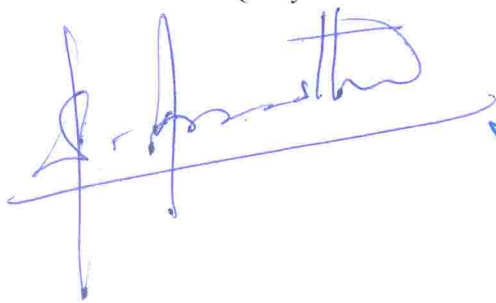
**SQL Commands** Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub queries, Views, Complex Queries, Modification of the Database, Joined Relations, Data-Definition Language, Embedded SQL, Dynamic SQL, Exercises.

### **Unit V**

**Introduction to object oriented database** Concept, Object binding in Oracle - Class, Attribute, Methods, Object type, Definition, Declaring and initializing, Methods, Alter and Drop type.

### **Books Recommended:-**

1. DATABASE System Concepts, Silberschatz, Korth, Sudarshan
2. SQL by Scott Urman



## **MB411 SYSTEM ANALYSIS & DESIGN**

### **Course Objective:**

- This course aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.
- The student able to gain insight into the various types of threat which an information system is exposed.

### **UNIT-I**

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

### **UNIT-II**

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification.

### **UNIT-III**

Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations in Feasibility Analysis - Feasibility Report.

### **UNIT-IV**

Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling: Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

### **UNIT-V**

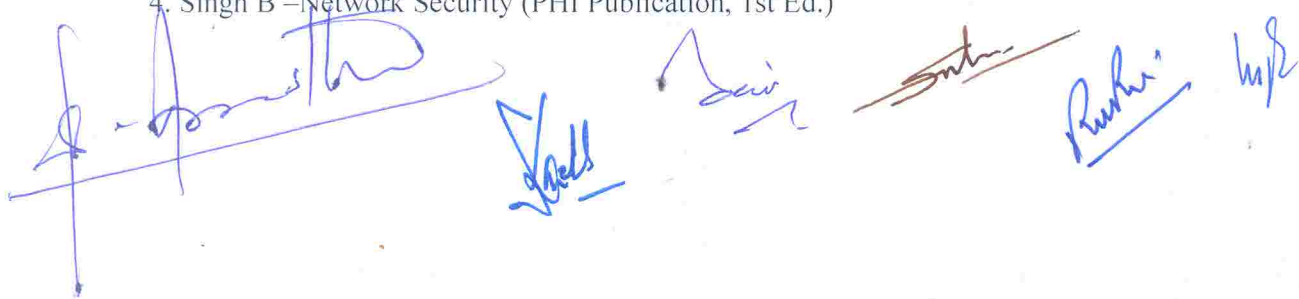
Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

### **Suggested Readings: Text Book**

1. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)

### **Reference Books**

1. Shah-Software Engineering & SAD (Wiley Dreamtech)
2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
3. AnkitFadia -Encryption-Protecting your Data ( Vikas Publication, 1st Ed.)
4. Singh B –Network Security (PHI Publication, 1st Ed.)

A series of handwritten signatures and initials in blue ink are located at the bottom of the page. From left to right, there is a large signature, followed by a smaller signature, then a signature that appears to be 'Saur', then a signature that appears to be 'Sant', then a signature that appears to be 'Rishi', and finally the initials 'W/S'.