

**Post Graduate programme:**  
**Title of the programme: M.B.A.**

**SYLLABUS FOR M.B.A .PART –1 EXAMINATION  
(EFFECTIVE FROM THE SESSION 2003-2004)  
SEMESTER - I**

**MBA/101 MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR**

- Objectives:-** The objectives of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.
- Unit-I** Evolution of management thought- Management & Organization, Management & Administration, various approaches to management philosophy- Mathematical, Behavioural, serial schools of management
- Unit-II** System & contingency approach for under standing organization, managerial process functions of managers, skills and roles in an organization.
- Unit-III** Individual Behaviour & Personality  
Concept of personality perception, values attitudes & learning. Learning Behaviour  
Emotional Intelligence in organization
- Unit-IV** Group Dynamics Group Behaviour  
Group dynamics understanding group processes group decision-making Leadership theory.
- Unit-V** Organizational system design and structure.

**Suggested Reading:**

1. Koontz, H and Wehrich, H Management 10th ed. New York McGraw HOT, 1995.
2. Luthans F. Organizational Behaviour. 7th ed. New York, McGraw Hill, 1995
3. Robbins S.P. Management 5th ed. New Jersey, Englewood Clifts. Prentice Hall Inc. 19%.
4. Robbins S.P. Organizational Behaviour. 7th ed, New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi 2001.
6. Staw, B.M. Psychological Dimensions of Organizational Behaviour ` 2nd ed.Englowed Cliffs. New Jersey Prentice Hall Inc., 1995.
7. Stoner, J. etc. Management 6th ed., New Delhi, Prentice Hall of India 1996.

**MBA/102 MANAGERIAL ECONOMICS**

- Objectives:-** The objective of the course is to acquaint the participants with concepts and techniques used in Micro-Economic. Theory and to enable them to apply this knowledge in business decision-making, Emphasis is given to changes in the nature of business firms in the context of globalisation.
- Unit-I** Concept & Techniques of Managerial Economics. Managerial Economics its application, in marginal analysis and optimization
- Unit-II** Theory of Demand, Demand functions, Elasticity of Demand, Determinants of Demand, Demand forecast.
- Unit - III** Production & cost functions, Production ISO QUANT, ISOCOST, Economics of Scale, Short run cost function.
- Unit-IV** Theories of firm, profit maximization sales maximization Managerial Utility Model, Simon Satisfying behaviour Model.
- Unit-V** Market Structure- Competition, monopoly, oligopoly, Perfect, Pricing in these competition for short term.

**Suggested Readings:**

1. Adhikary, M. Business Economics. New Delhi, Excel Books, 2000
2. Baumol, W.J. Economics Theory and Operations Analysis 3rd ed., New Delhi, Prentice Hall Inc.

- 1996.
3. Chopra, O.P. Managerial Economics. New Delhi, Tata McGraw Hill 1985
  4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall New Jersey 1996.
  5. Koutsoyiannis, A Modern Micro Economics. New York, Macmillan, 1991
  6. Milgrom, P and Roberts J. Economics Organization and Management Englewood Cliffs, New Jersey Prentice Hall Inc. 1992.
  7. Maheshwari, Yogesh. Managerial Economics., P.H.I.
  8. Mehta, P.L. Managerial Economics., Sultanchand & Sons.
  9. Varshney, R.L. Managerial Economics., Sultanchand & Sons.

### **MBA/103 ENVIRONMENT AND MANAGEMENT**

- Unit-I Environment Management : Fundamentals sustainable development, implications of human population growth, limits to growth, environment and business school.
- Unit -II Energy Management: Fundamentals- Fossil fuel use, energy production and trade, energy balance ecosystem concepts: Basic concepts and their applications in business; industrial ecology and recycling industry.
- Unit – III Environmental Management Systems: Ems standards ISO 14000, environmental auditing. Environmental management and valuation: Environmental accounting economics- environmental trade shifts, green funding.
- Unit-IV Environmental Laws: Patents laws pollution and waste management-air, water, land pollution acts.
- Unit-V Water, Forest and Biodiversity Management: Water reservoirs, dams and their role, forest products and their trade, role of biodiversity in international trade.

#### **Suggested Readings:**

1. Uberoi N.K. Environmental Management, Excel Books, A-45, Naraina Phase-1, New Delhi. 2000
2. Pandey GN. Environmental Management. Vikas Publishing House New Delhi, 1997.
3. Gupta. N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G Marg, New Delhi, 1997
4. Mohanty S.K.: Environment & Pollution Law Manual, Universal Law Publishing, GT. Kamal Road, New Delhi, 1996
5. Harley Nick Environmental Economics MacMillan India Ltd. Ansari Road, New Delhi. 1997.
6. Kolstad Charles D: Environmental Economics, Oxford University, Press, 2000

### **MBA/104 MANAGERIAL SKILL DEVELOPMENT**

- Objectives:- The course is aimed at equipping the students with the necessary & techniques and skills of communication to inform others, inspire them and enlist their activity and willing cooperation in the performance of their jobs.
- Unit-I Importance & nature of communication, Principles of effective communication, Process of communications.
- Unit-II Barriers & Gateways to communication Do & Don'ts of Business writing, Types of Communication.
- Unit-III Commercial letter types written communication writing business reports.
- Unit-IV Oral Communication presentation of reports public speaking & negotiations
- Unit-V Body Language and Kinesics.

#### **Suggested Readings:**

1. Bowman, Joel and Branchaw, Bernadine "Business Communication from Process to Product. 1987 Dryden Press, Chicago
2. Hatch Richard "Communicating in Business. 1977 Science Research Associates, Chicago
3. Murphy, Herta A and Peck, Charries E "Effective Business Communications". 2nd ed. 1976. Tata

- McGraw Hill, New Delhi.
4. Pearce. C. Glenn etc. " Business Communications :Principles and Applications.Ind" ed. 1988. John Wiley., New York.
  5. Treece Maira " Successful Business Communication" 3rd ed.1 987 . Allyn and Bacon Boston.

### **MBA/105 INDIAN ETHOS AND VALUES**

- Unit -I Model of Management in Indian socio political environment work ethos; Principles of Indian Management, Indian insight into TQM.
- Unit - II Problems relating to stress in corporate management- Indian perspective ; Ethical values in management education.
- Unit – III Relevance of values in management; need for values in global change- Indian perspective, Theory of KARMA.
- Unit - IV Holistic approach for managers in decision making; Secular verses spiritual, Values in management.
- Unit -V Personal growth and lessons from ancient Indian educational system, science and human values.

#### **Suggested Readings:**

1. Chakraborty, S.K.: Foundations of Managerial Work-Contributions from Indian Thought, Himalaya Publishing House Delhi 1 998.
2. Management Effectiveness and Quality of Work-life Indian Insights, Tato McGraw Hill Publishing Company, New Delhi, 1987.
3. Management by Values., Oxford University Press, 1 99 1
4. Drucker, P.-Managing in Turbulent Times, Pan Books London 1983
5. Kumar, S and N.K, Uberoi: Managing Secularism in the New MiUentiumExcelBooks2000
6. Griffite B, The Marriage of East and West. Colling, London-1985
7. Gandhi M.K. The story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972.

### **MBA/106 ACCOUNTING FOR MANAGERS**

- Objectives : The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control,
- Unit – I Financial Accounting- concept, importance & scope. Generally adopted accouting principles..
- Unit-II Financial statements with reference to analysis of Balance . Measurement of Business income.
- Unit-III Inventory valuation, Methods of valuation of stock, Depreciation-methods of depreciation.
- Unit-IV Management Accounting Concept need importance scope. Budget & budgetary control. Performance & zero Based Budgeting
- Unit - V Relevant costing costing for decision making. Managerial costing & Absorption costing.

#### **Suggested Readings:**

1. Anthony R.N.and Recce J.S. Accounting Principles, 6th ed. Homewood, Illinois, RichardD. Irwin, 1995.
2. Bhattacharya S K. and Dearden J. Accounting for Management. Text and cases. New Delhi, Vikas, 1996
3. Heitger L.E. and Matrach Serge, Financial Accounting New York, McGrawHffl,1990
4. Hingorani N.L. and Ramnathan A.R. Management Accounting 5th ed. New Delhi, Sultan Chand, 1992.
5. Homgren Charles etc Principles of Financial and Management Accounting Englewood Cliffs, New Jersey. Prentice Hall Inc. 1994

6. Needles, Betward etc. Financial and Managerial Accounting, Boston, HoughtonMifflin Company, 1994.
7. Vij.Madhu Financial and Management Accounting New Delhi, Anmol Publications 1997

### **MBA/107 QUANTITATIVE METHODS**

Objectives:-	The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.
Unit-I	Mathematical Basis of managerial decision functions- Applications of Functions some special functions.
Unit - II	A.P. GP. H.P & their managerial application. Matrices Markov chains & their applications.
Unit- III	Frequency Distribution & their analysis Probability theory & Probability distribution. Binomial, Poisson Normal & Experimental distribution.
Unit-IV	Correlation & Regression analysis, Time series Analysis & forecasting.
Unit-V	Linear Programming Basic concepts model formulation solution methods, quality.

#### **Suggested Readings:**

1. Chadha, N JL Statistics for Behaviour and Social Scientists. Reliance Publishing House, Delhi. 1996
2. Gupta, S P and Oupta M.P. Business Statistics. New Delhi, Sultan Chand.1997.
3. Kazmkr, L.J. and Pohl N.F. Basic statistics for Management. New Jersey, Prentice Hall Inc., 1995.
4. Levin Richard I and Rubin David S Statistics for Management. New Jersey, Prentice Hall Inc. 1995.
5. Narag, A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
6. Sharma, J.K. Fundamentals of Operations Research Macmillan, New Delhi. 2001.
7. Terry, Sineich Business Statistics by Examples London, Collier Mac Millan Publishers, 1990.

### **MBA/108 COMPUTER APPLICATIONS IN MANAGEMENT.**

Objectives:-	The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.
Unit -I	Computers An introduction. Computer its Business Elements of computer system, setup Indian computing Environment. Components of a computer system generalizations of computers & computer languages. P.C. In business PC software packages.
Unit-II	Desk operating system & windows. Text Processing software. Introduction to spread sheet software, creation of spread sheet applications. Range, formula function Data Base function in spread sheet.
Unit-III	Modes of data processing, computer software system software development process file design & Report designs. Data files Types/ Organizations master & Transaction; file. Relevance of Data Base management system.
Unit-IV	Basics of Data processing Data Hirarchy & data file structures. Application portfolio development. Introduction to a micro data base manager.
Unit-V	Programming concept use of tiles in programming. Presentation graphics, creating a presentation on a P.C. Data communication Net working- LAN & WAN

#### **Suggested Readings:**

1. Burch, John and Grudniski Gary, Information Systems: Theory and Practice 5th ed, New York., John Wiley 1989.

2. David Van Over: Foundations of Business Systems Fort Worth ryden-1992
3. Eliason A.L. On line Business Computer Applications 2nd ed. Chicago Science Research Associates. 1987.
4. Estrada Susan Connecting to the internet . Sebastopol CA.O'Reilly,1993.
5. John, Moss Jones Automating Managers: the implications of information Technology for Managers London, Pinter, 1990
6. LongX. Computers, Englewood Clitts, New Jersey, Prentice Hall Inc. 1986
7. Summer M. Computers, Concepts and Uses 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1988.

## **SEMESTER-II**

### **MBA/201 ORGANISATION EFFECTIVENESS AND CHANGE**

**Objectives :-** To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

- Unit-I Concept of organizational change. Effectiveness & development skills of change agent.
- Unit- II Organizational climate & culture. Power & Politics.
- Unit - III The Process of Empowerment, organizational learning, creativity & Innovation.
- Unit-IV Conflict & Negotiation. Inter group Behaviour & collaboration.
- Unit-V Corporate Governance, management of gender issues cross cultural dynamics.

#### **Suggested Reading:**

1. Anderson, A. H. and Barker D. Effective Enterprise and Change Management Oxford Blackwell Publishers Ltd. 1996.
2. French W.E. and Bell C.H. Organization Development, New Delhi, Prentice - Hall of India 1995.
3. Kao,S.R.etc Effective Organization and Social Values New Delhi Sage 1994.
4. Khandwalla, P.N. Organisation Design for Excellence New Delhi, Tata McGrawHill, 1992
5. Luthans, F Organizational Behaviour 7th ed., New York, McGraw Hffl,1995.
6. MendoncaM and KanungoRN Work Motivation New Delhi, Sage, 1994
7. Robbins, S.P. Organizational Behaviour 7th ed. New Delhi, PrenticeHall of India, 1996.

### **MBA/202 RESEARCH METHODOLOGY**

**Objectives:-** To equip the students with the basic understanding of the research methodology and to provide and insight into the application of modern analytical tools and techniques for the purpose of management decision making.

- Unit – I Nature & scope of Research methodology problem formulation & statement of Research objectives, value & cost of Information.
- Unit –II Organization structure of research. Research Process, Research Design. Exploratory Descriptive & Experimental research design.
- Unit – III Methods of data collection, observational & survey methods Administration of survear field work. Tabulation of data.
- Unit - IV Attitude measurement Techniques. Motivational Research Techniques. Sample Design selection of Appropriate statistical techniques.
- Unit -V Use of statistical software packages, Factor Analysis, conjoint Analysis, Regression Analysis. Research Report qualities of good research report.

#### **Suggested Readings:**

1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press New York, 1976.
2. Bennet,Roger, Management Research, ILO, 1983
3. Fowlwe, Floyd JJr. Survey Methods 2nd ed. Sage Pub. 1993
4. Fox J.A. and P.E.Tracy: Randomized Response: AMe&od of Sensitive Surveys, Sage Pub. 1977.
5. Gupta S.P. Statistical Methods, 30th ed. Sultan Chanct, New Delhi, 2001.

6. Golden Biddle, Koren and Karen D. Locke: Composing Qualitative Research Sage Pub. 1997.
7. Salkind, Neil J. Exploring Research 3rd ed. Prentice Hall NJ. 1997

### **MBA/203 HUMAN RESOURCE MANAGEMENT**

**Objectives:-** In a complex world of industry and business, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

- Unit - I Concept & Perspective on Human Resource Management. Management in a changing economy.
- Unit - II Corporate objectives & Human Resource Planning. Career & succession Planning
- Unit – III Job Analysis & Role description methods of manpower search. Recruitment & selection of Human Resources, Induction.
- Unit-IV Manpower training & development performance appraisal & potential evaluation. Job evaluation & wage determination.
- Unit-V Employee welfare Industrial Relations & Trade unions Dispute Resolution & Grievance management. Employee Empowerment

#### **Suggested Readings:**

1. Aswathappa K. Human Resource and Personnel Management Tata McGraw Hill Delhi, 1997. 2. De Cenzo, D.A. & Robbins S.P. Human Resource Management 5<sup>th</sup> ed. New York, John Wiley, 1994. vX
3. Guy. V & Mattock J. The New International Manager London, Kogan Page, 1993
4. Holloway, J.ed. Performance Measurement and Evaluation New Delhi, Sage 1995.
5. Monappa, A & Saiyadain M. Personnel Management 2nd ed. New Delhi, Tata Mc-Graw-Hill, 1966.
6. Stone, Lioyed and leslie W Rue, Human Resource and Personnel Management Richard D Irwin Illinois, 1984.

### **MBA/204 FINANCIAL MANAGEMENT**

**Objectives:-** The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

- Unit -I Aims & objectives of financial management. Financial Analysis & control. Cost Volume Profit Analysis. Operation & Financial Leverage.
- Unit - II Time -value of money Investment & capital structure Decisions. Optimum Capital structure.
- Unit - III Instruments of Loans term Financing cost of different source of raising capital. Weighted Average cost of capital.
- Unit - V Valuations & Rates of return methods of capital Budgeting short term financing Investments.
- Unit -V Management of working capital. Cash & receivables management. Internal Financing & Dividend Policy.

#### **Suggested Readings:**

1. Archer Stephen H etc. Financial Management. New York, John Wiley 1990
2. Bhalla V.K.: Financial Management and Policy .2nd ed. New Delhi AnmoU998
3. Brealey. Richard A and Myers Stewart C. Principles of Corporate Finance 5th ed. New Delhi McGraw Hill 1996
4. Hampton, John Financial Decision Making Englewood Cliifs, New Jersey, Prentice Hall inc.

- 1997.
5. Van Home James C: Financial Management and Policy 1 Oth ed. New Delhi, Prentice Hall of India-1997
  6. Winger, Bernard and Mohan Nancy. Principles of Financial Management New York, Macmillan Publishing Company, 1991.

### **MBA/205 MARKETING MANAGEMENT**

- Objectives:-** The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.
- Unit-I** Nature & scope of marketing corporate orientations towards the market place. The marketing environment & environmental scanning.
- Unit - II** Marketing Information system. Marketing Research understanding consumer & Industrial markets.
- Unit –III** Market segmentation. Targetting & Positioning. Product decisions. Product mix product life cycle. New product Development.
- Unit –IV** Branding & Packaging decisions. Pricing models & strategies Promotion decisions.
- Unit-V** Promotin Mix- advertising, sales promotions, publicity & personal selling channel management selection, cooperation & conflict management.

**Suggested Readings:**

1. Enis B.M. Marketing Classics: A Selection of Influential Articles New York, McGraw Hill 1991.
2. Kotler Philip and Armstrong G: Principles of Marketing New Delhi. Prentice Hall of India, 1997
3. Kotler Philip : Marketing Management Analysis ,Planning, Implementation and control New Delhi, Prentice Hall of India 19.-
4. Ramaswami V.S. and Namakumari S. : Marketing Management Planning Control New Delhi, MacMillan 1990
5. Stanton William J. Fundamentals of Marketing New York, McGraw HflU994.
6. Neelamegham S. Marketing in India: Cases and Readings. New Delhi. Vikas-1988.

### **MBA/206 PRODUCTION AND OPERATIONS MANAGEMENT**

- Objectives:-** The course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organisations.
- Unit-I** Nature & scope of Production & operations management, facility location types of manufacturing system & Layout Layout planning & Analysis.
- Unit – II** Materials Handling Principles Equipments line Balancing Problems stores management. Quality assurance TQM- ISO 9000
- Unit- III** Operations decisions. Production planning & control in Mass Production in Batch and Job Order manufactuing.
- Unit- IV** Capacity planning- models process planning Aggregate Planning scheduling work & method study. Work measurement.
- Unit-V** Work environment Industrial safety main finance management safety management.

**Suggested Readings:**

1. Adam E.E. & Ebert RJ.: Production and Operations Management. 6<sup>th</sup> ed. New Delhi Prentice Hall of India-1995.
2. Amne Harold T etc. Manufacturing Organisation and Management. Englewood Cliffs, New

- Jersey, Prentice Hall Inc. 19937
3. Buffa E.S.: Modern Production Management, New York. John Wiley 1987
  4. Chary S.N. : Production and Operations Management New Delhi, Tata McGraw Hill, 1989.
  5. Dobler Donald W. and Lee, L&mar : Purchasing and Materials Management. New York McGraw Hill, 1984
  6. Dilworth, James B. Operations Management, Design, Planning & Control of Manufacturing and services Singapore, McGraw Hill, 1992
  7. Moore EG and Hendrick T.E. Production Operations Management Homewood Illinois Richard D twin. 1982

### **MBA/207 MANAGEMENT SCIENCE**

**Objectives:-** The Objectives of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

- Unit – I Basic concept & role' of management science in decision making, sensitivity Analysis.  
 Unit - II Integer Linear Programming, Branch & Bound Algorithm.  
 Unit- III Transportation & Assignment models including Transshipment & Routing Problems.  
 Unit-IV PERT/CPM Decision their & Decision Trees.  
 Unit-V Goal Programming Game Theory simulation.

#### **Suggested Readings:**

1. Budnik, Frank S. Dennis, Mcleavey, Richard Mojena Principles of Operations Research 2<sup>nd</sup> ed. Richard, Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995
2. Gould FJ. etc. introduction to Management Science Engle wood Cliffs, New Jersey, Prentice Hall Inc. 1994.
3. Mathur K and Solow, D. Management Science Englewood Cliffs, New Jersey, Prentice Hall inc., 1 994.
4. Narag A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
5. Sharma J.K. Operations Research: Theory and Applications New Delhi, Macmillan India Ltd. 1997
6. Taha, H.A. Operations Research, An introduction, New York, Mc- Millan 1989.
7. Theirouf, R J and Klekmp, R.C. Decision Making Through Operations Research New York, John Wiley 1989.

### **MBA/208 INTERNATIONAL ENVIRONMENT & MANAGEMENT**

**Objectives:-** The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

- Unit-I International Business. Types of International Business External Environment Economic & Political Environment Human cultural Environment.  
 Unit-II World Trade & Foreign Investment Trends. Balance of Payments Accounts & Macro economic management Theories & institutions. Trade & Investment Govt. influence on trade investment Determination of trading partners independence.  
 Unit – III World Financial Environment Cross national cooperation & Agreements. Tarrif & non tarrif Barriers. WTO, Regional Blocks.  
 Unit-IV International Production Internationalization of semica firms operation management in international firms.  
 Unit-V World Financial Environment. Foreign Exchange market mechanism. Determinants of exchange rates. Euro currency market offshore financial centres. International Banks, Stock markets Global competitiveness.

#### **Suggested Readings:**

1. Alworth, Julian S.: The Finance, Investment and Taxation Decisions of Multinationals London, Basil Blackwell, 1988.
2. Bhalla V.K. and S Shivaramu, International Business, New Delhi, Anmol1995.
3. Bhalla V.K.: International Economy; Liberalisation Process New Delhi, Anmol-1993
4. Daniel John D and Radebangh Lee H International Business 5th ed. New York, Addison Wesley 1989.
5. Eiteman, D.K and Stopnefill ,A1,: Multinational Business Finance, New York, Addison Wesley, 1986
6. Johnston, R.B.: The Economics of the Euromarket: History, Theory and Practice, New York, Macmillan, 1983.
7. Parks, Yoon and Zwick Jack, International Banking in Theory and Practice New York, Addison Wesley, 1985.

**M.B.A. PART- II EXAMINATION  
(EFFECTIVE FROM THE SESSION 2004-2005)  
SEMESTER - III**

**MBA/3101/F FINANCIAL DECISIONS ANALYSIS**

- Objectives: The basic objective of this course is to impart an intensive knowledge about the use of quantitative techniques in specified financial decision making areas.
- Unit-I Application of Decision Tree Analysis, Regression Analysis - and Simulation Technique in Financial Decision.
- Unit – II Financial Decision Making Tools, Ratio Analysis, Fund Flow and Cash, Flow Analysis, Business Failure and Re-organisation.
- Unit – III Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost volume - profit Analysis under Conditions of Uncertainty.
- Unit-IV Leasing Vs. Borrowing Decisions; Sequencing of Decisions; Replacement Decisions.
- Unit-V Dividend Valuation Model; Legal and Procedural Aspects of Merger Decision; Mergers and Acquisitions.

**Suggested Readings:**

1. Bhalla, V.K. Financial Management And Policy, 2<sup>nd</sup> ed., New Delhi, Annul, Delhi, 1998.
2. Atkinson, Management Accounting, 3rd ed., 2003, Pearson Education.
3. Foster, Financial Statement Analysis, 2nd ed., 2003, Pearson Education.
4. Horngren, Cost Accounting: A Managerial Emphasis, 11th ed., 2003, Pearson Education.
5. Avadhani, V.A., Investment Management, 5th ed., 2003, Himalaya Publishing House.
6. Reddy, Appannaiah & Others, Financial Management, 3rd ed., 2003, Himalaya Publishing House.
7. Hampton, Financial Decision Making - Concepts, Problems and Cases, 4th ed., 10,2003, Pearson Education.
8. Maheshwari, S.N., Financial Management, Sultan Chand & Co.
9. Raghu R. Palat, How to Read Annual Reports & Balance Sheets.
10. Erich A. Helfert, Techniques of Financial Analysis.
11. Van Home, James C., Financial Management and Policy, Englewood Cliffs, New Jersey, PHI, 12<sup>th</sup> ed., 2003.

**MBA/3102/F SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

- Objectives: The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.
- Unit-I Investment - Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities, Recent Developments in the Indian Stock Market.
- Unit – II Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices and Return.
- Unit – III Security Credit Ratings; Objectives\*/ Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities.
- Unit - IV The Return to Risk and the Investment Decision; Government Securities; Non-Security Forms of Investments.
- Unit – V Real Estate Investment; Investment Instruments of the Money Market; Fundamental and Technical Approach, Efficient Market Theory.

**Suggested Readings:**

1. Chatterjee B.K., Marketing Management. A Finance Emphasis.
2. Bhalla, V.K., Investment Management : Security Analysis and Portfolio Management, 8<sup>th</sup> ed., New Delhi, S.Chand, 2001.

3. Pillai & Bhagwati, Cost Accounting, S.Chand & Co.
4. Khanna B.S., Practical Cost Accounting, S.Chand & Co.
5. Alexander, Sharpe & Bailey, Fundamentals of Investments, 3rd ed., 3, PHI, 2003.
6. Haugen, Modern Investment Theory, 5th ed., 10, 2003, Pearson Education.
7. Sharpe, Alexander & Bailey, Investments, 6th ed., 23, PHI, 2003.
8. Avadhani, V.A., Securities Analysis and Portfolio Management, 6th ed., 2003, Himalaya Publishing House.
9. Agarwala, Bulls Bears and the Mouse.

### **MBA/3103/F PORTFOLIO MANAGEMENT**

**Objectives:** The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

- Unit – I** Introduction to Portfolio Management - The nature of Investment Risks, Risk-return relationship.
- Unit- II** The Mean-variance Criterion (MVC) - Markowitz Portfolio Theory, MVC & Portfolio Selection, Portfolios of Two Risky Securities, A Three Security Portfolio.
- Unit-III** The Efficient Frontier, Tracing the Efficient Frontier - Constructing efficient frontier.
- Unit-IV** Sharpe : Single Index Model; Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory.
- Unit-V** Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India.

#### **Suggested Readings:**

1. Alexander, Gordon J. and Sharpe, William K, *Fundamentals of Investments*, Englewood Cliffs, New Jersey., Prentice Hall Inc., 3<sup>rd</sup> ed.,2003.
2. Bhalla, V.K., *Investment Management : Security Analysis and Portfolio Management*, 8<sup>th</sup> ed., Delhi, S.Chand, 2001.
3. *Portfolio Analysis and Management*, Delhi, S.Chand, 2002.
4. Revin, *Portfolio Management*.
5. Shapiro, *Multinational Financial Management*, 4th ed., 21, 2003, pm.
6. Sharan, *International Financial Management*, 2nd ed., 22, 2003, PHI.
7. Avadhani, V.A., *Investment Analysis Portfolio Management*, 2nd ed., 1999.
8. Charles Caes, *How to Make Money When Stock Crash*.
9. Robert, A. Strong, *Portfolio Management Hand Book*.

### **MBA/3104/F INTERNATIONAL FINANCIAL MANAGEMENT**

**Objectives:** The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

- Unit – I** Multinational Financial Management - An overview; Evolution of the International Monetary and Financial System.
- Unit - II** Managing short-term assets and liabilities; Long-run Investment Decisions - The foreign Investment Decision.
- Unit- III** Political Risk Management; Multinational Capital Budgeting Application and Interpretation.
- Unit-IV** Cost of Capital and Capital Structure of the Multinational Firm, Dividend Policy of the Multinational Firm.
- Unit - V** Taxation of die Multinational Finn; Country Risk Analysis; Long-town Financing.

#### **Suggested Readings:**

1. Abdullah, F.A., *Financial Management for the Multinational Firm*, Englewood Cliffs, New

- Jersey, Prentice Hall Inc., 1987.
2. Bhalla, V.K., *International Financial Management*, 2<sup>nd</sup> ed., New Delhi, Arnnol 2001.
  3. Buckley, Adrian, *Multinational Finance*, New York, Prentice Hail Inc., S-'ed., 2003.
  4. Sengupta, *International Factoring in India*, McMillan India.
  5. Jain, *International Financial Management*, McMillan India.
  6. Shapiro, Alan C., *Multinational Financial Management*, New Delhi, Prentice Hall of India, 4<sup>th</sup> ed., 21,2003.

### MBA/3105/F FINANCIAL DERIVATIVES

Objectives:	The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.
Unit – I	Forward Contracts; Future Contracts; Other Derivative Securities; Type of Traders.
Unit – II	Futures Markets and the use of Futures for Hedging; Forward and Futures.
Unit-IV	Prices; Interest Rate Futures, Swaps; Options Markets; Properties of Stock Option Prices.
Unit-IV	Trading Strategies Involving Options, Black-Scholes Option Model; Binomial Model; Options on Stock Indices.
Unit-V	Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivatives Securities; Derivatives Market in India.

#### Suggested Readings:

1. Bhalla, V.K., *Investment Management : Security analysis and Portfolio Management*, New Delhi, S.Chand, 2001.
2. *Financial Derivatives*, Delhi, S.Chand, 2001.
3. Cox, John C and Rubinstein, Mark, *Options Markets*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
4. Hull, John C., *Options, Futures and Other Derivative Securities*, 5th ed., New Delhi, Prentice Hall Of India, 2003.
5. Gardner, *Future and Options*, McMillan India.
6. Hull, *Options, Futures and Other Derivatives (with CD-ROM)*, 5th ed.
7. Kolb, *Understanding Futures Markets*, 3rd ed., Prentice Hall of India, 2003.
8. Redhead, *Financial Derivatives - An Introduction to Futures, Forwards, Options and Swaps*, PHI, 2003.
9. Brahmaiah & Rao, *Financial Future and Options* 7<sup>th</sup> ed.

### MBA/3106/ F WORKING CAPITAL MANAGEMENT

<b>Objective:</b>	The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.
Unit-I	Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements.
Unit – II	Management of Cash – Motives for Holding Cash and marketable securities, Cash System, Managing the Cash Flows.
Unit – III	Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances – Baumol Model, Benanek Model.
Unit – IV	Inventory Management – Kinds of Inventories, Benefits and Cost of holding Inventories, Inventory Management and Valuation, Inventory Control Models.
Unit-V	Instruments of the International Money Market, Managing short term International Transactions.

#### Suggested Readings:

1. Bhalla, V.K., *Working Capital Management: Text and Cases*, 4<sup>th</sup> Ed. Delhi, Anmol, 2001.
2. Scherr, F.C, *Modern Working Capital Management*, Prentice Hall, 1989.
3. Gopalkrishnan, *Inventory and Working Capital Management Handbook*, McMillan India.
4. Bhattacharya, *Working Capital Management: Strategic and Techniques*, PHI.
5. Maheshwari, S.N., *Cost and Management Accounting*.
6. Banerjee Dr. R.P., *Working Capital Management*, Everest Publishing House, 1<sup>st</sup> Ed. 2003.

**MBA/307**

**DECISION SUPPORT SYSTEMS AND  
MANAGEMENT INFORMATION SYSTEM**

- Objectives :** The Objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.
- Unit-I Information for decision making; Decision making; Conceptual foundations of information system.
- Unit-II System Development; Overview of systems analysis and design; System development life Cycle.
- Unit- III Managing corporation data resources; Organising data relational data base management systems.
- Unit-IV Dialog generation management system; User interface -graphics menus - Forms OSS tools - DSS generators - Specific DSS, Constructing a DSS.
- Unit-V Steps in Designing an OSS identification of decision, Building of DSMS, Building of MSMS; Building of DGMS; Implementation Performance testing.

**Suggested Readings:**

1. Theierauff, Robert J, *Decision Support System far-Effective Planning*, Prentice Hall, 1982.
2. Davis L., Michael W., *A Management Approach*, Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
3. Goyal, *Management Information System*, McMillan India.
4. Gupta, *Management of Systems*, McMillan India.
5. Oka Dr. Milind, *Management Information Systems*, Everest Publishing House, 7th ed., 2003.
6. Oka Dr. Milind, *Cases in Management Information Systems*, Everest Publishing House, 1<sup>st</sup> ed., 2003.

**MBA/3201/M**

**INTERNATIONAL MARKETING**

- Objectives:** The basic objective of this course is to acquaint the students with environmental, procedure institutional and decisional aspects of international marketing.
- Unit – I International Marketing - Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions - UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones.
- Unit – II Economic Communities; Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners - Bilateral Trade Agreements, India and World Trade, Import and Export Policy, Institutional Infrastructure for Export Promotion.
- Unit – III Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc., Procedure and Documents-Registration of Exporters, Export Quotations.
- Unit- IV Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments - Open Account, Bills of Exchange; Letter of Credit - Export Finance.
- Unit - V International Marketing Mix, Product Policy, International Product Life Cycle Promotion Strategy, Pricing Strategy and Distribution Strategy; Branding and Packaging Decisions.

**Suggested Readings:**

1. John, Lalit M., *International Marketing : Strategies for Success University of Delhi*, Faculty of Management Studies, 1980.
2. Keegan, Warren, *Global Marketing Management*, Engle\wood Cliffs, New Jersey, Prentice Hall Inc., 7th ed., 2003.
3. Onkvisit, Sak and Shaw, J. J., *International Marketing Analysis and Strategy*, New Delhi, Prentice Hall of India, 3rd ed., 2003.

4. Reegan, *Global Marketing Management*, 7th ed.
5. Kumar, *International Marketing Research*, 91, PHI.
6. Paliwoda, *The Essence of International Marketing*, 94,120, PHI.
7. Srinivasan, *International Marketing*, 96, PHI.
8. Varshreya, R.L., *International Marketing*.
9. Hennessey, *Global Marketing Strategies*.

**MBA/3202/M SALES AND DISTRIBUTION MANAGEMENT**

Objectives:	The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.
Unit-I	Nature and Scope of Sales Management Setting and Formulating Personal Selling Objectives Recruiting and Selecting Sales Personnel.
Unit-II	Developing and Conducting Sales Training Programmes, Designing and Administering Compensation Plans; Supervision of Salesmen, Motivating Sales Personnel.
Unit – III	Sales Meetings and Sales Contests; Sales Evaluation and Monitoring, sales analysis and sales cost analysis.
Unit-IV	An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing.
Unit-V	Managing Marketing Channels, Marketing Channel Policies and strategies; Designing channel system. Web Marketing; International Marketing Channels.

**Suggested Readings**

1. Anderson, R., *Professional Sales Management*, Eaglewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
2. Anderson, R., *Professional Personal Selling*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991
3. Stiil, R.R., *Sales Management*, Englewood Cliffs, New Jersey Prentice Hall Inc., 1988.
4. Geoffrey Lancaster & David Jobber, *Selling and Sales Management*, McMillan India, 3rd ed, 2003.
5. David J. Batchelar & Arthur H. Horn, *Skills For Sales Success*.
6. Manning, *Selling: Building Qualify Partnerships*, 8th ed, Pearson Education.
7. Das Gupta, *Sales Management: In the Indian Perspective*, 83, PHI.
8. Acharya & Others, *Field Sales Management*, 3rd ed, 1998, Himalaya Publishing House.
9. Chunawalla, S. A., *Sales Management*, Himalaya Publishing House, 5th ed., 2003.
10. Patrick Forsyth, *Sales Management Handbook*.
11. Abhyankar S.K., *Practical Sales and Distribution Management*, Everest Publishing House, 1<sup>st</sup> ed.,2003.

**MBA/3203/M CONSUMER BEHAVIOUR**

Objectives:	The Objective of this course is to develop understanding about the consumer decision making process and its applications in marketing function of firms.
Unit-I	Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making.
Unit-II	Information Search Process; Evaluative Criteria and Decision Rules, Consumer Motivation, Information Processing and Consumer Perception.
Unit-III	Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on

Unit-IV	Buying Behaviour Psychographics and Lifestyles; Reference Group Influence. Diffusion of Innovation and Opinion Leadership, Family Decision Making.
Unit-V	Industrial Buying Behaviour, Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

**Suggested Reading:**

1. Engle, J.F. etc., *Consumer Behaviour*, Chicago, Dryden Press, 1993.
2. Howard, John. A. etc., *Consumer Behaviour in Marketing*, Englewood Cliff, New Jersey, Prentice Hall Inc. 1989.
3. Mowen, John C., *Consumer Behaviour*, New York, Macmillan, 1993.
4. Schiffman, L.G and Kanuk, L. L., *Consumer Behaviour*, New Delhi, Prentice Hall of India, 8th ed., 2003.
5. Solomon, *Consumer Behaviour: Buying, Having, and Being*, 5<sup>th</sup> ed., Pearson Education.
6. Karbes, *Consumer Behaviour and Managerial Decision Making*, 2<sup>nd</sup> ed.
7. Schiffman & Kanuk, *Consumer Behaviour*, 8th ed., Pearson Education.
8. Chunawalla, S.A., *Commentary on Consumer Behaviour*, 2nd ed., 2001., Himalaya Publishing House.
9. Nair, Suja, *Consumer Behaviour - Text and Cases*, 3rd ed., 2003, Himalaya Publishing House.
10. Gupta, S.L., *Consumer Behaviour*.
11. Brail, Dickinsol, *Creating Customer Focussed Organisation*.

**MBA/3204/M**

**ADVERTISING MANAGEMENT**

Objectives:	The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising program.
Unit-I	Advertising's Role in the Marketing Process : Legal Ethical and Social Aspects of Advertising.
Unit-II	Process of Communication, Two Step Flow of Communication, Stimulation of Primary and Selective Demand.
Unit – III	Objective Setting and Market Positioning; Dagmar Approach - Determination of Target Audience; Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal Layout; Campaign Planning.
Unit-IV	Media Planning; Budgeting; Evaluation - Rationale of Testing Opinion and Aptitude Tests, Advertising Organisation -Selection Compensation and Appraisal of an Agency; Electronic Media Buying.
Unit-V	Advertising campaign-Advertising V/s Consumer behaviour; Sales promotion - Role of Creative Strategies.

**Suggested Readings:**

1. Aaker, David A. etc., *Advertising Management*, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Belch, George E. and Belch, Michael A., *Introduction to Advertising and Promotion*, 3rd ed., Chicago, Irwin, 1995.
3. Kleppner, Otto, *Advertising Procedure*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
4. Ogilvy, David., *Ogilvy On Advertising*, London, Longmann, 1983.
5. King, *Advertising: Art and Science*, Macmillan India, 2003.
6. Frank Jefkins, *Advertising*, Macmillan India, 2003.
7. Batra, *Advertising Management*, Pearson Education, 5th ed., 2003.
8. Clow, *Integrated Advertising, Promotion and Marketing Communications*, PHI, 2003.
9. Jefkins, *Advertising*, 4th ed., Pearson Education.
10. Chunawalla & Others, *Advertising Theory and Practice*, 7th ed., 2002, Himalaya Publishing House.
11. Rathor, B.S., *Advertising Management*, 11th ed., 2003.

12. Chatterjee, B.K., *Marketing Management: A Finance Emphasis*, Everest Publishing House.
13. Kulkarani M.V., *Advertising Management*, 4th ed., 2003.

**MBA/3205/M****BRAND MANAGEMENT**

- Objectives: The objective of this course is to impart in depth knowledge to the students regarding the theory and practice of Brand Management.
- Unit-I Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity.
- Unit- II Brand Positioning, Brand Equity, Value Addition from Branding, Brand-customer relationships, brand loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions.
- Unit – III Brand-product Relationships, Brand Portfolio, Brand Assessment through Research - Brand identity.
- Unit-IV Position image, Personality Assessment and Change, Brand Revitalisation, Financial Aspects of Brands,
- Unit-V Branding in different sectors, Customer, Industrial, Retail and Service Brand.

**Suggested Readings:**

1. Steward, P., *Building Brands Directly*, London, Macmillan, 1996.
2. Debashis Pati, *Branding*, Macmillan India, 2003.
3. Drawbaugh, *Brand in the Balance*, Pearson Education.
4. Keller, *Strategic Brand Management - Building, Measuring and Managing Brand Equity*, 2<sup>nd</sup> ed., 87,2003, PHI.

**MBA/3206/M****MARKETING OF SERVICES**

- Objectives: The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.
- Unit – I The Emergence of Service Economy, Nature of Services; Goods and Services Marketing.
- Unit – II Marketing Challenges in Service Businesses, Marketing Framework for Service Businesses, The Service Classification, Service Product Development: The Service Encounter; The Service Consumer Behaviour.
- Unit – III Service Management Trinity: Service Vision and Service Strategy; Quality Issues and Quality Models; Demand-supply Management; Advertising.
- Unit-IV Branding and Packaging of Services; Recovery Management and Relationship Marketing.
- Unit-V Service Marketing: Origin and Growth - Classification of Services - Marketing of financial services - The Indian scene - Designing of service strategy.

**Suggested Readings:**

1. Woodruffe, *Service Marketing*.
2. Rotler, *Marketing for Hospitality and Tourism*, 2nd ed.
3. Reddy and Appannaiah, *Services Marketing*, 1st ed., 2000., Himalaya Publishing House.
4. Shajahan, S., *Services Marketing - Concepts, Application and Cases*, 2nd ed., 2003, Himalaya Publishing House.

**MBA/3301/OBH-****MANAGEMENT OF INDUSTRIAL RELATIONS**

- Unit -I **IR Perspectives:** Industrial Relations Perspectives, Industrial Relations and the Emerging Socio-Economic Scenario, Industrial Relations and the State
- Unit-II **Trade Union:** Legal Framework of Industrial Relations, Role and Future of Trade Unions, Trade Union and the Employee, Trade Union and the Management,
- Unit- III **Grievance Handling:** Discipline and the Grievance Management, Negotiation and Collective Settlements.
- Unit - IV **Participative Management:** Participative Management and Co-Ownership, Productive Bargaining and Gain Sharing.



Strategic Compensation Systems.

### **SUGGESTED READINGS:**

1. Armstrong, Michel and Murlis, Helen. Reward Management: A Handbook of Salary Administration. London, KeganPaul, 1988.
2. Bergess, Lenard R. Wage and Salary Administration. London, Charles E-Merril, 1984.
3. Capeman, George. Employees Share Ownership. New York, Kogan Page, 1991.
4. Hart, Robert A. Economics of Non-Wage Labour Costs. London, George Aller and Unwin, 1984.
5. Hendorson, Richard I. Compensation Management: Rewording Performance. 6<sup>th</sup> ed. Englewood Cllif, Prentice Hall Inc., 1994.
6. Micton, Rock. Handbook of Wage and Salary Administration. 1984.

### **MBA/3304/OBH      MANAGING INTERPERSONAL AND GROUP PROCESSES**

Unit-I	Significance of Group: Group as a Medium of Learning Developing and Change.
Unit – II	Group Processes: Group Cohesiveness, Influence Processes.
Unit – III	Interpersonal Relationship: Interpersonal Communication, Interpersonal Awareness and Feedback Process, Interpersonal Trust.
Unit-IV	Group Effects: Group Decision Making, Group Synergy.
Unit-V	Intra-Group Relationship: Team Building

#### **Suggested Reading:**

1. Bennis, W.G Essay in Interpersonal Dynamics. U.S.A., Dotsey Press, 1979.
2. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. 5<sup>th</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Kolb, D. etc. Organizational Behaviour : Practical Readings for Management. 5<sup>th</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall of India, 1991.
4. Mainiero, LA & Tromley C.L. Developing Managerial Skills in OB. New Delhi, Prentice Hall of India, 1985.
5. Moore, M D. etc. Inside Organizations: Understanding the Hunan Dimensions. London, Sage, 1988.

### **MBA/3305/OBH- ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES**

Unit- I	Overview: Organization Change-an overview, Approaches to Problem Diagnosis.
Unit – II	Change Techniques: Some Major Techniques of Planned Change.
Unit- III	Organizational Development Techniques: Steps in OD, General OD Competencies, OD Skills.
Unit- IV	Organizational Interventions: Designing Interventions, Interpersonal Interventions, Team Interventions, biter-group Interventions and System Interventions.
Unit-V	OD Evaluation: Evaluation of OD, Ethics of OD Professional, Future of OD.

#### **SUGGESTED READINGS:**

1. Abad, Ahmad. Etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
2. De Nitish. Alternative Designs of Human Organizations. London, Sage, 1918.
3. French, W.H arid Bell, CH. Organisation Development New Delhi, Prentice Hall of India. 1991.
4. French, W L., etc. Organization Development Theory, Practice and Research. 3<sup>rd</sup> ed New Delhi, Universal Bookstall, 1990.
5. Harvey, D F. and Brown , DR. An Experimental Approach to Organization Development. Englewood Gifts, New Jersey, Prentice Hall Inc.,1990.
6. Huse F.E. and Cummings, T.G Organization, Development and Change. 3<sup>rd</sup> ed New York. West, 1985.

7. Sinha, Dharani, P.etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.

**MBA/3306/OBH- HUMAN RESOURCE DEVELOPMENT:  
STRATEGIES AND SYSTEMS**

Unit-I	Field of HRD: Concepts, Goals and Challenges of HRD, HRD Climate and Practices in India.
Unit – II	Staffing and Strategies: Staffing HRD Function, Developing HR Strategies, HRD System Design Principles.
Unit-III	Workers and HRD: HRD for Workers, HRD Intervention.
Unit – IV	HRD and Change: HRD Approaches for Coping with Organizational Changes.
Unit-V	Case Studies: Case Studies of HRD in Indian Organizations.

**SUGGESTED READINGS:**

1. Dayal, Ishwar. Successful Applications of HRD. New Delhi, New Concepts, 1996.
2. Dayal, Ishwar. Designing HRD Systems. New Delhi, Concept, 1993
3. Kohli, Uddesh & Sinha, Dharni P. HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.
4. Maheshwari, B L. & Sinha, Dharni P. Management of Change ThroughHRD. New Delhi, TataMcGraw Hill, 1991.
5. Pareek, U etc. Managing Transitions : The HRD Response. New Delhi, Tata McGraw Hill, 1992.
6. Rao, T V. etc. Alternative Approaches & Strategies of Human Resource Development Jaiput, Rawat, 1988.
7. Silvera,DN. HRD: The Indian Experience. Delhi, New India, 1991.

**MBA/3401/POM- PURCHASING MATERIALS MANAGEMENT**

Unit – I	Purchasing and Materials Management: Objectives, Organization and Interrelationship, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT.
Unit-II	Material Quantity; Determination and Description, Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor Process Capability.
Unit – III	Cost-Reduction Techniques: Standardization, Simplification & Variety Reduction. Value Analysis and Engineering, Make or Buy Decisions, Price determination negotiation.
Unit – IV	International Purchasing: Procedures and Documentation, Appraisal Methods for Purchasing of Capital Equipments, Evaluating Suppliers' Efficiency, Public Purchasing and Tendering, Vendor Rating.
Unit-V	Material Handling; Classification and Codification, Disposal of Scrap, surplus and obsolete materials, Inventory Control of Spare Parts, Materials Information System.

**SUGGESTED READINGS:**

1. Ansari A and Modarress B. JIT Purchasing. New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management . London, Pitman, 1994.
3. Burt, David N. Proactive Procurement. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D W. etc. Purchasing and Materials Management. New York, McGraw Hill, 1990.
5. Dutta, A K. Integrated Materials Management, New Delhi, PHI, 1986.
6. Farrington B and Waters, Derek W. Managing Purchasing. London, Chapman & Hall, 1994.
7. Gopalakrishnan P and Sunderashan M. Handbook of Materials Management. New Delhi, Prentice Hall of India, 1994.

### **MBA/3402/POM- PRODUCTION PLANNING AND CONTROL**

- Unit-I Production Planning and Control: Production Planning and Control Functions, Material Requirement Planning, Procedures and Documentation in Production Planning and Control
- Unit – II Inventory Control: Production Inventory Systems, Forecasting for Inventory *and* Production Control.
- Unit – III Production Planning Technique Aggregate Planning, Job Shop Planning, Scheduling and Control.
- Unit – IV Some Techniques : Just – in – Time Production, Line Balancing, Planning for High Volume Standardized Products.
- Unit – V Computers in Production: Application of Computers, ERP.

#### **SUGGESTED READINGS:**

1. Burbidge, John L. Principles of Production Control . London, Donalds and Evans, 1981.
2. Caubang, Ted C. Readings on Production Planning and Control. Geneva, ILO.
3. Greene, James H. Production and Inventory Control Handbook, New York, McGraw-Hill, 1987;
4. Mc Leavey, Dennis W and Narasimhan, S L. Production and Inventory Control. Boston, Allyn and Bacon, 1985.
5. Peterson, R and Silver, E A. Decision Systems for Inventory Management and Production Planning. New York, John Wiley, 1979.
6. Vollmann, T E. etc. Manufacturing Planning and Control. Homewood, Illinois, Richard D Irwin, 1988.

### **MBA / 3403/POM PROJECT MANAGEMENT**

- Unit – I Project: concept, types, Generation of project ideas. Market and Demand analysis.
- Unit – II Project feasibility study: Technical analysis, Financial analysis, Means of financing.
- Unit – III Project Appraisal: Appraisal criteria. Analysis of risk. Social appraisal of project.
- Unit – IV Project Management & control. Organization. Planning & control. Networking: CPM, PERT.
- Unit – V Recent Issues: New product development. Environment appraisal. International standards: ISO 9000. ISO 14000. OSGHS.

#### **SUGGESTED READINGS:**

1. Project Management by P Chandra
2. Project Management by Chaudhari S.
3. Oberoi M.K., Environmental Management, Excel Books, New Delhi.
4. Project Management by Kumar and Ghosh.

### **MBA/3404/POM- SERVICE OPERATIONS MANAGEMENT**

- Unit-I Service Management: Matrix of Service Characteristics Challenges in Operations Management of Services, Aggregate Capacity Planning for Services, Facility Location and Layout for Services.
- Unit- II Service "Operations: Job Design - Safety and Physical Environment, Effect of Automation, Operations Standard and Work Measurement, Measurement and Control of Quality of Services.
- Unit- III Service Delivery: Dynamics of Service Delivery System, Scheduling for Services Personnel and Vehicles.
- Unit-IV Service Distribution: Waiting - Line Analysis, Distribution of Services, Product-Support Services.
- Unit-V Service Maintenance: Maintenance of Services, Inventory Control for Services, Case Studies on Professional Services.

**SUGGESTED READINGS:**

1. Bowman David E. etc. Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing. San Francisco, Jossey Bass, 1990.
2. Collier David A. Service Management: Operating Decisions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
3. Fitzsimmons, James A and Sullivan, Robert S. Service Operations Management. New York, McGraw Hills, 1982.
4. Heskett, James L. etc. Service Breakthroughs-Changing the Rules of the Game. New York, Free Press, 1990.
5. Murdiek, R G etc. Service Operations Management. Boston, Allyn and Bacon, 1990.
6. Sharma, J.K. Service Operations Management, Delhi, Anmol, 2001.
7. Voss, C. etc. Operations Management in Service Industries and the Public Sector. Chichester, Wiley, 1985.

**MBA/3405/POM- WORLD CLASS MANUFACTURING**

- Unit-I Manufacturing Environment: World Class Manufacturing Environment, Imperatives for Success-Technology, Systems Approach and Change in die Mind-set, Strategic Decisions in Manufacturing Management.
- Unit-II Material Handling System: Choice of Technology, Capacity, Layout/Automation in Material Handling Systems, Aggregate Planning and Master Production Scheduling, Materials Requirement Planning (MRP).
- Unit – III Manufacturing Techniques: JIT, Kanban, TQM, Supply-Chain Management.
- Unit – IV Total Productive Maintenance: Objectives of TPM, Total System Effectiveness, Break down Maintenance, Preventive Maintenance, Predictive Maintenance.
- Unit-V Automation: Automation in Design and Manufacturing, Automated Material Handling Equipments, Role of *IT in World Class Manufacturing*, Flexible Manufacturing System, SixSigma.

**SUGGESTED READINGS:**

1. Buffa, Elwoods and et al Programmed learning at for Production and Operations Management- Illinois, Learning System Co., 1981.
2. Dervitsiotis, Kostas N: Operations Management Auckland, McGraw-Hill 1981.
3. Hughes, Chris: Productions and Operations Management- London, Pan Books, 1985.
4. Schonberger, Richard J : Japanese manufacturing techniques. NY, Free-Press, 1982.

**MBA/3406/POM- GOAL PROGRAMMING IN MANAGEMENT**

- Unit-I Goal Programming: Basic Concept, Model Formulation.
- Unit – II Methods: Graphical and Simplex Method, Integer Goal Programming, Parametric Goal Programming.
- Unit- III Goal Programming and Uncertainty: Post-Optimal Sensitivity Analysis, Goal Programming under Uncertainty.
- Unit-IV Applications: Application of Goal Programming in Functional Areas of Management, Implementation of Goal Programming.
- Unit-V Software and Goal Programming: Introduction to Some Application Software such as QSB, Micro Manager and LIGO.

**SUGGESTED READINGS:**

- 1 Cook, Thomas M and Rursell, Robert A. Introduction to Management Science. 3<sup>rd</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
2. Eppen, G D. etc. Quantitative Concepts for Management Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
3. Ignizio, J P. Goal Programming and Extensions. Lexington Boks, 1976.

4. Ijier Y. Management Goals and Accounting for Control. Amsterdam, NorthHolland, 1965.
5. Lee S M. Goal Programming for Decision Analysis. Philadelphia, Auerbach, 1971.

## **MBA/308 PROJECT/DISSERTATION**

### **SEMESTER IV**

#### **MBA/401 CORPORATE EVALUATION AND STRATEGIC MANAGEMENT**

**Objectives:** The objectives of this course is to develop understanding about strategic processes and their impact on a firm.

**Unit – I** Corporate strategy and Planning- Concept of Corporate Strategy; The 7s framework; Corporate Policy and Planning in India.

**Unit- II** SWOT Analysis; Environmental Analysis; Competitive Analysis; Internal Corporate Analysis.

**Unit – III** Strategic Analysis; Cost Analysis; Portfolio Analysis and Display Marries; Operating and Financial Analysis.

**Unit-IV** Organisational Development and Evaluation of Strategy; Strategic Alternatives; Diversification.

**Unit-V** Merges and Acquisition; Implementation of Strategy; Evaluation and Control of Turn around Management.

#### **Suggested Readings:**

1. Johnson & Scholes, *Exploring Corporate Strategies*, PHI, 6th ed.,2003.
2. Bowman Cliff, *Essence of Strategic Management*, PHI, 2003.
3. John Pearce, *Strategic Management*, TMH.
4. Byars, *Strategic Management*, TMH.
5. Rastogi, *Managing Constant Change*, McMillan India.
6. Ulrich, *Managing Corporate Culture*, McMillan India.
7. Prasad, *Organisational Development For Excellence*.
8. Acharya and Govekar, *Business Policy and Strategic Management*, 2nded., 1999, Himalaya Publishing House.
9. Cherunilam, Francis, *Strategic Management*, 7th ed., 2003, Himalaya Publishing House.

#### **MBA/402 BUSINESS LEGISLATION**

**Objectives:** The course is designed to assist the students in understanding basic operations of a business enterprise.

**Unit-I** The Indian Contracts Act 1872, Essentials of a valid contract, void agreements, performance of contract Breach and its remedies, Quasi Contracts.

**Unit – II** The Sale of Goods Act 1930, Formation of contract, Rights of an unpaid seller.

**Unit- III** The Negotiable Instruments Act 1881, Nature and type of Negotiable Instruments, Negotiation and Assignment, Holder in due course, Dishonour and discharge of negotiable instrument.

**Unit – IV** The Companies Act 1956, Nature and type of companies, formation, memorandum and

**Unit – V** Consumer Protection Act 1986.

#### **Suggested Readings:**

1. Aytar Singh, *Company News*, 11th ed.,Lucknow, Eastern, 1996.
2. RamaiyaA, *Guide to the Companies Act*, Nagpur, Wadhwa, 1992.
3. Tuteja S.K., *Business Law For Managers*, NewDelhi, Sultan Chand, 1998.
4. Ashwathappa & Ramachandra, *Principles of Business Law*, 6th ed., 2001.
5. Maheshwari & Maheshwari, *Business Laws*, 1st ed., 2002.

#### **MBA/403 LOGISTIC MANAGEMENT**

- Objectives:** The course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.
- Unit-I Introduction to logistics and its interface with Production and Marketing; Measures of Logistics.
- Unit-II Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers.
- Unit – III Location; Transportation Systems; Facilities and Services; Dispatch and Routing Decisions and Models.
- Unit- IV Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling.
- Unit-V International Logistics Management; Logistics Future Directions.

**Suggested Readings:**

1. Ballau, Renald H, *Business Logistics Management*, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Beal K.A., *Management Guide to Logistics Engineering*, U.S.A., Institute of Production Engineering, 1990.
3. Benjamin S:B., *Logistics Engineering and Management*, Englewood Cliff, New York, Prentice Hall Inc., 1996.
4. Bowersox, D.J. and Closs D.J., *Logistics Management: A System Integration of Physical Distribution*, New York, Macmillan, 1986.
5. Christopher M, *Logistics and Supply Chain Management : Strategies for Reducing Costs and Improving Services*, London, Pitsman, 1992.
6. James, C.J. and Wood, Donald R, *Contemporary Logistics*, New York, Macmillan, 1990.
7. Shapiro, R., *Logistics Strategy: Cases and Concepts*, St. Paul, West, 1995.

**MBA/4101/F MANAGEMENT AND FINANCIAL SERVICES**

- Objectives:** The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.
- Unh-I Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Service.
- Unit – II Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services; Managing of issue shares and bonds-Mobilising of Fixed Deposits-Inter-Corporate Loans.
- Unit- III Other Financial services - Leasing and Hire Purchase; Debt Securitization; Housing Finance.
- Unit – IV Credit Rating; Credit Cards; Banking and Insurance.
- Unit-V Venture Capital, Factoring for Failing and Bill Discounting, Insurance.

**Suggested Readings:**

1. Bhalla, V.K., *Management of Financial Services*, Anmol, New Delhi, 2001.
2. Bhalla, V.K. and Dilbag, Singh, *International Financial Centres*, New Delhi, Anmol, 1997.
3. Ennew. C, Trevor Walkins and Mike Wring, *Marketing of Financial Services*, Heinemann Professional Pub., 1990.
4. Gordan, E. and K. Natrajan, *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997.
5. Pathak, *Indian Financial System*, Pearson Education.

6. Avadhani, V.A., *International Finance : Theory and Practice*, 5th ed., 2003, Himalaya Publishing House.
7. Avadhani, V.A., *Global Business Finance*, 1st ed., 2000, Himalaya Publishing House.

### **MBA/4102/F INTERNATIONAL FINANCIAL MARKETS**

**Objective:** The objective of this course is to give students an in depth knowledge of die working of international financial markets.

- Unit – I** History of the International Financial System - The rise and Fall of Bretton Woods, Globalisation and die Growth of Derivatives.
- Unit – II** Euro-currency Market; Eurobanking and Euro-currency Centres, Deposit Dealing and the -Term Structure of Eurocurrency Rates.
- Unit – III** Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets - Introduction, New Issue Procedures in the Eurobond Markets. Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International
- Unit – V** Forecasting and the Image of the Future - Central Banks and the Balance of Payments, The European Monetary System and Other Regional Artificial Currency Areas.

#### **Suggested Reading :**

1. Bhalla, V.K., *International Financial Management*, 2nd ed., New Delhi, Anmol, 2001.
2. Bhalla, V. K., *Managing International Investment and Finance*, New Delhi, Anmol, 1997.
3. Buckley, Adrian, *Multinational Finance*, 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996, 6, PHI.
4. Buckley, *International Capital Budgeting*, 6, PHI.
5. Click & Caval, *The Theory and Practice of International Financial Management*.
6. Maheshwari, S. N., *International Financial Management*.
7. Vyaptakesh Sharam, *International Business concept, Environment and strategy*, Pearson Education.

### **MBA/4103/F WORKING CAPITAL MANAGEMENT**

**Objectives :** The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management

- Unit-I** Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements.
- Unit-II** Management of Cash-Motives for Holding Cash and marketable securities, Cash System, Managing die Cash Flows, Types of Collection Systems.
- Unit-III** Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining die Optimum Level of Cash Balances - Baumol Model, Benanek Model, Miller-Orr Model, Stone Model; Receivable Management — Determining the Appropriate Receivable Policy.
- Unit- V** Inventory Management-Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models.
- Unit-V** Working Capital Control and Banking Policy in India; Instruments of the International Money Market; Managing Short-term International Transactions.

#### **Suggested Readings:**

1. Bhalla, V.K., *Working Capital Management: Text and Cases*, 4th ed, Delhi, Anmol, 2001.
2. Scherr, F. C., *Modern Working Capital Management*, Prentice Hall, 1989.
3. Gopalkrishnan, *Inventory and Working Capital Management Handbook*, McMillan India.
4. Bhattacharya, *Working Capital Management : Strategic and Techniques*, PHI.
5. Maheshwari, S. N., *Cost and Management Accounting*.

6. Baneerjee Dr. R.P., *Working Capital Management*, Everest Publishing House, 1st ed., 2003.

**MBA/4201/M SALES PROMOTION MANAGEMENT**

**Objectives:** The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion.

**Unit-I** Sales Promotion and Marketing Mix : Nature and Types of Sales Promotion.

**Unit-II** Consumer Behaviour and Sales Promotional, Deal Prone Consumer, Economic Theories of Promotion.

**Unit – III** Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models.

**Unit-IV** Manufacturer Promotion Planning Process; Retailer Promotion Planning Process.

**Unit-V** Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings, and Retail Promotions.

**Suggested Readings:**

1. Blattberg, Robert C and Scott A. Neslin, *Sales Promotion; Concept. Methods and Strategies*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
2. Bellur, Berkman and Lau, *Readings in Personal Selling and Sales Management*, 1 st ed., 1990, Himalaya Publishing House.
3. Mishra, M.N., *Sales Promotion and Advertising Management*, Himalaya Publishing House, 6th ed., 2003.
4. Dibbs & Pereira, *Promoting Sales*.
5. Roychitwood, *World Class Selling*.

**MBA/4202/M MRKETING FOR NON-PROFIT ORGANISATION**

**Objectives:** This course is designed to acquaint students with the application of Marketing Principles. Tools and Techniques in the Non-Profit organisations specifically in the context of developing countries like India.

**Unit-I** Scope and Applications of Marketing in the Context on Non-Profit Organisations: Non-Profit Institutions in Indian Market Context, e.g. Police, Public Service, Hospitals etc.

**Unit- II** Setting Marketing Objectives : Analysing Socio-cultural Environment Affecting Non-Profit Organisations.

**Unit - III** Analysing Beneficiary Behaviour; Market Segmentation and Customer Targetting Planning of Marketing Strategy in a Non-Profit Organisation : Concept of Product Service Life Cycle.

**Unit-IV** Market Segmentation and Related Issues : Elements of Marketing Mix; Product and Service Decisions.

**Unit-V** Pricing Decisions; Distribution and Delivery Strategy; Promotional and Public Relations Strategy Role of Institutional Image, Monitoring and Review of Marketing Programme.

**Suggested Readings:**

1. Kotler, Philip and Andreasen, Alan R., *Strategic Marketingfor non profit organizations*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Helen, Woodruffe, *Services Marketing*.
3. Mary Ann Pezzullo, *Marketing Financial Services*.
4. RajeevR. Seih, *Marketing of Banking Services*.
5. Payne, *The Essence of Services Marketing*, 94,121, PHI.

**MBA/4203/M MARKETTINGOF SOCIAL SERVICES**

**Objectives:** The Course is designed to give an opportunity to acquire knowledge about die application of Marketing tool and techniques in the marketing socially desirable causes specially in the context developing country like India.

Unit-I	Relevance of social services in a developing economy, applications of marketing in social services, e.g. health and family welfare, adult literacy programme, environment protection, social forestry, etc
Unit-II	Socio-economic-cultural influences on beneficiary system; organising for marketing social services.
Unit-III	Beneficiary research and measurement of their perceptions and attitudes; planning and implementation of mass campaigns.
Unit-IV	Beneficiary contact programme, use of print and electronic media in mass communication, diffusion of innovative ideas.
Unit-V	Geographical expansion strategies in mass contact programme, review and monitoring of marketing strategies of socially relevant programmes.

#### **Suggested Readings:**

1. Jena, B and Pad R, *Health and Family Welfare Services in India*, Ashish, New Delhi, 1986.
2. Kotler, Philip and Roberto Eduardo L, *Social Marketing: Strategies for changing Public Behaviour*, Free Press, New York, 1989.
3. Maitia, T, *Public Services in India*, Mittal, New Delhi. 1985.
4. Jha, S.M., *Social Marketing*, 2nd ed., 2002, Himalaya Publishing House.

#### **MBA/4301/OBH- LEGAL FRAME WORK, GOVERNING HUMAN RELATMNS**

Unit-I	Labour Laws: Emergence and Objective of Labour Laws and Their Socio-Economic Environment
Unit- II	Industrial relations Laws: Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders, Laws Relating to Discharge, Misconduct, Domestic Enquiry and Disciplinary Action.
Unit - III	Social Security Laws: Laws Relating to Workmen's Compensation, Employee State Insurance, Provident Fund, Gratuity and Maternity Relief.
Unit – IV	Wages and Bonus Laws: The Law of Minimum Wages, Payment of Wages, Payment of Bonus.
Unit-V	Laws Relating to Working Conditions: The Laws Relating to Factories, Establishment, and Contract Labour.

#### **SUGGESTED READINGS:**

1. Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company, 1994.
2. Malhotra, O P. The law of Industrial Disputes. Vol. I and II. Bombay, N.M. Tripathi, 1985.
3. Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
5. Saini, Debo S. Redressal of Labour Grievances, Claims and Disputes. New Delhi, Oxford & IBM, 1994. & Seth, D D. Industrial Dispute Act, 1947. Vol. I & II. Bombay, N. M Tripathi, 1995. -
7. Srivastava S C, Industrial Relations and Labour Law. New Delhi, Vikas, 1994.

#### **MBA/4302/OBH- MANAGEMENT TRAINING AND DEVELOPMENT**

Unit-I	Overview: Training Process, Role, Responsibilities and Challenges to Training Managers.
Unit – II	Training Needs and Functions: Organization and Management of Training Functions, Training Needs Assessment and Action Research, Industrial Objectives and Lesson Planning.
Unit -III	Training Process: Learning Process, Training Climate and Pedagogy, Developing Training Modules.
Unit - IV	Training Methodologies: Training Methods and Techniques, Facilitating and

- Unit-V Training Aids.  
 Training Feedback: Training Communication, Training Evaluation, Training and Development in India.

**SUGGESTED READINGS**

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.
2. Buckley R A Caple, Jim The Theory & Practice of Training. London, Kogan A Page, 1995.
3. Lynton, R Pareek, U. Training for Development. 2<sup>nd</sup> ed. New Delhi,
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984.
5. Rae, L. How to Measure Training Effectiveness. Aldershot, Gower, 1986.
6. Reid, M A. etc. Training Interventions : Managing Employee ' Development. 3<sup>rd</sup> ed. London, IPM, 1992.
7. Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century, 1992.

**MBA/4303/OBH- HUMAN RESOURCE PLANNING AND DEVELOPMENT**

- Unit -1 Macro Level Planning: Macro Level Manpower Planning and Labour Market Analysis, Organizational Human Resource Planning, Stock Taking.
- Unit-II Work Force Analysis: Work Force Flow Mapping, Age and Grade Distribution Mapping. Models and Techniques of Manpower Demand and Supply Forecasting.
- Unit-III Behavioural Factors in HR Planning: Behavioural factors in Human Resource Planning, Wastage Analysis, Retention, Redeployment and Exit Strategies.
- Unit - IV Career Planning: Career Management and Career Planning, Performance Planning, Potentials Appraisal and Career Development.
- Unit-V Change and HRD: HRD Climate, Culture, QWL and Management of Change, TQM and HRD Strategies, Human Resource Valuation and Accounting.

**SUGGESTED READINGS:**

1. Arthur, M. Career Theory Handbook. Englewood Cliffs, Prentice Hall Inc., 1991.
2. Belkaoui, A R and Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood, Quorum Books, 1995.
3. Dale, B. Total Quality and Human Resources: An Executive Guide. Oxford, Blackwell, 1992.
4. Greenhaus, J H. Career Management, New York, Dryden, 1987.
5. Kavanagh, M J. etc. Human Resource Information System : Development and Applications. Boston, PWS-Kent, 1993.
6. Mabey, C and Salama, G Strategic Human Resource Management. .. Oxford, Blackwell, 1995.
7. Thomson, R and Mabey, C. Developing Human Resources. Oxford. Butterworth-Heinemann, 1994.

**MBA/4401/POM- APPLIED OPERATIONS RESEARCH**

- Unit-I Operations Research: Parametric and Sensitivity analysis.
- Unit – II Inventory Models: Inventory Control Models under Uncertainty, Applied Queuing Models. Networks Models
- Unit-III Non-Linear Techniques: Non-Linear Optimization Techniques, Quadratic Programming.
- Unit- IV Problems and Policies: Portfolio Management Problem, Replacement Models and Policies.
- Unit-V Programming: Dynamic Programming, Reliability Models.

**SUGGESTED READINGS:**

1. Ahuja AK. etc. Network Flows. Englewood Cliffs New Jersey, Prentice Hall Inc., 1993.
2. Gould, F J. etc. Introduction to Management Science. Englewood Cliffe New Jersey, Prentice Hall Inc., 1993.
3. Gupta, M P and Sharma J K. Operations Research for Management. New Delhi, National, 1997.
4. Taha Harndy A. Operations Research: An Introductions. Macmillan, New York, 1992.
5. Mathur, K and Solow D. Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Sharma, S. J K. Operations Research : Theory and Applications. New Delhi, Macmillan India, 2001.
7. Srinath, L S. Operations Research for Executive. New Delhi, Affiliated East West Press, 1994.

## **MBA/4402/POM- TRANSPORTATION MANAGEMENT**

Unit – I	Growth and Challenges: Growth of Urbanization and Problems of Transportation, Transportation Challenges and Limitations, Government Activities in Transportation.
Unit-II	Transportation Systems: Transportation Systems -Planning, Operation and Management, Trip Generation and Distribution.
Unit-III	Transportation Modes: Load Planning, Transportation Modes and Their Selection.
Unit-IV	Transportation Models: Sequential Travel Demand Forecasting Models, Future Developments in Transportation.
Unit-V	Acts and Norms: Motor Vehicle Act 1988 and its Impact on

### **SUGGESTED READING:**

1. Baerwalu, J E. Transportation and Traffic Engineering Handbook Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G etc. The Business of "Transport. Plymouth, McDonald and Evans, 1984.
3. Dickey, J W. Metropolitan Transportation Planning. New Delhi, Tata McGraw Hill, 1980.
4. Grey, G E. and Hole, LA. Public Transportation Planning: Operations and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979.
5. Gupta, M P. Metropolitan Transportation System. New Delhi, National, 1983.
6. Papacostas, C S. Fundamentals of Transportation Engineering. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

## **MBA/4403/POM- TOTAL QUALITY MANAGEMENT**

Unit-I	Concept and Evolution of TQM: Basic Concept of Total Quality, Evolution of Total Quality Management, Components of TQ Loop.
Unit-II	Quality Control: Conceptual Approach to SQC, Acceptance Sampling and Inspection Plans, Statistical Process Quality Control, Process Capability Studies.
Unit-III	Quality and Human Resource Management: Humanistic Aspects of TQM, Management of QC and ZD Programmes, Quality Improvement Teams, Q-7 Tools, Quality Costs.
Unit-IV	Functional Linkage: Taguchi Loss Function, Functional Linkage of Quality with Reliability and Maintainability, Failure Analysis, (FTA/FMEA) and Optimum Maintenance Decisions, Total Productive Maintenance (TPM)
Unit-V	Quality Audit: Quality Audits, Lead Assessment and ISO 9000 Standards, Marketing Aspects of TQ, Total Quality of, Services, Total Quality and Safety, Six Sigma.

### **SUGGESTED READINGS:**

1. Carruba, Eugene R and Gordon, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGrawHill, 1991.
2. Grant, Eugene L and Leavenworth, Richards. Statistical Quality Control, McGrawHill, New York, 1991.
3. Ireson, W G and Coombas, C P. Handbook of Reliability Engineering & Manager New York, McGraw Hill, 1988.
4. Loci.aer, Robert H. and Matar, Joseph E. Designing for Quality. London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard. TQM in Action. London, Chapman, Cliff, 1994.
6. Schmidt, Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
7. Spenley, Paul. World Class Performance Through TQ, London, Chapman &Hall, 1992.

**MBA/407 ENTERPRENEURSHIP DEVELOPMENT**

Unit-I	Entrepreneurship - definition, scope and importance – its relevance to Indian economy- Entrepreneurial Values- The cultural and social environment.
Unit –II	Government and Entrepreneurship- The role of Government in motivation and development entrepreneurship, Role of state government in motivating and developing entrepreneurship.
Unit- III	Financial institutions and Entrepreneurship- role of financial institutions and commercial banks in entrepreneurial development. Training programmes designing the training programmes- feedback of performance of trainees.
Unit-IV	Entrepreneurial Identification- Identification of entrepreneurial talents.
Unit-V	Innovation marketing and financial viability as the chief requisites of entrepreneurship in India- scope and importance.

**SUGGESTED READINGS:**

1. Entrepreneurship Development, Vasant Desai (Himalaya Publication, Mumbai)
2. Women Entrepreneurship written by Sasikumar K. (Vikas Publishing House)
3. Every day Entrepreneurship written by Aruna Bhargava (Vikas Publishing House)
4. Cornerstones of Enterprise Flexibility written by Sushil (Vikas Publishing House)
5. Entrepreneurship Development written by Dr. Dilip Sarwate (Everest Publishing House)
6. Strategic Entrepreneurship written by Dr. P.K.Gupta (Everest Publishing House)

**MBA/408 PROJECT STUDY**

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