

M.B.A.Exam. 2009
(Semester Pattern)

Prospectus No.2009156

संत गाडगे बाबा अमरावती विद्यापीठ

SANT GADGE BABAAMRAVATI UNIVERSITY

अभ्यासक्रमिका
(FACULTY OF COMMERCE)

PROSPECTUS
OF
Master of Business Administration
(Semester Pattern Two Year Degree Course)
Semester-I & III Exam. W/2009
Semester-II & IV Exam. S/2010



2009
Visit us at www.sgbau.ac.in

Price Rs. 12/-

PUBLISHED BY
J.S.Deshpande
Registrar
Sant Gadge Baba
Amravati University,
Amravati 444 602

© " या अभ्यासक्रमिकेतील (Prospectus) कोणताही भाग संत गाडगे बाबा अमरावती विद्यापीठाच्या पूर्वानुमती शिवाय कोणासही पुनर्मुद्रित किंवा प्रकाशित करता येणार नाही . "

© "No part of this prospectus can be reprinted or published without specific permission of Sant Gadge Baba Amravati University.

SANT GADGE BABA AMRAVATI UNIVERSITY AMRAVATI
SPECIAL NOTE FOR INFORMATION OF THE STUDENTS

- (1) Notwithstanding anything to the contrary, it is notified for general information and guidance of all concerned that a person, who has passed the qualifying examination and is eligible for admission only to the corresponding next higher examination as an ex-student or an external candidate, shall be examined in accordance with the syllabus of such next higher examination in force at the time of such examination in such subjects papers or combination of papers in which students from University Departments or Colleges are to be examined by the University.
- (2) Be it known to all the students desirous to take examination/s for which this prospectus has been prescribed should, if found necessary for any other information regarding examinations etc., refer the University Ordinances Booklet the various conditions/provisions pertaining to examination as prescribed in the following Ordinances.

| | |
|-----------------------|--|
| Ordinance No. 1 | : Enrolment of Students. |
| Ordinance No. 2 | : Admission of Students |
| Ordinance No. 4 | : National cadet corps |
| Ordinance No. 6 | : Examinations in General (relevant extracts) |
| Ordinance No. 18/2001 | : An Ordinance to provide grace marks for passing in a Head of passing and Improvement of Division (Higher Class) and getting Distinction in the subject and condonation of deficiency of marks in a subject in all the faculties prescribed by the Statute NO.18, Ordinance 2001. |
| Ordinance No. 9 | : Conduct of Examinations (relevant extracts) |
| Ordinance No. 10 | : Providing for Exemptions and Compartments |
| Ordinance No. 19 | : Admission of Candidates to Degrees. |
| Ordinance No. 109 | : Recording of a change of name of a University student in the records of the University. |
| Ordinance No. 6/2008 | : For improvement of Division/Grade. |

Ordinance No.19/2001 : An Ordinance for Central Assessment Programme, Scheme of Evaluation and Moderation of answerbooks and preparation of results of the examinations, conducted by the University, Ordinance 2001.

J.S.Deshpande

Registrar

Sant Gadge Baba Amravati University

PATTERN OF QUESTION PAPER ON THE UNIT SYSTEM

The pattern of question paper as per unit system will be broadly based on the following pattern.

- (1) Syllabus has been divided into units equal to the number of question to be answered in the paper. On each unit there will be a question either a long answer type or a short answer type.
- (2) Number of question will be in accordance with the unit prescribed in the syllabi for each paper i.e. there will be one question on each unit.
- (3) For every question long answer type or short answer type there will be an alternative choice from the same unit. However, there will be no internal choice in a question.

NATURE OF QUESTION PAPER FOR M.B.A.

SEMESTER I, II, III & IV EXAMINATIONS

1. The question paper shall have three sections, viz. A, B, and C
2. Section "A" shall have one question of conceptual nature carrying 14 marks. The question shall have internal option.
3. Section "B" shall have three questions, divided into two parts each, of which one part shall be of conceptual nature and the other part shall be of applied nature. Each part shall have 7 marks. Each question shall have internal option.
4. Section 'C' shall consist of case study/problems carrying 14 marks, divided into two or more subquestion.

NORMS FOR THEORY PAPERS & DISSERTATION

1. For all theory papers 3 periods per week in all a minimum of 45 periods per subject per semester.
2. a) For dissertation work there shall be a batch of maximum 6 students per guide teacher.
b) For one batch of 6 students three periods per week shall be the workload allotted for guidance of the dissertation.
3. There shall be minimum 5 students for every additional specialization at M.B.A. II level.

SYLLABUS FOR M.B.A. PART-I EXAMINATION

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 understanding 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 Hill, 1995.
2. Luthans F. Organizational Behaviour. 7th ed. New York, McGraw Hill, 1995
3. Robbins S.P. Management 5th ed. New Jersey, Englewood Cliffs. Prentice Hall Inc. 1996.
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. Englewood 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- Fossile 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 G.N. 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, G.T. 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 P and Branchaw, Bemadine "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. 2nd" ed. 1988. John Wiley., New York.
5. Treece Maira " Successful Business Communication" 3rd ed. 1987. 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 1998.
2. Management Effectiveness and Quality of Work-life Indian Insights, Tata McGraw Hill Publishing Company, New Delhi, 1987.
3. Management by Values., Oxford University Press, 1991
4. Drucker, P: Managing in Turbulent Times, Pan Books London 1983
5. Kumar, S and N.K. Uberoi: Managing Secularism in the New Millennium Excel Books 2000
6. Griffiths 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

Objective:- 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 accounting principles.

- Unit-II** Financial statements with reference to analysis of Balance sheet. 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 Reece J.S. Accounting Principles, 6th ed. Homewood, Illinois, Richard D. 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, McGraw Hill, 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, Houghton Mifflin Company, 1994.
7. Vj. 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. G.P. H.P & their managerial application. Matrices Markov chains & their applications.
- Unit-III** Frequency Distribution & their analysis Probability theory & Probability distribution. Bi-nomial, 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.K. Statistics for Behaviour and Social Scientists. Reliance Publishing House, Delhi. 1996
2. Gupta, S P and Gupta M.P. Business Statistics. New Delhi, Sultan Chand, 1997.
3. Kazmier, 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 Dryden-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 C.A.O'Reilly,1993.
5. John, Moss Jones Automating Managers: the implications of information Technology for Managers London, Pinter, 1990
6. Long.L. Computers, Englewood Cliffs, 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. Intergroup 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 McGraw Hill, 1992
5. Luthans, F Organizational Behaviour 7th ed., New York, McGraw Hill, 1995.

6. Mendonca M and Kanungo R N Work Motivation New Delhi, Sage, 1994
7. Robbins, S.P. Organizational Behaviour 7th ed. New Delhi, Prentice Hall 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 survey 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 J.Jr. Survey Methods 2nd ed. Sage Pub. 1993
4. Fox.J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys , Sage Pub. 1977
5. Gupta S.P. Statistical Methods, 30th ed. Sultan Chand, 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 Mc Graw Hill Delhi, 1997.
2. De Cenzo, D.A. & Robbins S.P. Human Resource Management 5th ed. New York, John Wiley, 1994.
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. Operating & 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 sources of raising capital. Weighted Avarage cost of capital .

Unit-IV 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 Anmol, 1998
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 Cliffs, New Jersey, Prentice Hall inc. 1997.
5. Van Home James C : Financial Management and Policy 10th 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 1994
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 Hill,1994.
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 manufacturing.

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 R.J. : Production and Operations Management. 6th ed. New Delhi Prentice Hall of India- 1995.
2. Amne Harold T etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
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, Lamar : Purchasing and Materials Management. New York McGraw Hill, 1984

6. Dilworth, James B. Operations Management, Design, Planning & Control of Manufacturing and services Singapore, Mc Graw Hill, 1992
7. Moore F.G. and Hendrick T.E. Production Operations Management Homewood Illinois Richard D Irwin. 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 2nd ed. Richard, Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995
2. Gould, F.J. etc. introduction to Management Science Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.
3. Mathur K and Solow, D. Management Science Englewood Cliffs, New Jersey, Prentice Hall inc., 1994.
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 off shore 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, Anmol 1995.
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 Stopnetill ,Al. : 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
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 Reorganisation.

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, 2nd ed., New Delhi, Anmol, 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 Horne, James C., Financial Management and Policy, Englewood Cliffs, New Jersey, PHI, 12th ed., 2003.

**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 Operations of Indian Stock Market, Capital Market, Investment Instrument of the Money Market, Recent Developments in the Indian Stock Market.

Unit-II Mechanics of Investing; Investment Return and Risk, Cost of Investing in Securities, Fundamental and Technical approach of Stock Market.

Unit-III Security Credit Ratings; Objectives of Security Analysis; 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; Efficient Market Theory, Investment Companies, Market and Brokers, Market Indices and Return.

Suggested Readings :

1. Chatterjee B.K., Marketing Management : A Finance Emphasis.
2. Bhalla, V.K., Investment Management : Security Analysis and Portfolio Management., 8th 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.

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 and 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 F., *Fundamentals of Investments*, Englewood Cliffs, New Jersey., Prentice Hall Inc., 3rd ed., 2003.
2. Bhalla, V.K., *Investment Management : Security Analysis and Portfolio Management*, 8th 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, PHI.
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*.

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 the Multinational Firm; Country Risk Analysis; Long-term 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*, 2nd ed., New Delhi, Anmol 2001.
3. Buckley, Adrian, *Multinational Finance*, New York, Prentice Hall Inc., 3rd 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, 4th 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-III 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*, 1st ed.

MBA/3106/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 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*, 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/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 a 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 for-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, 1st 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*, Englewood 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*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
2. Anderson, R., *Professional Personal Selling*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Stii, R.R., *Sales Management*, Englewood Cliffs, New Jersey Prentice Hall Inc., 1988.
4. Geoffrey Lancaster & David Jobber, *Selling and Sales Management*, Mc Millan India, 3rd ed., 2003.
5. David J. Batchelar & Arthur H. Horn, *Skills For Sales Success*.
6. Manning, *Selling : Building Quality 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, 1st 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 Buying Behaviour Psychographics and Lifestyles; Reference Group Influence.

Unit-IV 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 Cliffs, 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*, 5th ed., Pearson Education.
6. Karbes, *Consumer Behaviour and Managerial Decision Making*, 2nd 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, Longman, 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. Kulkarni M.V., *Advertising Management*, 4th ed., 2003.

MBA/3205/M BRANDMANAGEMENT

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*, 2nd 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.
- Unit - V Employees Empowerment:** Employee Empowerment and

Quality Management, Industrial Relations and Technological Change.

SUGGESTED READINGS:

1. Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam, K Trade Unionism, Myth and Reality. New Delhi, Oxford University Press, 1982.
3. Niland J.R. etc. The future of Industrial Relations. New Delhi, Sage, 1994.4.
4. Papola, T.S. & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.
5. Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
6. Virmani, B.R. Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.7. Webb, Sidney & Webb, Beatrice. Industrial Democracy, Melbourne, Longman, 1987.

MBA/3302/OBH - LEGAL FRAMEWORK

GOVERNING HUMAN RELATIONS

- 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 & IBH, 1994.

6. 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/3303/OBH - COMPENSATION MANAGEMENT

- Unit-I Compensation Theories:** Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management.
- Unit-II Compensation and Commitment:** Diagnosis and Benchmarking, Obtaining Commitment, Internal and External Equity in Compensation Systems.
- Unit-III Designing Compensation Packages:** Understanding Tools used in Designing, Improving and Implementing Compensation Packages, Compensation Design for Specific Types of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.
- Unit-IV Components of Compensation Packages:** Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans
- Unit-V Compensation Practices:** Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

SUGGESTED READINGS:

1. Armstrong, Michel and Murlis, Helen. Reward Management : A Handbook of Salary Administration. London, Kegan Paul, 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. 6th ed. Englewood Cliffs, 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 READINGS:

1. Bennis, W.G. Essay in Interpersonal Dynamics. U.S.A., Dorsey Press, 1979.
2. Kolb, D. etc. Organizational Behaviour : An Experiential Approach . 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Kolb, D. etc. Organizational Behaviour : Practical Readings for Management. 5th 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 Human 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, Inter-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, 1988.
3. French, W.H. and Bell, C H. Organisation Development. New Delhi, Prentice Hall of India, 1991.
4. French, W L., etc. Organization Development Theory, Practice and

- Research. 3rd ed. New Delhi, Universal Book Stall, 1990.
5. Harvey, D F. and Brown , DR. An Experimental Approach to Organization Development . Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
 6. Huse, F E. and Cummings, T.G. Organization, Development and Change. 3rd 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 Through HRD. New Delhi, Tata McGraw 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. Jaipur, Rawat, 1988.
7. Silvera, D N. HRD: The Indian Experience. Delhi, New India, 1991.

MBA/3401/POM - PURCHASING AND MATERIALS MANAGEMENT

- Unit-I Purchasing and Materials Management:** Objectives, Organization and Interrelationships, 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 and 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 Techniques: 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. McLeavey, 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 the 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, Six Sigma.

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. 3rd 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, North Holland, 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 Matrices; 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*, 2nd ed., 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. Avtar Singh, *Company News*, 11th ed., Lucknow, Eastern, 1996.
2. Ramaiya A, *Guide to the Companies Act*, Nagpur, Wadhwa, 1992.
3. Tuteja S.K., *Business Law For Managers*, New Delhi, 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 Cliffs, 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 F., *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.

Unit-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

Objectives : The objective of this course is to give students an in depth knowledge of the working of international financial markets.

Unit-I History of the International Financial System - The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives.

Unit-II Euro-currency Market; Eurobanking and Euro-currency Centres, Deposit Dealing and the Term Structure of Euro-currency Rates.

Unit-III Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets - Introduction, New Issue Procedures in the Eurobond Markets.

Unit-IV Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bond.

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 FOREIGN EXCHANGE MANAGEMENT

Unit-I Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Official and Free Market Rates.

Unit-II Organisation of Foreign Exchange Markets, Currency Futures, Currency Options, Currency Swaps, Corporate Exposure Management.

Unit-III Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Exposure Management Techniques.

Unit-IV Organisation of the Exposure Management, Function, Parameters and Constraints of Exposure Management, Theory and Practice of Forecasting Exchange.

Unit-V Financial and Socio-political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

Suggested Readings :

1. Aliber, R.Z. : *Exchange Risk and corporate international finance*, London Macmillan.
2. Bhalla V.K. : *International Financial Management*.

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*, 1st 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 MARKETING 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 Marketing for non-profit organizations*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Helen, Woodruffe, *Services Marketing*.
3. Mary Ann Pezzullo, *Marketing Financial Services*.
4. Rajeev R. Seth, *Marketing of Banking Services*.
5. Payne, *The Essence of Services Marketing*, 94, 121, PHI.

MBA/4203/M MARKETING OF SOCIAL SERVICES

Objectives : The Course is designed to give an opportunity to acquire knowledge about the 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 Pati 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. Maitra, T, *Public Services in India*, Mittal, New Delhi, 1985.

4. Jha, S.M., *Social Marketing*, 2nd ed., 2002, Himalaya Publishing House.

**MBA/4301/OBH - MANPOWER DEVELOPMENT
FOR TECHNOLOGICAL CHANGE**

- Unit-I Human Resource Profiling:** Manpower Management in the 21st Century, Environmental Context of Human Resource Management, The Emerging Profile of Human Resources.
- Unit-II Technology Process:** Special Features of New Technology, Concept and Process of Technological Innovation.
- Unit-III Technological Change:** Organizational Implications of Technological Change, Human Resource Implications of Technological Change,
- Unit-IV Manpower Evaluation:** Performance/Potential Evaluation in the Context of New Technology, Technology Transfer with Human Face.
- Unit-V Manpower Development:** New Issues in Manpower Training and Career Development.

SUGGESTED READINGS:

1. Clark, Jon. *Managing Innovation and Change*. University of Southampton, 1995.
2. Clark, Jon. *Human Resource Management and Technological Change*. London, Sage, 1993.
3. Campbell, A and Warner, M. *New Technology, Skills and Management*. London, Routledge, 1992.
4. Rastogi, P.N. *Management of Technology and Innovation*. New Delhi, Sage, 1995.
5. Warner, M. *New Technology and Manufacturing Management*. London, Wiley, 1990.
6. Womack, J.P. etc. *The Machine That Changed the World*. New York, Maxwell Macmillan, 1990.
7. Whittaker, D.H. *Managing Innovation*. Cambridge, Cambridge University Press, 1990.

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, Facilities Planning and Training Aids.

Unit-V 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 & Caple, Jim. *The Theory & Practice of Training*. London, Kogan & Page, 1995.
3. Lynton, R Pareek, U. *Training for Development*. 2nd ed. New Delhi, Vistaar, 1990.
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*. 3rd 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-I 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 A K. etc. Network Flows. Englewood Cliffs New Jersey, Prentice Hall Inc., 1993.
2. Gould, F J. etc. Introduction to Management Science. Englewood Cliffs 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 Urban Transport System, Emission Norms.

SUGGESTED READINGS:

1. Baerwald, 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, L.A. 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 Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards. Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson, W G. and Coombas, C P. Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. Designing for Quality. London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard. TQM in Action. London, Chapman & Hill, 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 ENTREPRENEURSHIP 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

INDEX

| Paper No. | Title of the Paper | Page No. | | | |
|-----------------------|---|-----------------|--------------|---|----|
| | Special Note | 1 | | | |
| | Ordinance No.12 of 1985 | 3 | | | |
| | Regulation No.42 of 2003 | 15 | | | |
| Semester - I | | | | | |
| MBA/101 | Management Process & Org.Behaviour | 21 | | | |
| MBA/102 | Managerial Economics | 22 | | | |
| MBA/103 | Environment and Management | 22 | | | |
| MBA/104 | Managerial Skill Development | 23 | | | |
| MBA/105 | Indian Ethos and Values | 24 | | | |
| MBA/106 | Accounting for Managers | 24 | | | |
| MBA/107 | Quantitative Methods | 25 | | | |
| MBA/108 | Computer Applications in Management | 26 | | | |
| Semester-II | | | | | |
| MBA/201 | Organisation Effectiveness and change | 27 | | | |
| MBA/202 | Research Methodology | 28 | | | |
| MBA/203 | Human Resource Management | 28 | | | |
| MBA/204 | Financial Management | 29 | | | |
| MBA/205 | Marketing Management | 30 | | | |
| MBA/206 | Production and Operations Management | 31 | | | |
| MBA/207 | Management Science | 32 | | | |
| MBA/208 | International Environment and Management | 32 | | | |
| Semester - III | | | | | |
| MBA/3101/F | Financial Decision Analysis | 34 | | | |
| MBA/3102/F | Security Analysis and Investment Management | 35 | | | |
| MBA/3103/F | Portfolio Management | 35 | | | |
| MBA/3104/F | International Financial Management | 36 | | | |
| MBA/3105/F | Financial Derivatives | 37 | | | |
| | | | MBA/3106/F | Working Capital Management | 38 |
| | | | MBA/307 | Decision Support System and Management Information system | 38 |
| | | | MBA/3201/M | International Marketing | 39 |
| | | | MBA/3202/M | Sales and Distribution Management | 40 |
| | | | MBA/3203/M | Consumer Behaviour | 41 |
| | | | MBA/3204/M | Advertising Management | 42 |
| | | | MBA/3205/M | Brand Management | 43 |
| | | | MBA/3206/M | Marketing of Services | 44 |
| | | | MBA/3301/OBH | Management of Industrial Relations | 44 |
| | | | MBA/3302/OBH | Legal Framework Governing Human Relations | 45 |
| | | | MBA/3303/OBH | Compensation Management | 46 |
| | | | MBA/3304/OBH | Managing Interpersonal and Group Processes | 46 |
| | | | MBA/3305/OBH | Organisational Change and Intervention Strategies | 47 |
| | | | MBA/3306/OBH | Human Resource Development: Strategies and Systems | 48 |
| | | | MBA/3401/POM | Purchasing and Material Management | 48 |
| | | | MBA/3402/POM | Production Planning and Control | 49 |
| | | | MBA/3403/POM | Project Management | 50 |
| | | | MBA/3404/POM | Service Operations Management | 50 |
| | | | MBA/3405/POM | World Class Manufacturing | 51 |
| | | | MBA/3406/POM | Goal Programming in Management | 52 |
| | | | MBA/308 | Project/Dissertation | 52 |
| Semester-IV | | | | | |
| | | | MBA/401 | Corporate Evaluation and Strategies Management | 52 |
| | | | MBA/402 | Business Legislation | 53 |
| | | | MBA/403 | Logistics Management | 54 |
| | | | MBA/4101/F | Management and Financial Services | 55 |
| | | | MBA/4102/F | International Financial Markets | 55 |
| | | | MBA/4103/F | Foreign Exchange Management | 56 |

| | | |
|--------------|--|----|
| MBA/4201/M | Sales Promotion Management | 57 |
| MBA/4202/M | Marketing for Non Profit Organisation | 57 |
| MBA/4203/M | Marketing of Social Services | 58 |
| MBA/4301/OBH | Manpower Development for Technological Change | 59 |
| MBA/4302/OBH | Management Training and Development | 59 |
| MBA/4303/OBH | Human Resource Planning and Development | 60 |
| MBA/4401/POM | Applied Operations Research | 61 |
| MBA/4402/POM | Transportation Management | 62 |
| MBA/4403/POM | Total Quality Management | 62 |
| MBA/407 | Entrepreneurship Development | 63 |
| MBA/408 | Project Study | 64 |

ORDINANCE NO.12 OF 1985*Examinations leading to the Degree of (व्यवसाय प्रशासन पारंगत)
Master of Business Administration (M.B.A.) (Bi-annual pattern) (Two
year course) Ordinance, 1985**

Whereas it is expedient to make an Ordinance to provide for the Examinations leading to the Degree of Master of Business Administration (Bi-annual pattern) (Two Year course) for the purposes hereinafter appearing, the Management Council is hereby pleased to make the following Ordinance.

1. This Ordinance may be called "Examinations leading to the Degree of (व्यवसाय प्रशासन पारंगत) Master of Business Administration (M.B.A.) (Bi-annual pattern) (Two year course) Ordinance, 1985.
2. This Ordinance shall come into force from the date of its approval by the Management Council.
- 2(A) There shall be four examinations for the Degree of Master of Business Administration i.e. Semester-I,II,III & IV of two academic years duration.
3. (A)(I) The Examinations leading to the Post-Graduate Degree Course in Business Administration (M.B.A.) shall be held twice a year at such places and on such dates as may be appointed by the Board of Examinations.
 - (II) Subject to his compliance with the provisions of this Ordinance an of any other Ordinances in force from time to time and applicant for admission to the Semester Examination of the M.B.A. course shall have-
 - (i) been admitted to Bachelor's Degree of the University or of any other Statutory University.
 - (ii) Prosecuted a regular course of study for not less than one Academic Year in a College or Department recognised for the purpose by the University.
- (B) Without prejudice to other provisions of Ordinance relating to the Examinations in General the Provisions of paragraphs 5,8,10,26 and 31 of the said Ordinance shall apply to every Collegiate candidate.
4. Notwithstanding anything contained in any Ordinance and Regulation Medium of instructions as well as Medium of Examination of all the papers including Dissertation and viva-voce shall be English.

As accepted by the Executive Council, dated 6/7/1985, and amended by Ordinance Nos. 15 of 1985, 27 of 1994, 6 of 1998, 8 of 1999, 14 of 2000, 17 of 2001, 14 of 2002, 20 of 2003, 36 of 2005, 23 of 2007, and 5 of 2009.

5. An applicant for the Examination prosecuting a regular course of study leading to the Degree Master of Business Administration shall not seek admission to any other course in this University or any other University or shall not appear at any examination of this University or any other University in the same academic session. Contravention of this shall result in cancellation of his/her admission to the course of Master of Business Administration.
6. (A) An examinee of Semester-I(M.B.A.) Examination shall be examined in the following subjects namely:-
 1. Principles and Practice of Management
 2. Indian Economic environment
 3. Production Management
 4. Human Resource Management
 5. Marketing Management
 6. Fundamentals of Financial Accounting
 7. Quantitative Techniques and Methods
 8. Entrepreneurship Development
- (AA) An examinee admitted in the Academic session 2003-04 for Semester-I(M.B.A.) examination shall be examined in the following subjects namely :-

| | |
|----------|---|
| MBA/ 101 | Management Process & Organisational Behaviour |
| 102 | Managerial Economics |
| 103 | Environment and Management |
| 104 | Managerial Skill Development |
| 105 | Indian Ethos and Values |
| 106 | Accounting for Managers |
| 107 | Quantitative Methods |
| 108 | Computer Applications in Management |
- (B) An examinee of Semester-II (M.B.A.) Examination shall be examined in the following subjects namely:-
 1. Research Methodology for Management Decisions
 2. Project Management
 3. Managerial Economics
 4. Organisational Behaviour
 5. Labour Legislation and Industrial Relations
 6. Financial Management
 7. Computer Application in Management
 8. Communication Skills.
- (BB) An examinee admitted in the Academic session 2003-04 for Semester-II (M.B.A.) Examination shall be examined in the following subjects namely :-

| | |
|----------|--|
| MBA/ 201 | Organisation Effectiveness and change |
| 202 | Research Methodology |
| 203 | Human Resource Management |
| 204 | Financial Management |
| 205 | Marketing Management |
| 206 | Production and Operations Management |
| 207 | Management Science |
| 208 | International Environment and Management |

(C) An examinee of Semester-III (M.B.A.) Examination shall be examined in the following subjects namely:-

1. Management of Information Systems
2. Business Law
3. Corporate and Strategic Management
4. Security Analysis and Portfolio Management
5. Cost and Management Accounting
6. Capital investment and Financial Decisions
7. Product and Advertising Management
8. Sales Management
9. Marketing Research
10. Computer fundamentals and its Organization
11. Windows and Microsoft Office
12. System analysis design
13. Human Behaviour
14. Organisational Management and Development
15. Management of Compensation & Negotiations
16. Integrated Rural Development
17. Farm Management
18. Agricultural Planning & Development
19. Materials Planning
20. Production Planning and design
21. Production Finance
22. Business Statistics
23. Project / Dissertation

(CC) An examinee admitted in the Academic session 2004-05 for Semester -III (M.B.A.) Examination shall be examined in the following subjects namely:-

| | |
|-------------|---|
| MBA/ 3101/F | Financial Decisions Analysis |
| 3102/F | Security Analysis and Investment Management |
| 3103/F | Portfolio Management |
| 3104/F | International Financial Management |
| 3105/F | Financial Derivatives |
| 3106/F | Working Capital Management |
| 307 | Decision Support System and Management Information System |

| | |
|----------|--|
| 3201/M | International Marketing |
| 3202/M | Sales and Distributions Management |
| 3203/M | Consumer Behaviour |
| 3204/M | Advertising Management |
| 3205/M | Brand Management |
| 3206/M | Marketing of Services |
| 3301/OBH | Management of Industrial Relations |
| 3302/OBH | Legal Framework Governing Human Relations |
| 3303/OBH | Compensation Management |
| 3304/OBH | Managing Interpersonal and Group Processes |
| 3305/OBH | Organisational Change and Intervention Strategies |
| 3306/OBH | Human Resource Development: Strategies and Systems. |
| 3401/POM | Purchasing and Materials Management |
| 3402/POM | Production Planning and Control |
| 3403/POM | Project Management |
| 3404/POM | Service Operations Management |
| 3405/POM | World Class Manufacturing |
| 3406/POM | Goal Programming in Management Project / Dissertation. |
| 308 | |

(D) An examinee of Semester-IV (M.B.A.) Examination shall be examined in the following subjects namely:-

1. Business and Government
2. Corporate and Economic Legislation
3. Management of new and small enterprises
4. Management of Financial Services
5. Working capital Management
6. International Financial Management
7. Marketing of Services
8. Consumer Behaviour
9. International Marketing
10. Computer Programming and C/C++
11. Fox-pro for windows
12. RDBMS Oracle and developer 2000.
13. Employee Welfare Management
14. Social and Industrial Psychology
15. Creativity and Stress Management
16. Co-operative Management
17. Environmental Management
18. Agricultural Marketing
19. Techniques in production Mangement

20. Purchase Management
21. Quality Management
22. Business Ethics
23. Project / Dissertation

(DD) An examinee admitted in the Academic session 2004-2005 for Semester-IV (M.B.A.) Examination shall be examined in the following subjects namely:-

| | |
|----------|---|
| MBA/ 401 | Corporate Evolution and Strategic Management |
| 402 | Business Legislation |
| 403 | Logistics Management |
| 4101/F | Management and Financial Services |
| 4102/F | International Financial Markets |
| 4103/F | Foreign Exchange Management |
| 4201/M | Sales Promotion Management |
| 4202/M | Marketing for Non Profit Organisation |
| 4203/M | Marketing of Social Services |
| 4301/OBH | Manpower Development for Technological Change |
| 4302/OBH | Management Training and Development |
| 4303/OBH | Human Resource Planning and Development |
| 4401/POM | Applied Operations Research |
| 4402/POM | Transportation Management |
| 4403/POM | Total Quality Management |
| 407 | Entrepreneurial Development |
| 408 | Project Study |

7. The applicant shall be admitted to the next Semester as per following eligibility table.

Eligibility Table

| Sr.No. | Name of Exam. | The Students should have completed the term satisfactorily. | The Students should have passed in all the Subjects of the Examination of |
|--------|----------------------------|--|---|
| 1. | 2. | 3. | 4. |
| 1. | First M.B.A. Semester I | First M.B.A. Semester I. | - |
| 2. | First M.B.A. Semester II | First M.B.A. Semester II. | - |
| 3. | Second M.B.A. Semester III | Third Semester M.B.A. | First M.B.A. Semester I |
| 4. | Second M.B.A. Semester IV | Fourth Semester M.B.A. | Second Semester M.B.A.I. |
| 8. | (I) | Three copies of dissertation (Printed or type written) shall be submitted to the University through the Supervisor of the candidate and the Principal/Head of the institution/Deptt. at least a fortnight prior to the date of commencement of the written examination. | |
| | (II) | (a) A candidate shall submit with his dissertation, a certificate from the Supervisor to the effect. | |
| | | (i) that the candidate has satisfactorily conducted research for not less than one academic year; | |
| | | (ii) that the dissertation is of sufficiently high standard to warrant its presentation for examination: | |
| | | (iii) Candidate shall submit his declaration that the dissertation is the result of his own research work and the same has not been previously submitted to any examination of this University, or any other University. The dissertation shall be liable to the rejected and/or cancelled if found otherwise. | |
| 9. | (A) | Minimum No. of students offering additional specialization per subject be 5. | |
| | (B) | The student offering additional specialization shall have to appear for all theory papers and submit dissertation in the subject. | |
| | (C) | The student will have to seek admission as a regular student & will have to pay tuition fee Rs.6000/- as well as admission fee as prescribed by the institution. | |

10. The scope of the subjects shall be as indicated in the syllabus.
11. In Order to pass at the Semester I,II,III & IV Examinations an examinee shall obtain not less than 40% marks in each paper and at least 50% of the aggregate marks in all the theory papers taken together as given in appendices A,B,C & D appended with this Ordinance.
- In order to pass at the Semester I, II, III and IV examinations an examinee admitted in the Academic sessions 2003-04 and 2004-05 for Semester I & II and Semester III & IV respectively shall obtain not less than 40% marks in each paper and atleast 50% of the aggregate marks in all the theory papers taken together as given in Appendices A, B, C and D appended to related Regulation.
12. (I) An examinee getting D grade in internal assessment and or Dissertation will be allowed to improve his Grade by taking additional assignment and/or practicals and submitting them to the teacher.
- (II) An examinee getting D grade in Dissertation will be allowed to improve his Grade by submitting a fresh Dissertation.
- (III) For improving his/her grade as in(I) and(II) above will have to pay an additional fee of Rs. 100/- per paper.
13. A student appearing for M.B.A.Semester III & IV Examination will have to pay an additional fee of Rs.100/- for Dissertation in addition to usual Examination fees.
14. An examinee who is unsuccessful at the examination shall be eligible for admission to the examination on payment of a fresh fee prescribed for the examination together with as Ex-Student fee of Rs.20/- and on compliance with the conditions of the Ordinance in force from time to time.
15. (I) There shall be no classification of successful examinees at Semester I,II,III & IV Examinations
- (II) Successful examinees obtain 60% or more marks in aggregate of Semester I,II,III & IV Examinations taken together shall be placed in First Division those who have obtained less than 60% but not less than 50% marks in Second Division and all other successful examinees in Third Division.
16. Provisions of Ordinance No.18 of 2001 relating to an Ordinance to provide grace marks for passing in a head of passing and Improvement of Division (Higher Class) and getting distinction in the subject and condonation of deficiency of marks in a subject in all the faculties prescribed by the Statute No.18, Ordinance 2001 and of Ordinance No.10 relating to Exemptions and Compartment shall apply to the examinations under this Ordinance

17. As soon as possible after the examination but not later than the 30th June next following for the examination held in March/April and 28th February next following for the examinations held in October/November, the Board of Examinations shall publish a list successful examinees.
18. Notwithstanding anything to the contrary in this Ordinance, no person shall be admitted to this examination if he has already passed the same examination or an examination of any other statutory University which has been recognised as equivalent to that examination.
19. Examinees successful at the M.B.A. Semester I,II,III & IV Examinations shall, on payment of the prescribed fee, receive a Degree in the prescribed form signed by the Vice-Chancellor.

APPENDIX-A
Master of Business Administration Course
Semester-I

| Paper No. | Subject & Paper | Duration of Exam. Hours | Max. Marks | Min. Pass Marks | Min. Aggregate Marks. | Periods per week |
|-----------|---------------------------------------|---------------------------|------------|-----------------|-----------------------|------------------|
| 1. | 2. | 3. | 4. | 5. | 6. | 7. |
| MBA/101 | Principles and Practice of Management | 3 | 80 | 32 | | 3 |
| MBA/102 | Indian Economics | 3 | 80 | 32 | | 3 |
| MBA/103 | Production Management | 3 | 80 | 32 | | 3 |
| MBA/104 | Human Resource Management | 3 | 80 | 32 | 300 | 3 |
| MBA/105 | Marketing Management | 3 | 80 | 32 | | 3 |
| MBA/106 | Fundamentals of Financial Accounting | 3 | 80 | 32 | | 3 |
| MBA/107 | Quantitative Techniques and Methods | Internal Assessment Paper | | | | 3 |
| MBA/108 | Entrepreneurship Development. | Internal Assessment Paper | | | | 3 |

Scheme of Examination for Internal Assessment Marks.

For all theory papers (Excluding Internal,Assessment Papers) there shall be 80 marks for each University Examination paper and 20 marks for internal assessment. The Division of internal assessment marks will be as follows :-

| | | |
|---|------------------|-----------|
| 2 | Class room tests | 10 Marks. |
| 2 | Home Assignment | 10 Marks. |

Total Marks for Internal Assessment. 20 Marks

The minimum passing for internal assessment shall be 10 marks i.e. 50% of the total internal marks.

Paper at S.No. MBA/107 and MBA/108 (i.e. Quantitative Techniques and Methods & Entrepreneurship) shall be internally assessed. The assessment shall be based on assignments to be submitted by the candidates. The minimum number of assignments shall be 10 per paper out of which there shall be a minimum of 4 classroom assignments.

APPENDIX-B
Master of Business Administration Course
Semester-II

| Paper No. | Subject & Paper | Duration of Exam. Hours | Max. Marks | Min. Pass Marks | Min. Aggregate Marks. | Periods per week |
|-----------|---|---------------------------|------------|-----------------|-----------------------|------------------|
| 1. | 2. | 3. | 4. | 5. | 6. | 7. |
| MBA/201 | Research Methodology for Management Decisions | 3 | 80 | 32 | | 3 |
| MBA/202 | Project Management | 3 | 80 | 32 | | 3 |
| MBA/203 | Managerial Economics | 3 | 80 | 32 | 300 | 3 |
| MBA/204 | Organizational Behaviour | 3 | 80 | 32 | | 3 |
| MBA/205 | Labour Legislation and Industrial Relations | 3 | 80 | 32 | | 3 |
| MBA/206 | Financial Management | 3 | 80 | 32 | | 3 |
| MBA/207 | Computer Application in Management. | Internal Assessment Paper | | | | 3 |
| MBA/208 | Communication Skills | Internal Assessment Paper | | | | 3 |

Scheme of Examination for Internal Assessment Marks.

For all theory papers (Excluding Internal Assessment Papers) there shall be 80 marks for each University Examination paper and 20 marks for internal assessment. The Division of internal assessment marks will be as follows :-

| | | |
|---|------------------|-----------|
| 2 | Class room tests | 10 Marks. |
| 2 | Home Assignment | 10 Marks. |

Total Marks for Internal Assessment. 20 Marks

The minimum passing for internal assessment shall be 10 marks i.e. 50% of the total internal marks.

Paper at S.No. MBA/207 and MBA/208 (i.e. Computer Application in Management & Communication Skills) shall be internally assessed. The assessment shall be based on assignments to be submitted by the candidates. The minimum number of assignments shall be 10 per paper out of which there shall be a minimum of 4 classroom assignments.

APPENDIX-C
Master of Business Administration Course
Semester-III

| Paper No. | Subject & Paper | Duration of Exam. Hours | Max. Marks | Min. Pass Marks | Min. Aggregate Marks. | Periods per week |
|-------------|---|-------------------------|------------|-----------------|-----------------------|------------------|
| 1. | 2. | 3. | 4. | 5. | 6. | 7. |
| MBA/301 | Management of Information Systems | 3 | 80 | 32 | | 3 |
| MBA/302 | Business Law | 3 | 80 | 32 | | 3 |
| MBA/303 | Corporate and Strategic Management | 3 | 80 | 32 | 300 | 3 |
| MBA/304/F | Security Analysis and Portfolio Management | 3 | 80 | 32 | | 3 |
| MBA/305/F | Cost and Management Accounting | 3 | 80 | 32 | | 3 |
| MBA/306/F | Capital Investment and Financial Decisions | 3 | 80 | 32 | | 3 |
| MBA/304/M | Product and Advertising Management | 3 | 80 | 32 | | 3 |
| MBA/305/M | Sales Management | 3 | 80 | 32 | | 3 |
| MBA/306/M | Marketing Research | 3 | 80 | 32 | | 3 |
| MBA/304/SM | Computer Fundamentals and its Organization. | 3 | 80 | 32 | | |
| MBA/305/SM | Windows & Microsoft Office | 3 | 80 | 32 | | |
| MBA/306/SM | System Analysis Design | 3 | 80 | 32 | | |
| MBA/304/HRM | Human Behaviour | 3 | 80 | 32 | | |
| MBA/305/HRM | Organisational Management and Development | 3 | 80 | 32 | | |
| MBA/306/HRM | Management of Compensation & Negotiations | 3 | 80 | 32 | | |
| MBA/304/FM | Integrated Rural Development | 3 | 80 | 32 | | |
| MBA/305/FM | Farm Management | 3 | 80 | 32 | | |
| MBA/306/FM | Agricultural Planning & Development | 3 | 80 | 32 | | |

| | | | | |
|---|---|----|---------------------------|---|
| MBA/304/PM Materials planning | 3 | 80 | 32 | |
| MBA/305/PM Production planning & design | 3 | 80 | 32 | |
| MBA/306/PM Production Finance | 3 | 80 | 32 | |
| MBA/307 Business Statistics | | | Internal Assessment Paper | 3 |
| MBA/308 Project/Dissertation | | | Internal Assessment Paper | 3 |

Scheme of Examination for Internal Assessment Marks.

For all theory papers (Excluding Internal Assessment Papers) there shall be 80 marks for each University Examination paper and 20 marks for internal assessment. The Division of internal assessment marks will be as follows :-

| | |
|---|-----------------|
| 2 Class room tests | 10 Marks. |
| 2 Home Assignment | 10 Marks. |
| Total Marks for Internal Assessment. | 20 Marks |

The minimum passing for internal assessment shall be 10 marks i.e. 50% of the total internal marks.

Paper at S.No. MBA/307 and MBA/308 (i.e. Business Statistics & Project /Dissertation) shall be internally assessed. The assessment of paper No.MBA/307 shall be based on assignments to be submitted by the candidates. The minimum number of assignments shall be 10 per paper out of which there shall be a minimum of 4 classroom assignments.

The paper No. MBA/308 shall be assessed at the end of 4th semester internally and externally as it is part of paper No. MBA/408.

APPENDIX-D

Master of Business Administration Course Semester-IV

| Paper No. | Subject & Paper | Duration of Exam. Hours | Max. Marks | Min. Pass Marks | Min. Aggre gate Marks. | Periods per week |
|-----------|---|-------------------------|------------|-----------------|------------------------|------------------|
| 1. | 2. | 3. | 4. | 5. | 6. | 7. |
| MBA/401 | Business and Government Systems | 3 | 80 | 32 | | 3 |
| MBA/402 | Corporate and Economic Legislation | 3 | 80 | 32 | | 3 |
| MBA/403 | Management of New and Small Enterprise. | 3 | 80 | 32 | 300 | 3 |
| MBA/404/F | Management of Financial Services | 3 | 80 | 32 | | 3 |

| | | | | |
|--|---|----|---------------------------|---|
| MBA/405/F Working Capital Management | 3 | 80 | 32 | 3 |
| MBA/406/F International Financial Management | 3 | 80 | 32 | 3 |
| MBA/404/M Marketing of Services | 3 | 80 | 32 | 3 |
| MBA/405/M Consumer Behaviour | 3 | 80 | 32 | 3 |
| MBA/406/M International Marketing | 3 | 80 | 32 | 3 |
| MBA/404/SM Computer Programming in C/C++ | 3 | 80 | 32 | |
| MBA/405/SM Fox-pro for windows | 3 | 80 | 32 | |
| MBA/406/SM RDBMS oracle and developer 2000 | 3 | 80 | 32 | |
| MBA/404/HRM Employee welfare Management | 3 | 80 | 32 | |
| MBA/405/HRM Social and industrial Psychology | 3 | 80 | 32 | |
| MBA/406/HRM Creativity & Stress Management | 3 | 80 | 32 | |
| MBA/404/FM Co-operative Management | 3 | 80 | 32 | |
| MBA/405/FM Environmental Management | 3 | 80 | 32 | |
| MBA/406/FM Agricultural Marketing | 3 | 80 | 32 | |
| MBA/404/PM Techniques in production Management | 3 | 80 | 32 | |
| MBA/405/PM Purchase Management | 3 | 80 | 32 | |
| MBA/406/PM Quality Management | 3 | 80 | 32 | |
| MBA/407 Business Ethics | | | Internal Assessment Paper | 3 |
| MBA/408 Project/Dissertation | | | Internal Assessment Paper | 3 |

Scheme of Examination for Internal Assessment Marks.

For all theory papers (Excluding Internal Assessment Papers) there shall be 80 marks for each University Examination paper and 20 marks for internal assessment. The Division of internal assessment marks will be as follows:-

| | |
|---|-----------------|
| 2 Class room tests | 10 Marks. |
| 2 Home Assignment | 10 Marks. |
| Total Marks for Internal Assessment. | 20 Marks |

The minimum passing for internal assessment shall be 10 marks i.e. 50% of the total internal marks.

Paper at S.No. MBA/407 and MBA/408 (i.e. Business Ethics & Project/ Dissertation) shall be internally assessed. The assessment of paper No.MBA/407 shall be based on assignments to be submitted by the candidates.

The minimum number of assignments shall be 10 per paper out of which there shall be a minimum of 4 class room assignments.

Assessment of Paper at Sr.No. MBA/308/408 Project/Dissertation shall be done by Internal and External Examiners, out of 100 Marks to be distributed

as follows:

65 Marks for Dissertation, and
35 Marks for Viva-Voce.

* * *

REGULATION NO. 42 OF 2003

Examinations leading to the Degree of (व्यवसाय प्रशासन पारंगत) Master of Business Administration (M.B.A.)(Bi-Annual pattern) (Two year course) Regulation 2003.

Whereas it is expedient to makes Regulation in respect of Examinations leading to the Degree of (व्यवसाय प्रशासन पारंगत) Master of Business Administration (M.B.A.)(Bi-Annual Pattern) (Two year course) for the purposes hereinafter appearing, the Management Council is hereby pleased to approve following Regulation.

1. This Regulation may be called “ Examination leading to the Degree of (व्यवसाय प्रशासन पारंगत) Master of Business Administration (M.B.A.)(Bi-Annual pattern) (Two year course) Regulation 2003.
2. This Regulation shall come into force from
 - i) the Academic session 2003-04 for Semesters I & II of M.B.A. Part -I, and
 - ii) the Academic session 2004-2005 for Semesters III & IV of M.B.A. Part-II.
3. The schemes of examinations and teaching in respect of Semesters I, II, III and IV of M.B.A. Degree course shall be as provided under appendices A, B, C and D appended with this Regulation respectively.
4. Common scheme for valuation of Internal assessment papers of Semesters I, II, III and IV and Dissertation is given under appendix ‘D’ appended with this Regulation.

Amended by Regulation No.26 of 2005, 10 of 2007, 37 of 2007, and 9 of 2009.

Appendix-A Master of Business Administration Course Semester- I

| Paper No. | Subject & Paper | Duration of Exam. Hrs | Max Marks | Min. Pass Marks | Min. Agg. Marks | Period Per Week |
|-----------|---|-----------------------|-----------|-----------------|---------------------------|-----------------|
| MBA/101 | Management Process & Organisational Behaviour | 3 | 70 | 28 | — | 3 |
| MBA/102 | Managerial Economics | 3 | 70 | 28 | — | 3 |
| MBA/103 | Environment & Management | 3 | 70 | 28 | — | 3 |
| MBA/104 | Managerial Skill Development | 3 | 70 | 28 | 300 | 3 |
| MBA/105 | Indian Ethos and Value | 3 | 70 | 28 | — | 3 |
| MBA/106 | Accounting for Managers | 3 | 70 | 28 | — | 3 |
| MBA/107 | Quantitative Methods }** | | | | | 3 |
| MBA/108 | Computer Applications }** in Management } | | | | Internal Assessment Paper | 3 |

Scheme of examination for Internal Assessment Marks.

For all theory papers (Excluding Internal Assessment Papers) there shall be 70 marks for each university examinations paper & 30 marks for internal assessment. The Division of internal assessment marks will be as follows.

| | | |
|-------------------------------------|------------------|----|
| 3 | Class room tests | 15 |
| 3 | Home Assignments | 15 |
| Total Marks for internal Assessment | | 30 |

The minimum passing for internal assessment shall be 15 marks i.e.50% of the total internal marks. Papers at S.No. M.B.A. 107 & M.B.A.108 shall be internally assessed. The assessment shall be based on assignment to be submitted by the candidates. The minimum no.of assignments, shall be 10 per paper of which there shall be a min. of 4 class room assignments. The assessment of these papers will be shown by the grade. The students getting ‘D’ grade fails in the paper.

Appendix-B
Semester-II

| Paper No. | Subject & Paper | Duration of Exam. Hrs | Max Marks | Min. Pass Marks | Min. Agg. Marks | Period Per Week |
|-----------|--|-----------------------|---------------------------|-----------------|-----------------|-----------------|
| MBA/201 | Organisation Effectiveness and change | 3 | 70 | 28 | — | 3 |
| MBA/202 | Research Methodology | 3 | 70 | 28 | — | 3 |
| MBA/203 | Human Resource Management | 3 | 70 | 28 | — | 3 |
| MBA/204 | Financial Management | 3 | 70 | 28 | — | 3 |
| MBA/205 | Marketing Management | 3 | 70 | 28 | — | 3 |
| MBA/206 | Production and Operations Management | 3 | 70 | 28 | — | 3 |
| MBA/207 | Management Science | ** | Internal Assessment Paper | | | 3 |
| MBA/208 | International Environment and Management | ** | —do— | | | 3 |

Scheme of examination for Internal Assessment Marks.

For all theory papers (Excluding Internal Assessment Papers) there shall be 70 marks for each university examinations paper & 30 marks for internal assessment. The Division of internal assessment mark, will be as follows.

| | | |
|-------------------------------------|-----------------|----|
| 3 | Class room test | 15 |
| 3 | Home Assignment | 15 |
| Total Marks for internal Assessment | | 30 |

The minimum passing for internal assessment shall be 15 marks i.e.50% of the total internal marks. Papers at S.No. M.B.A. 207 & M.B.A.208 shall be internally assessed. The assessment shall be based on assignment to be submitted by the candidates. The minimum no.of assignment, shall be 10 per paper of which there shall be a min. of 4 class room assignments. The assesment of these papers will be shown by the grade. The students getting 'D' Grade fails in the paper

Appendix-C
Semester-III

| Paper No. | Subject & Paper | Duration of Exam. Hrs | Max Marks | Min. Pass Marks | Min. Agg. Marks | Period Per Week |
|--------------|---|-----------------------|---------------------------|-----------------|-----------------|-----------------|
| MBA/3101/F | Financial Decision Analysis | 3 | 70 | 28 | — | 3 |
| MBA/3102/F | Security Analysis and Investment Management | 3 | 70 | 28 | — | 3 |
| MBA/3103/F | Portfolio Management | 3 | 70 | 28 | — | 3 |
| MBA/3104/F | International Financial Management | 3 | 70 | 28 | — | 3 |
| MBA/3105/F | Financial Derivatives | 3 | 70 | 28 | — | 3 |
| MBA/3106/F | Working Capital Management | 3 | 70 | 28 | — | 3 |
| MBA/307 | Decision Support System and Management Information system | ** | Internal assessment Paper | | | 3 |
| MBA/3201/M | International Marketing | 3 | 70 | 28 | — | 3 |
| MBA/3202/M | Sales and Distribution Management | 3 | 70 | 28 | — | 3 |
| MBA/3203/M | Consumer Behaviour | 3 | 70 | 28 | — | 3 |
| MBA/3204/M | Advertising Management | 3 | 70 | 28 | — | 3 |
| MBA/3205/M | Brand Management | 3 | 70 | 28 | — | 3 |
| MBA/3206/M | Marketing of Services | 3 | 70 | 28 | — | 3 |
| MBA/3301/OBH | Management of Industrial Relations | 3 | 70 | 28 | — | 3 |
| MBA/3302/OBH | Legal Framework Governing Human Relations | 3 | 70 | 28 | — | 3 |
| MBA/3303/OBH | Compensation Management | 3 | 70 | 28 | — | 3 |
| MBA/3304/OBH | Managing Interpersonal and Group Processes | 3 | 70 | 28 | — | 3 |
| MBA/3305/OBH | Organisational Change and Intervention Strategies | 3 | 70 | 28 | — | 3 |
| MBA/3306/OBH | Human Resource Development: Strategies and Systems | 3 | 70 | 28 | — | 3 |
| MBA/3401/POM | Purchasing and Material Management | 3 | 70 | 28 | — | 3 |
| MBA/3402/POM | Production Planning and Control | 3 | 70 | 28 | — | 3 |
| MBA/3403/POM | Project Management | 3 | 70 | 28 | — | 3 |
| MBA/3404/POM | Service Operations Management | 3 | 70 | 28 | — | 3 |
| MBA/3405/POM | World Class Manufacturing | 3 | 70 | 28 | — | 3 |
| MBA/3406/POM | Goal Programming in Management | 3 | 70 | 28 | — | 3 |
| MBA/308 | Project/Dissertation * | | | | | 3 |

Scheme of examination for Internal Assessment Marks.

For all theory papers (Excluding Internal Assessment Papers) there shall be 70 marks for each university examinations paper & 30 marks for internal assessment. The Division of internal assessment mark, will be as follows.

| | | |
|-------------------------------------|-----------------|----|
| 3 | Class room test | 15 |
| 3 | Home Assignment | 15 |
| Total Marks for internal Assessment | | 30 |

The minimum passing for internal assessment shall be 15 marks i.e.50% of the total internal marks. Paper at S.No. M.B.A. 307 shall be internally assessed. The assessment shall be based on assignment to be submitted by the candidates. The minimum no.of assignment, shall be 10 per paper of which there shall be a min. of 4 class room assignments. The assesment of these papers will be shown by the grade. The students getting 'D' Grade fails in the paper

Appendix-D Semester-IV

| Paper No. | Subject & Paper | Duration of Exam. Hrs | Max Marks | Min. Pass Marks | Min. Agg. Marks | Period Per Week |
|--------------|--|-----------------------|----------------------------|-----------------|-----------------|-----------------|
| MBA/401 | Corporate Evaluation and Strategies Management | 3 | 70 | 28 | — | 3 |
| MBA/402 | Business Legislation | 3 | 70 | 28 | — | 3 |
| MBA/403 | Logistics Management | 3 | 70 | 28 | — | 3 |
| MBA/4101/F | Management and Financial Services | 3 | 70 | 28 | — | 3 |
| MBA/4102/F | International Financial Markets | 3 | 70 | 28 | — | 3 |
| MBA/4103/F | Foreign Exchange Management | 3 | 70 | 28 | — | 3 |
| MBA/4201/M | Sales Promotion Management | 3 | 70 | 28 | — | 3 |
| MBA/4202/M | Marketing for Non profit organisation | 3 | 70 | 28 | — | 3 |
| MBA/4203/M | Marketing of Social Services | 3 | 70 | 28 | — | 3 |
| MBA/4301/OBH | Manpower Development for Technological Change | 3 | 70 | 28 | — | 3 |
| MBA/4302/OBH | Management Training and Development | 3 | 70 | 28 | — | 3 |
| MBA/4303/OBH | Human Resource Planning and Development | 3 | 70 | 28 | — | 3 |
| MBA/4401/POM | Applied Operations Research | 3 | 70 | 28 | — | 3 |
| MBA/4402/POM | Transportation Management | 3 | 70 | 28 | — | 3 |
| MBA/4403/POM | Total Quality Management | 3 | 70 | 28 | — | 3 |
| MBA/407 | Entrepreneurship Development | ** | Internal Assessment Paper. | | | 3 |
| MBA/408 | Project Study | * | | | | 3 |

Scheme of examination for Internal Assessment Marks.

For all theory papers (Excluding Internal Assessment Papers) there shall be 70 marks for each university examinations paper & 30 marks for internal assessment. The Division of internal assessment marks will be as follows.

| | | |
|-------------------------------------|------------------|----|
| 3 | Class room tests | 15 |
| 3 | Home Assignments | 15 |
| Total Marks for internal Assessment | | 30 |

The minimum passing for internal assessment shall be 15 marks i.e.50% of the total internal marks. Paper at S.No. M.B.A. 407 shall be internally assessed. The assessment shall be based on assignment to be submitted by the candidates. The minimum no.of assignments shall be 10 per paper of which there shall be a min. of 4 class room assignments. The assesment of these papers will be shown by the grade. The students getting 'D' Grade fails in the paper

* Assement of papers M.B.A. 308 & M.B.A.408 i.e. project / Dissertation shall be done by internal and external examiners out of 100 marks distributed as 65 marks for dissertation and 35 marks for viva voce . The viva shall be conducted both by internal and external examiners

** Marks obtaiained in internal assesment papers/project will be converted in grades as stated bellow.

| Sr.No. | Marks | Grade |
|--------|---------------|-------|
| 01 | 80% and above | 'O' |
| 02 | 70% and above | 'A' |
| 03 | 60% and above | 'B' |
| 04 | 50% and above | 'C' |
| 05 | 40% and above | 'D' |

The student getting 'D' grade will be declared as 'Fail' in the paper/project.

Specilization:- A candidate can offier one major and one minor specilization from amongst the available electives. For major group, the candidate has to opt 6 papers of specilization from the papers given in Appendix 'C' for Semester -III.

For minor group the candidate has to opt three papers of specilization given in Appendix 'D' for Semester -IV.
