

M.B.A.– II SEM. III
Paper - XVII
CORPORATE PLANNING & STRATEGIC MANAGEMENT

Unit 1.

- A) Concept of strategy : Defining strategy, Levels at which strategy operates, Strategic Decision Making and Approaches to Strategic Decision making, essence of strategic thinking, replacing planning with strategic thinking, strategic management process. Mission and Purpose, Objectives and Goals, Strategic Business Units.
- B) Environment Analysis and Diagnosis - Concept of Environment and its components, Environment scanning and appraisal, organizational appraisal, Strategic advantage analysis and diagnosis, SWOT analysis

(15 hours)

Unit 2. Strategy Formulation and Choice of Alternatives -

- A) Grand Strategies –Stability, growth, retrenchment & combination strategies- Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies. Strategies for competing in globalizing markets.
- B) Process of Strategic Choice – Process of strategic choice – Gap analysis. Industry analysis, competitor analysis - Porter's Five forces Model of competition. SWOT analysis- Synergy and Dysergy, Mckinsey's 7's framework; GE-9 Cell Model, Bostan's Consultancy Model. Distinctive competitiveness; Factors affecting Strategic Choice

(15 hours)

Unit 3. Strategy Implementation :

- A) Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource Allocation, Budgets, Behavioural Issues – Leadership styles – Charismatic, transformational, visionary, team, cross-cultural & ethical leadership, Corporate culture and values power Social Responsibilities – Ethics, Building capable organization;
- B) Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Strategy and Structure: Organization structure, Structural Considerations, Structure for strategies, Organizational design and change, Matching structure and strategy .

(15 hours)

Unit 4.

- A) Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.
- B) Corporate Governance – Introduction & meaning, who are stakeholders?, ownership & management, governing board, governance issues, governance & strategic implementation.

(15 hours)

Books Recommended :

1. Business Policy –Azhar Kazmi –S.Chand &Co. New Delhi
2. Strategic Management : Concepts & Cases – Upendra Kachru, Excel Books.
3. Strategic Planning: Formulation of Corporate strategy – V.S. Ramaswamy, S. Namakumari- Macmillan Publishing House Ltd.
4. Management Policy & Strategic Management – R.M.Shivastava, Himalaya Publishing House, Mumbai.
5. Creating Excellence – Craig R. Hickman & Michael A. Silva – London Universal Book Stall, New Delhi.
6. Organizational Behaviour- Stephen P. Robinson – PHI, New Delhi.

MBA – II Sem –III
Paper XVIII -
Business Ethics & Professional Value

Unit 1- Business ethics- Nature, Importance of ethics in business, Philosophical foundations of ethics,- The normative ethics, A changing concept & objectives of business. Social responsiveness, citizens & ethical responsibilities.

(15 hours)

Unit 2 - Indian ethics for business, Cultural & Indian values, means to achieve ethical ends – kautilyan ethics, - ethical value in Gita, ethical dimensions of Gandhi, ethics in Buddhism, ethics in Sufism, ethical lessons from Ancient Text for managerial ethics.

(15 hours)

Unit 3 -Ethics in Management - Factors influencing Business ethics, Leadership -Vision - Strategy -Performance, Ethics in Business disciplines - Ethics & HRM, ethics & Marketing - Ethical consciousness of the markets & advertisement, Ethics in production & operation, Ethics in finance & accounting , merger & acquisition, Ethics & IT, Ethical concern in e-commerce.

(15 hours)

Unit 4 - Ethics in Indian & Global business, -overview of Global business, ethical relations to adopting host country norms, issues in negotiations, need & implementation of corporate social responsibility at global level.

(15 hours)

Books Recommended

1. Business ethics – R.V.Badi & N.V.Badi
2. Ethics in Business & Management – R.P.Banarjee
3. Business ethics & Professional Values – A.B.Rao
4. Ethics in Management – S.A.Sherlekar
5. Business ethics – David J. Fritzsche
6. Perspectives in Business ethics- Laura Hartman
7. Advertising Theory & Practices – Chunawala S.A. & Sethia K.C.
8. Marketing Management –Sengupta
9. Industrial Health & Safety Management – A.M.Sarma

M.B.A.II SEM-III
GROUP A : MARKETING MANAGEMENT
PAPER-I
SALES AND DISTRIBUTION MANAGEMENT

Unit 1. Sales Management – Evolution, Definition, sales management functions , place & importance of sales management in the organization. Sales forecasting & policy making - Meaning – Importance – Types of forecasting – Forecasting methods and procedure – Importance – merits & demerits of various methods. Sales related marketing policies – Product policies – Distribution policies–pricing policies – promotion policies.

(15 hours)

Unit 2. Sales Force Management – Formulation of personal selling strategy, Personal selling objectives, Salesmanship –Definition – Personnel selling situations – Prospecting sales resistance – Selling process & skills for effective salesmanship. Determining size of sales force, Determining kind of sales personnel, Controlling sales personnel, evaluating and supervising , Sales Meeting & Sales Contests. Sales control and cost analysis – The sales audit – sales analysis –marketing cost analysis

(15 hours)

Unit 3. Retail Management – Meaning, definition & importance of retail management, evolution of retailing in India, types of retailers, Retail marketing strategy – product, price merchandise & retail communication, promotion, retail distribution and supply chain management in retailing.

(15 hours)

Unit 4. Logistics & Supply Chain Management- Origin of logistics, definition & scope of logistics, key logistics activities, market logistics decision, emerging concepts in logistics. Concept of supply chain management, need for SCM, advances in SCM.

(15 hours)

Reference Books -

- 1 Sales Management – R.R.Still , E.W.Cundiff , N.A.P.Govani
2. Effective salesmanship – Richard T. Hise
3. ABC's of selling – Charles Futrell
4. Sales Management – Rustum Davar
5. Sales & Distribution Management – Hawaldar
6. Retailing Management – Swapna Pradhan

M.B.A.II SEM-III
GROUP A : MARKETING MANAGEMENT
PAPER-II
ADVERTISING & BRAND MANAGEMENT

Unit 1.

- A) Advertising Management- Role & Importance of advertising, Setting advertising objectives, Types of advertising, Advertising Budget & Budgeting methods- Percentage of sales, Objective & task method, Regression Analysis, Budget process, factors influencing on budget
 - B) Media planning strategy- Types of media- Print, Broadcast, Outdoor, Transit. Advantages & disadvantages of different medias. Media planning process-When- Which-How- How much. Factors in media selection. Designing media plan.
- (15 hours)

Unit 2. –

- A) Message design & development- Types of message appeals-Rationale-Emotional-Moral-Direct & indirect appeal, Message Structure-positive-Negative-One sided-Two sided. Creative Process in visualization. The layout of advertisement- its components, Incremental formats of layout.
 - B) Advertising Business and Advertising Agency –Organisational Structure of Advertising Department, Functions of Advertising Department. Advertising Agency, working of agency, Functions of advertising agency
 - C) Advertising Effectiveness –Advertising research, types of Advertising evaluation, Pre testing techniques for print media & broadcasting media, post testing of ads.
- (15 hours)

Unit 3.

- A) Brand Management – Meaning, definition, importance & functions of branding, Advantages & disadvantages of branding, managing brands- selecting brand name & logo, types of brand, Branding decision, brand extension, brand rejuvenation, re launch, brand building process
 - B) Brand Equity – Meaning, brand equity models, building brand equity, measuring brand equity, brand valuation, managing brand equity.
- (15 hours)

Unit 4.

- A) Brand positioning – Developing positioning strategy, Segmentation & positioning, Positioning strategies – positive & negative
 - B) Marketing mix factors & brands – marketing research, product, price, place, promotion.
- (15 hours)

REFERENCE BOOKS-

1. “Marketing Management – Planning, Implementation & Control – The Indian Context”, Second Edn. By V.S. Ramaswamy & S Namakumari
2. Marketing Management – Tapan Panda
3. Foundations of advertising--Theory & Practice- S.A. Chunawala & K.C.Sethia.
4. Advertising & Promotion -George E. Belch & Michael A. Belch
5. Marketing Management-Philip Kotler
6. Advertising Management-David A. Aaker & John G. Myers
7. Advertising- Wright & Winter & Zeigler
8. Brand Management- text & cases –U. C. Mathur

9. Managing Brands – S Ramesh Kumar
10. Kellogg on Branding – Alice Tybout, Tim Calkins

M.B.A.-II SEM-III
GROUP A : MARKETING MANAGEMENT
PAPER-III
CONSUMER BEHAVIOR

Unit 1. Introduction to consumer Behavior – Diversity of consumer behavior – Concept and need for studying consumer behavior and marketing management factors influencing consumer buying behaviors, consumer buying process. Consumer Modeling:- The economic model – Learning model- psychoanalytic model – The sociological model- The Howard Sheath model of buying behavior –The Nicosia model- The Engel – Kollat-Blackwell Model.

(15 hours)

Unit 2. Individual Determinants of Consumer behavior-
Perception- Meaning of perception- the perceptual process- Factor responsible for perceptual Distortion.
Learning –Meaning of learning, components or elements of learning process.
Personality- Meaning, Nature & Characteristics of Personality, Stages in the development of personality, personality influences and consumer behavior , self-concept or self-image.
Attitude and behavior- The concept of Attitude, Relationship between Attitude and Behavior, Factors involved in Attitude formation
Motivation- Meaning of Motivation, Needs And goals- The Dynamic Characteristic of Motivation.

(15 hours)

Unit 3 Influence of Social class –Definition and meaning of social stratification, factors responsible for social stratification, characteristic features of social classes, Social influence on consumer behavior.
Group Dynamics and Consumer Reference Groups- Definition and Meaning of Group, Reasons For formation of group, Types of Groups relevant to consumer behavior, Family life cycle, Friendship Group, Formal social clubs, Shopping Friends groups, Work group, Reference group

(15 hours)

Unit 4.Consumer Satisfaction and Relationship Marketing- Working towards enhancing Customer satisfaction, Sources of customer dissatisfaction, Customer Relationship marketing, Understanding the economics of customer retention, Market emphasis in relationship marketing. Industrial \ Organizational Buying Behavior – Participants in Industrial marketing- Buying decisions involved in industrial buying process- Factors influencing industrial buying behavior – Stages of Industrial buying process.

(15 hours)

Reference Books:

1. Consumer Behavior in Indian Perspective – Sujua R. Nair
Himalaya Publishing House, Mumbai.
2. Marketing Management- William Stanton.
3. Marketing Management- Philip Kotler.
4. Consumer Behavior & Advertising management – Matin Khan

M.B.A.-II SEM.-III
GROUP B - FINANCIAL MANAGEMENT
PAPER I
INDIAN FINANCIAL SYSTEM

Unit 1. Indian Financial System - Pre Nineties and Post Nineties overview. Organisational structure of the Indian Financial System - Major components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments. Role of RBI, SEBI and IRDA in Indian context.

(15 hours)

Unit 2. Primary Market : Public Issue, Right Issue and Private Placement. Steps in Public Issue, Steps and Role of various agencies in public issue-Merchant Bankers, Underwriters, Brokers, Bankers to the Issue, Registrar to the Issue, Promotional agencies. Opening and Closing of Issue, Allotment / Refund, Listing of securities, concept of Book Building.

(15 hours)

Unit 3. Stock Exchange : Definition, Overview of Stock Exchanges in India, Trading on BSE, NSE, Indices -Capital Market, features-Role in Indian context. Money Market - Meaning, Instruments, features of the instruments, Money Market in India.

(15 hours)

Unit 4. Financial Intermediaries – NBFCs : Meaning, Major functions of NBFC. Credit Rating,- Concept, Credit Rating Agencies in India, Rating Methodology and process, Rating symbols for Debentures/Bonds. Insurance business in India, Mutual Fund- Concept, Advantages of MF, History of MFs in India, Management of MF. Venture Capital - Concept, Objectives, Development of Venture capital in India, Dis-Investment Mechanism.

(15 hours)

Books Recommended:

1. Financial Institutions and Markets- L.M.Bhole
2. Indian Financial System- Khan M.Y.
3. Indian Financial System – Pathak
4. Management of Financial Services- Bhalla V.K.
5. Indian Financial System – Dr.G.Ramesh Babu

M.B.A.-II SEM.-III
GROUP B- FINANCIAL MANAGEMENT
PAPER II
PROJECT PLANNING & FINANCIAL DECISION ANALYSIS

Unit 1. Project planning- Generation and screening of project ideas, Marketing, Financial and Technical Feasibility, Financial Estimates and projections. Project financing: Intermediate and long term financing, Appraisal of term loans by financial institutions. **(15 hours)**

Unit 2.Capital Structure Decision: Financial leverage, Operating leverage, difference points. Approaches to appropriate capital structure- EBIT-EPS Analysis. Guidelines for capital structure planning, Capital structure policies in practice. Sensitivity Analysis, Scenario Analysis and Decision Tree Analysis. **(15 hours)**

Unit 3 a) Dividend Decision: Determinants of Dividend Policy, Dividend policy in practice, Bonus Shares- regulation, reasons, deciding bonus ratio.**b) Leasing:** Concept, Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision, Leasing vs. Higher-Purchase **(15 hours)**

Unit 4. Merger and Acquisition and Restructuring : Concept of Merger, Acquisition and Restructuring, Reasons for merger, Motives of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition, Portfolio Restructuring, Financial Restructuring, Organisational Restructuring. Mergers & Acquisitions of companies in Indian Context. **(15 hours)**

Problems should be covered on following topics only.

- a) Capital Structure Decisions
- b) Merger and Takeover

Books Recommended-

1. Financial Management- Fifth Edition- Prasanna Chandra
2. Financial Management- Van Horne, James .
3. Financial Management and Policy- Bhalla V.K.
4. Financial Management- Khan and Jain
5. Financial Management- I.M.Pandey
6. Principles of Financial Management-R.P.Rustagi.
7. Projects: Planning, Analysis, Selection, Implementation and Review-Prasanna Chandra

M.B.A.-II SEM.-III
GROUP B- FINANCIAL MANAGEMENT
PAPER III
BUSINESS TAXATION

Section – I: Direct Tax

[40 Marks]

Unit 1. Direct Tax laws — Overview of Income Tax Act 1961 ; Wealth Tax Act, Basic Concepts of Income Tax : Assessee, Assessment Year, Previous Year, Income, Person, Residential Status, Revenue and Capital Expenditure, Merger, Basis of Charge, Exemption (Agriculture, Partnership, Casual Income, Brief Provisions only)

(15 hours)

Unit 2 Heads of income — Salaries, perquisites, gratuity and retirement benefits, capital gains, income from other sources, income from business and profession, problems on computation of income of individuals only. Procedure of filing of Return of tax

(15 hours)

Section – II: Indirect Tax

[40 Marks]

Unit 3. Central Sales Tax Laws and VAT : Evolution and Scope of levy of Central Sales Tax, interstate sale, sale outside a state and sale in the course of import and export – Basic Principles, registration of dealers and determination of taxable turnover

(15 hours)

Unit 4. Central Excise and Customs Laws : Legislative background of excise and customs, Central Excise Duty : Chargeability, Scope and basis; Overview of set off of duties; Appointment of Customs officers, ports etc., Nature of and restrictions on imports and exports, clearance of goods from ports; duty drawback provisions.

(15 hours)

Note : Problems be asked on Unit No.1 & 2 only

Recommended Books

Taxman

1. Students Guide to Income Tax :V. K. Singhania
2. Central Excise Rules & Forms :R. K Jain
3. Central Sales Tax & VAT :V. S. Datey
4. Income Tax Acts & Rules :Bare Act
5. Direct Taxes :T N Manoharan

Indirect Taxes : Law & practice :V.S. Datey

MBA – II Sem – III
Group C – Human Resource Management
Paper -I
Human Resource Planning and Procurement

Unit – 1

Strategic Human Resource Management – Meaning ; Benefits,
Role of HRM in Strategic Management ; Strategic Management Process.
Human Resource Planning- Objectives ; Process of HRP, Employee Forecasting –
Trend Analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting , Delphi
Method, Management Judgment, Supply forecasting ; Barriers of HRP.

(15 hours)

Unit – 2

Job analysis – Process, Methods of data collection.
Job description - Purpose, contents, writing job description,
Job design - Factors affecting job design ; Methods / Techniques of job design
Procurement of Human Resources : Recruitment- Process ; Modern Techniques of
Recruitment ; Recruitment practices in India.

(15 hours)

Unit – 3

Selection of Human Resource – Meaning ; Selection Hurdles
Placement, Induction & Socialisation – Meaning,
Induction Programme– Objectives, benefits, Contents of Induction Programme ;
Phases of Induction programme,
Socialisation – Concept, phases of socialization.

(15 hours)

Unit – 4

Changing environment of HRM – Internal & External Factors ; Internal Factors –
Human Resource of country, changing demands of employers, employees
organization. External Factors – Change in Technology, Legal and Government,
customer social factors,
Economic and Political factors .

(15 hours)

Reference Books

- 1) Personnel Management by Edwin Flippo
- 2) Personnel & Human Resource Management – Text & Cases by P. Subba Rao.
- 3) Human Resource Management by Garry Desslar, Pearson Education Asia,
- 4) Human Resource Management by S. S. Khanka, S. Chand & co., New Delhi
- 5) Human Resource Management and Personnel Management by Aswathappa, Tata McGraw Hill, New Delhi.
- 6) Human Resource Management by Biswajeet Patnaik Prentice Hall of India Private Limited, New Delhi.
- 7) Human Resource Management - An Experimental Approach by H. John Bernandin & Joyce E. A. Russel.

MBA – II Sem – III
Group C– Human Resource Management
Paper -II
Developing & Utilising Human Resource

Unit – 1

Employee Training – Concept of training & development ; Need for training ; Importance of training, Principles of training and areas of Training ; Assessment of Training needs ; Training Methods – On the job and off the job methods ; Electronic Training –Computer based training, Electronic Performance Support System (EPSS) ; Distance and Internet Based training, Tele training, video conferencing, training via internet, learning portals.

(15 hours)

Unit – 2

Management Development – Need, importance & Methods
Learning Organisation – Learning curve and linkage of learning with training and learning organization , organizational learning, instruments on learning organization, essentials for developing a learning organisation.

(15 hours)

Unit – 3

Performance Appraisal – Objectives ; Need for appraisal, essentials of performance appraisals; Problems of Performance Appraisal ; Methods of Performance appraisal – Traditional & modern methods.

Managing Careers – career Planning ; Factors affecting career choices ; career anchors, Need for career Planning ;Managing promotions, transfer and demotions .

(15 hours)

Unit – 4

Managing Careers – Career Planning ; Factors affecting career choices ; career stages, Career anchors, Need for Career Planning, Managing Promotions, Transfers & Demotions.

Evaluation of Training – Purpose of Evaluation ; Evaluation Process.

(15 hours)

Reference Books

- 1) Training Manual on Human Resource Management & Organisational Learning - V. N. Srivastava & Girdhar J. Gyani.
- 2) Personnel & Human Resource Management – Text & Cases by P. Subba Rao.
- 3) Human Resource Management - Garry Desslar, Pearson Education Asia,
- 4) Human Resource Management - S. S. Khanka, S. Chand & co., New Delhi
- 5) Human Resource Management and Personnel Management - Aswathappa, Tata McGraw Hill, New Delhi.
- 6) Human Resource Management - Biswajeet Patnaik, Prentice Hall of India Private Limited, New Delhi.
- 7) Human Resource Management - An Experimental Approach by H. John Bernandin & Joyce E. A. Russel.

MBA – II Sem – III
Group C – Human Resource Management
Paper -III
Industrial Relation & Integration of Human Resource

Unit – 1

Industrial Relations – Meaning and objectives ; Importance ; Approaches to Industrial Relation ; Role of three actors to Industrial Relations - State ; Employer and Employees ; Causes for Poor I R ; Developing sound I R ; Ethical approach to I R ; Code of conduct.

(15 hours)

Unit – 2

Trade Union – Meaning ; Why do workers join unions?
Type of trade unions ; Theories of Trade union ;
Trade union movement in India ; Functions of Trade Union ; Problems of Trade Union ; Measures to strengthen trade unions ; Trade Union Act- Registration of trade unions, Need for Recognition & Rights to recognition of trade unions ; central trade unions in India .

(15 hours)

Unit – 3

Industrial Disputes – Definition ; causes of industrial disputes ; Types of Industrial disputes ; Prevention of industrial disputes ; Settlement of Industrial disputes ; Industrial Dispute Act – Conditions to strikes, lock outs, lay-off and retrenchment, laws relating to standing orders.
Collective Bargaining – Definition ; Importance ; Prerequisites of Collective Bargaining : Bargaining process ; Types of Bargaining – Collective Bargaining in India.

(15 hours)

Unit – 4

Grievance procedure – Meaning ; Need & procedure ; Essentials of Sound Grievance procedure ; Legislative aspects of the grievance procedure in India.
Employee discipline – objectives, lecture, types, procedure of disciplinary action ; statutory provisions ; code of discipline. Quality of work life and Quality Circles : Meaning of quality of work life : Quality Circles- objective, process, problems ;
Concept of Empowerment.

(15 hours)

Reference Books

- 1) Industrial Relations & Collective Bargaining by Nirmal Singh & S. K. Bhatia, Deep & Deep Publication (p) Ltd., New Delhi.
- 2) Dynamics of Personnel Administration by M. N. Rudrabasavraj.
- 3) Personnel Management by Edwin Flippo.
- 4) Dynamics of Industrial Relations by C. B. Mamoria.
- 5) Human Resource Management by S. S. Khanka, S. Chand & Co. Ltd., New Delhi
- 6) Industrial Relations – Emerging paradigms by B. D. Singh, Excel Books, New Delhi.

MBA SEM- III
Group D- Productions and Operations
Paper – I
Systems / Industrial engineering

Unit-1 **(15 Hrs)**

MANUFACTURING ENGINEERING :

- 1) Productivity – Definition, Factors affecting, its measures.
 - Production systems and their utilities for increasing productivity.
 - Capacity utilization, increasing productivity of resources.
- 1) Work / Performance measurement – Techniques, Activity sampling.
- 3) Work study – Definition, Concept, Need and Procedure of work study.

Unit -2 **(15 Hrs)**

TIME STUDY :

- 1) History and Procedure of Time study.
- 2) Techniques of Time study, [Methods ,Time Measurement](#) (Predetermined Motion Time System).
- 3) Concept of Therbligs, Standard time, Basic motions and Leveled time.

Unit -3 **(15 Hrs)**

METHOD STUDY :

- 1) Need, Importance and Procedure of Method study.
- 2) Principles of Motion Economy.
- 3) Recording – Use of Process charts, Outline charts, Flow charts for Material and Machines, Man-machine chart, SIMO chart and Multiple activity chart, Travel chart and String diagram.

Unit -4 **(15 Hrs)**

ERGONOMICS :

- 1) Concept of Ergonomics – Human engineering and Human factors involved in it.
- 2) Study of Human capabilities in relationship to their work demands. Design and evaluation of tasks, jobs, products, environments and systems in order to make them compatible with the needs, abilities and limitations of people.
- 3) Aspects of Ergonomics - safety, comfort, ease of use, productivity/performance, and aesthetics.

Books Recommended :

1. Work Study – I.L.O.
 2. Industrial Engg. And Management – O.P. Khanna
 3. Work Study and Ergonomics – L.C. Jhamb
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MBA SEM- III
Group D- Productions and Operations
Paper – II
Materials Management Systems

Unit -1 **(15 Hrs)**

MATERIALS MANAGEMENT :

- 1) Objectives and Importance of Materials management function in an industry.
- 2) Integrated Materials management system.
- 3) Functional relationships of Materials management with other functional areas.

Unit -2 **(15 Hrs)**

PURCHASING SYSTEM :

- 1) Objectives and Functions and Policies of Purchasing system.
- 2) Sourcing – Single / Multiple sources, Selection of Source (Factors in source selection), Purchasing cycle.
- 3) Purchasing Policies – Vendor development, Vendor rating, Make or Buy, Speculative purchasing, Value analysis, Ethics in purchasing.

Unit -3 **(15 Hrs)**

MATERIAL STORAGE SYSTEM :

- 1) Nature, Importance and Functions of good Storage systems.
- 2) Stores systems – Location of stocks (Fixed, Random and Zoned location).
- 3) Stock verification systems – Periodic, Perpetual and Low point verification.

Unit -4 **(15 Hrs)**

INTERNATIONAL PURCHASING :

- 1) Need and Importance of Imports.
- 2) Documentation w.r.t. imports – Sourcing, Ordering, Involvement of Financial institutions like Banks etc., L/C its types etc.
- 3) Safety, Handling instructions, Insurance, Freight w.r.t. Imports.

Books Recommended :

- 1 Purchasing and Materials Management – D.W. Dobbler & Bert.
 - 2 Handbook of Materials Management – P. Gopalkrishnan and Suderson N.
 - 3 Purchasing Principles and Management – Baily.
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MBA SEM- III
Group D- Productions and Operations
Paper – III
Production Planning and Inventory Management.

Unit -1 **(15 Hrs)**

PRODUCTION PLANNING :

- 1) Forecasting – Factors affecting forecasting, Methods of forecasting.
- 2) Meaning, Objectives and Procedure of Production Planning and Control.
- 3) Elements of PPC, Techniques of Production control and Capacity planning.

Unit 2 **(15 Hrs)**

MATERIALS REQUIREMENT PLANNING (MRP) :

- 1) Master Production Schedule (MPS) –importance, and to meet seasonal demands.
- 2) Aggregate planning, Job-shop planning, Bill of Materials (BoM).
- 3) Explosion of materials technique.

Unit 3 **(15 Hrs)**

INVENTORY MANAGEMENT :

- 1) Objectives, Importance and Functions of Inventory management and control.
- 2) Cost concepts – Concept of Carrying cost, Shortage/Stock out cost, Ordering/Replenishment cost, Procurement cost,
- 3) Inventory control techniques – ABC, HML, FSN, VED, SDE, JIT etc.

Unit -4 **(15 Hrs)**

ROLE OF INVENTORY PLANNER :

- 1) Use of Inventory to stimulate Productivity.
- 2) Economic Order Quantity – The concept of EOQ, Numerical of EOQ.
- 3) Relationship of Inventory w.r.t other Functional areas of Production.

Books Recommended :

- 1) Principles of Production Control – Burbidge.
 - 2) Manufacturing Planning and Control – Valiman T.E.
 - 3) Production and Inventory Control – Mc Leavey, Dennis W., and Narasimhan S.L.
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Academic Flexibility Syllabus
Master of Business Administration
Part-II Semester -III
Group E- System Specialization
Paper-I : Software Project Management

Unit 1- Introduction To Software Project Management

Importance, Activities cover by Project management, Problems with software projects, Setting objectives, Requirement specification, Management Control.

(15Hour)

Unit 2- Program Management & Project Evaluation

Program management, Managing the allocation of resources within program, Strategic aids to program management, Evaluation of Individual projects, Technical assets, Cost-benefit analysis, Cash flow forecasting, Cost-benefit evaluation techniques, Risk evaluation

(15Hour)

Unit 3- Software effort estimation

Introduction, Where are estimates done?, Problems with over- and under-estimates, the basis for software estimating, Software effort estimation techniques, COCOMO: a parametric model,

(15Hour)

Unit 4- Risk management & software quality

Introduction, Risk, Categories of risk, A framework for dealing with risk, Risk identification, Risk assessment, Risk planning, Risk management, Evaluating risks to the schedule, Applying the PERT technique

Software Quality:- Introduction, The place of software quality in project planning, The importance of software quality, ISO 9126, Practical software quality measures, Product versus process quality management, External standards, Techniques to help enhance software quality.

(15 Hour)

Reference Books:

- 1)Software Project Management- Fourth Edition- Bob Hughes & Mike Cotterell
- 2)Software Engineering- Roger S. Pressman
- 3)Software Project Management- Edwin Bennatan
- 4) Software Project Management- Bob Hugues(TMG)
- 5) Software Engineering- Martin L. Shooman

Academic Flexibility Syllabus
Master of Business Administration
Part-II Semester -III
Group E - System Specialization
Paper-II : Art of Programming

Unit 1 – Programming Fundamentals

Algorithm, Data Flow Diagram, Pseudo code

C Fundamentals

C Character set, Identifiers and keywords, Data types- Constants, integer , float, double, character, short, long, signed , unsigned, Variables, Arithmetic Expression & Different Operators,

(15 Hour)

Unit 2 - Loop Control Structure & Decision & Case Control Structure

Loop Control Structure -For statement, nested for loop, for loop variants, The while statement, increment / decrement operators, Use of break and continue, The do-while loop

Decision & Case Control Structure-

If statement, if-else construct, use of logical operator & compound relational test, Nested if statement, The else if construct, the relational operator, the conditional expression (ternary) operator, The switch statement with & without break

(15 Hour)

Unit 3 - Arrays , Function, & Structures

Declaration, Array Initialization, types of array, **Character Strings** - What are strings, standard library string functions, strlen0, strcpy0, strcmp0 **Functions** - Arguments and local variables, Return Type and the void types, passing arguments to functions by reference and by values. **Structures** - Declaring structure, initializing structure, structure variables, accessing structure elements, Union

(15 Hour)

Unit 4 - Introduction to Object Oriented Programming

Difference between Procedure Oriented Programming & Object Oriented Programming, OOPs feature, Basic Programming of C++.

(15 Hour)

Reference Books:

- 1) Let us C –Yashawant Kanitkar
- 2) Programming in ANSI C – Balguruswamy
- 3) Object Oriented Programming- E Balguruswamy

Academic Flexibility Syllabus
Master of Business Administration
Part-II Semester -III
Group E - System Specialization
Paper-III : Relational Database Management

Unit 1- Introduction to Database

Overview of DBMS, Database Languages- DDL, DML, DCL, DQL, Data Modeling Using ERD (Entity Relationship diagram)- Entity Sets, Relationships Sets, Constraints- Mapping Cardinalities, Participation Constraints, Keys- Entity Sets, Relationship Sets, Entity Relationship Diagram

(15 Hour)

Unit 2- Relational Model

Relational Databases- Basic Structure, Database Schema, Data constraints - Primary Key, Super Key, Candidate Key, Foreign Key.

Relational Database Design

Need for normalization, First normal form, functional dependency, Second normal form, Third normal form, BCNF,

(15 Hour)

Unit 3 – SQL

Introduction to SQL; DDL- create, alter, drop, truncate, comment, grant, revoke, modify; DML – Insert, update, delete; DCL – commit, rollback, grant/ revoke; DQL – select; set operation, Aggregate functions, Joined relations,

(15 Hour)

Unit 4– Database Security

Data Security Risk- data tempering, Eavesdropping & data theft, Falsifying User Identities, Password related threats, Unauthorized Access to table & columns, Unauthorized Access to Rows, Lack of Accountability

Data Security Requirement-

Confidentiality, Privacy of Communication, Secure Storage of sensitive data, Authenticated Users, Granular Access Control, Integrity, Availability

Database Users- Types of Users

Database Administrators, Security officers, Network Officers, Application Developer, Application Administrator, database user

Protecting data within database, GRANT Command, REVOKE Command

(15 Hour)

Reference books

- 1) Database System Concepts – by Korth, Silberchartz, Sudarshan – McGraw-Hill publication.
- 2) SQL, PL/SQL the programming language of Oracle – By Ivan Bayross – BPB publication.
- 3) Database Systems- Aamez Elmasra/ Shamkant B Navathe
- 4) Database Systems- Alexis Leon/ Mathecos Leon

M.B.A. Sem - III
Group- F
Agri. Business Management
Paper- I
Agri. Business Environment

Unit 1 Scope, nature and significance of agriculture Business, National Agriculture Policy, Food Processing policy, Agro- Industries Projects and Government policy Agriculture Development in India, Development in livestock production, commercialization of agriculture, scope for commercial and hi-tech Agri. Projects
(15 hours)

Unit 2 Origin of Co-operative Movement :

Meaning; Origin and Development of co-operative movement in the world and in India; Features and Principles of co-operation. Application of co-operative principles in practice; co-operative sector and Economic Development.
(15 hours)

Unit 3 Co-operative Management:

Nature and functions; Process of establishing a co-operative unit. Professionalism in co-operative management placement and the role of the Board of Directors in co-operative management. Role of leadership in co-operative management. Development of co-operative leaders. State and co-operative Movement: Role of State in co-operatives. Agencies of state Aid and State Regulations.
(15hours)

Unit 4 Rural Credit:

Need, Objectives, Sources of Agricultural Finance; short term, medium term and long term finance, various lending schemes of banks. Systems of Rural and Agricultural credits in India.
Credit appraisal techniques, financial analysis technique Project appraisal, assessment of credit needs for working capital and fixed assets, monitoring and recovery of advances, rehabilitation of sick units
(15 hours)

Books Recommended:

1. Co-operative Management Pattern –Ansari A.A
2. New Dimensions of Co-operative Management– Akmat J.S
3. Co-operative Management and Administration– Goel B.B.
4. Professional Management for the co-operatives. – Saha.K.
5. Financing Agri-Business, A Technical Manual- Dr. N. B. Shete

M.B.A. Sem- III
Group - F
Agri. Business Management
Paper- II
Agricultural Marketing

Unit 1 Rural Marketing -

Rural Markets – Meaning & Characteristics, Socio-cultural- political Environment influencing agri marketing. Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning, media planning, planning and distribution channels and organizing personal selling in rural markets in India, problems in rural marketing.

(15 hours)

Unit 2 Marketing of Agricultural inputs: Meaning of Agricultural Inputs,

Agriculture inputs with special reference to fertilizers, seeds, pesticides and other inputs. Marketing of farm machineries. Organizations and functions of Agricultural Marketing in India.

(15 hours)

Unit 3 Marketing of Agricultural produce-

Meaning, Classification of Agricultural markets, structure of agricultural markets, regulated markets, marketing co-operatives.

Product decisions- concept of product, brand, packaging. Standardization grading, Grading in India Grade determination techniques; AGMARK, BIS

Grades and standards prevailing in other countries. Quality Standards of Agricultural commodities: Domestic and Export Markets; IS 14000; ISO 9000; Quality Assurance in the Domestic / Export Markets for Agricultural Products.

Agricultural produce - Transportation, storage & warehousing.

(15 hours)

Unit.4 Pricing of Agricultural commodities pricing decisions: Factors Influencing pricing decisions Perceived value pricing. Role of Institutions in determination of prices of agricultural commodities, Determination of agricultural prices and marketing margins, Role of agricultural price commission. Concept of Value and Value Addition; Pricing in competitive Environment; Various Pricing strategies. Promotion of agricultural Products: Concept of promotional mix. Advertising, sales promotion, personal selling, publicity and public relation. Applying appropriate promotional mix for agricultural products. Problems of promoting agricultural products. Possible solutions

(15 hours)

Books Recommended :

1. Indian Agricultural Economics- Myths and Realities– Rudra Ashok
2. Export Management – Prof. Laxmi Narayan.
3. New Perspectives in Rural & Agricultural Marketing- Ramkishen Y., second Revised edition, Jaico publishing house, Delhi.
4. Rural Marketing, New Age International Publishers- Awadhesh kumar Singh, Satyaprakash Pandey
5. Fundamentals of Agricultural Economics, Himalaya Publishing House- Sadhu & Singh
6. Agricultural Marketing in India- S. S. Acharya & N. L. Agarwal
7. Agri Business Management- Dr. Himanshu, Ritu Publications, Jaipur.

M.B.A. SEM - III
GROUP - F
Agri Business Management
Paper-III
Agricultural Production Management

Unit 1 Fundamentals of Farm Management: Scope of modern agriculture; special features of agricultural and industrial production, difference between farm and non-farm business management. The farm as a household and business unit: Role of Management- Types of decisions, restraints on the decision maker, change and uncertainty in relation to management; decision making criteria; methods of mitigating the effects of risk and uncertainty; Time as a factor in decision-making.

(15 hours)

Unit 2. Farm production systems and management functions: Scientific farming, cooperative farming, contract farming, and corporate farming. production of Hi-tech agri. crops, Farm Economics: Demand for agricultural products, Production and supply of farm product- Production function and its types,

(15 hours)

Unit 3 Farm Technology: Effects of new technology, management and technology changes, Gains from technological improvement to producers and consumers, mechanism and automation, Green houses, role of Biotechnology in Agriculture, commercialization of agriculture, tissue culture, green house operations, genetically modified crops,

Supply response in agricultural Production: Aggregate supply, supply of individual products, short and long run supply, peculiarities in supply.

(15 hours)

Unit 4 Cost of Production: Estimation of cost of production of farm products, costs of A, B, - Problems in cost estimation, formulation of project reports for different agri. businesses projects.

Issues in Farm Management: Size-Productivity debate, Measurement of Farm efficiency, Irrigation Management, Production Planning-Specialization and diversification.

(15 hours)

Books Recommended:

- 1 An introduction to Agricultural Production Economics and Farm Management- Robertson .A.Tata Mcgraw Hill
2. Farm Management Economics- Heady, Earl. O and Jensen Herald R. Prentice Hall
- 3 Farm Planning and Control -Barnard .S. and Nix J.S.
4. Fundamentals of Modern Agriculture- Blake D.
5. Fundamentals of Agriculture- Sadhu and Singh-
6. Indian Agriculture- Agrawal A.N.
7. Elements of Farm Management- Sharma A.N. and Sharma V.K.

M.B.A. – II – SEM. IV
PAPER-XXV
ENTREPRENEURSHIP AND PROJECT MANAGEMENT

Unit 1. The Entrepreneurial Development Perspective

- A) Concept of Entrepreneurship, Attributes and Characteristics of successful Entrepreneur, Entrepreneur v/s Intrapreneur, Entrepreneur v/s Entrepreneurship, Entrepreneur v/s Manager.
- B) Role of Entrepreneur in Indian economy and developing economies with reference to Self-employment Development, Entrepreneurial Culture.

(15

hours)

Unit 2. Creating Entrepreneurial Venture

- A) Business Planning Process - Environmental Analysis, Identifying Problems & Opportunities, Defining Business Idea- Product, Location & ownership. Stages in starting the new venture.
- B) Project Management - Meaning, Objectives, Process of project articulation - Technical, Financial, Marketing, Personnel Feasibility. Estimating and Financing Funds requirement, Venture Capital Funding.

(15

hours)

Unit 3. Role of Central Govt. and State Govt. in Promoting Entrepreneurship:

- A) Introduction to various incentives, subsidies and grants, Promotion of Export oriented units, Fiscal and Tax concessions. Schemes offered by various commercial banks and financial institutions.
- B) Role of DIC in the Entrepreneurship Development – Objectives, District Industries (DIC) and its functioning - Entrepreneurship Training and Development – Objectives, Contents, Methods, Execution. Entrepreneurship Development Programmes..

(15

hours)

Unit 4.

- A) **Women Entrepreneurs** – Definition, women entrepreneurship environment, challenges in the path of women entrepreneurship, empowerment of women by entrepreneurship, institutions supporting women entrepreneurship in India.
- B) Problems of Entrepreneurship- Marketing, Finance, Human Resource, Production, Research and External Problems.

(15

hours)

Books Recommended –

1. Dynamics of Entrepreneurship Development –Vasant Desai
2. Entrepreneurship Development – Dr.P.C.Shejwakar
3. Entrepreneurship – New Venture Creations – David H. Holt
4. Entrepreneurship – Hisrich Peters
5. Project Management – K/Nagarajan
6. Entrepreneurship Development & Small Business Enreprises – Poornima M. Charantimath- Pearson Education.
7. Entrepreneurship – Steven Brandt

M.B.A. - II SEM- IV**PAPER-XXVI****MANAGEMENT CONTROL SYSTEM**

Unit.1 Management Control System – Basic concept, Boundaries of Management Control, Management Control Environment- Behaviour in organization- Goals; Goal congruence, Informal factors and formal factors influencing Control Systems, Functions of controller , Management Control Process and Strategic Planning.

(15

hours)

Unit. 2 Designing Management Control Systems – a) Process of working within Organizational Structure/ constraints b) Identification of Responsibility Centers : Types of Responsibility centers – Cost centre, Profit centre and Investment centre c) Development of Measures of Performance, Monitoring and Reporting Results and Balanced scorecard, Transfer pricing.

(15 hours)

Unit. 3 Non-financial Measurement of Performance : a) Behavioral Aspect of Measurement control- Motivation and Morale of Employees to achieve Goal congruence and Exert Managerial Effort through Rewards, Participative and

Responsive Management. b) Non-financial Measures of performance – control of quality, control of cycle time , control of productivity.

(15 hours)

Unit. 4 Management Control in Decentralized Organization: a) Divisional Performance Evaluation- Advantages and Disadvantages of divisionalisation, prerequisite for successful divisionalization. Variations in Management control : Management control in Service Organisations- Professional Services, Financial Services, Health care and Non-profit organizations. Problems of management control in Multinational Organisation, Management Control of project.

(15 hours)

Books Recommended :

1. Management Control Systems – Robert N. Anthony & Vijay Govindarajan
2. Management Accounting–Horngreen, Sundem, Stratton–PHI- Latest Edition
3. Management and Cost Accounting– Colin Drury– Chapman Hall(ELBS)– Latest ed.
4. Management Control System – Kirbi .J. and Maciariello J.A.-PHI- Latest ed.
5. Management Control System – Anthony Dearden
6. Cost Accounting – Horngreen, Foster and S.M.Datar – PHI – Latest Edition
7. Advanced Cost and Management Accounting, Textbook – V.K.Saxena & D.Vasistha – Sultan and Chand
8. Theory and Problems of Management and Cost Accounting – M.Y.Khan and P.K.Jain – Tata Mcgraw Hill Publication Co.Ltd.
9. Management and Cost Accounting- Colin Drury

**MBA – II Sem – IV
XXVII - International Business**

Unit 1

- a) International Business and its environment – Significance, nature & Scope: Environment in International Business – domestic environment, foreign environment, global environment.

- b) International Economic Co-operation and Agreement - Regional Economic Integration (Trade Blocs) – Types of economic Integration, free trade area, customs union, common market, economic union; European union; Indo – EU Trade; A brief review of NAFTA, ASEAN, SAARC, SAPTA; International Commodity Agreement – Quota Agreement, buffer stock agreement, Bilateral / Multilateral contracts, Generalized System of Preferences (GSP) and System of Trade Preferences (GSTP) .

(15
Hours)

Unit 2 –

International Economic Institutions –

International Monetary Fund – Functions; Organization & Management ; Resources of IMF – Subscription by members and borrowing ; Financing Facilities & Policies – Regular lending facilities, Special lending facilities; Technical Assistance ; Special Drawing Rights (SDRS)

World Bank – policies of world bank, lending programmes .

Asian Development Bank - Objective, functions. World Trade Organisation – Functions, principles , salient feature.

(15
Hours)

Unit 3 –

- a) International Trade and payments – Government influence on trade – protectionism, tariff barriers, non-tariff barriers, state trading, regulation of foreign trade.
- b) Trade in merchandise – growth of international trade; counter trade – forms of counter trade, growth of counter trade; Trade in services- restrictions in trade in services
- c) International Investment- Foreign Direct Investment (FDI) , Foreign Portfolio Investment (FPI) ; Factors affecting international Investment, growth & dispersion of FDI

(15
Hours)

Unit 4 –

- a) Multinational Corporations – characteristics, importance and benefits of MNCs; Code of conduct to guide and regulate the MNCs ; Transfer of Technology – Methods and issues in transfer of technology.
- b) Global competitiveness – Factors of competitiveness; Technology and global competitiveness; role of innovation in competitive advantage, sources of technological dynamics.

(15
hours)

Reference Books –

- 1) International business Environment - Francis Cherunilam, Himalaya Publishing House, Mumbai.
- 2) International Business- Alan M. Rugman & Richard M. Hodgetts, Pearson Education, Delhi
- 3) Business Environment – Ashwathappa ; Himalaya Publishing House.

**M.B.A.-II SEM-IV
GROUP A : MARKETING MANAGEMENT
PAPER-IV
MARKETING IN SPECIAL FIELDS**

Unit 1.

- A) Service Marketing – What are services, definition, need & importance of services, distinction between services & goods, characteristics of services,
- B) Marketing Mix in Service Marketing.– Product decisions, Pricing strategies, Promotion of services, Placing or Distribution methods of services, People, Physical Evidence and Process, Marketing strategies for different services–bank, insurance, hotel, tourism, transport, consultancy services

(15

hours)

Unit 2.

- A) Industrial Marketing- Definition, nature & scope – comparison & contrast of Industrial & Consumer marketing – Characteristics of Industrial Marketing – Marketing mix for industrial products.
- B) Rural Marketing – Concept & scope, Characteristics of rural market. Attractiveness of rural market, rural vs urban marketing, marketing of agricultural inputs, marketing of agricultural produce, marketing of consumer goods & durables.

(15

hours)

Unit 3.

- A) Co-operative Marketing– Meaning & need of co- operative marketing, features & objectives of co-operative marketing, Activities of co-operative marketing societies, structure of marketing co-operatives, problems in co-operative marketing.

- B) Social marketing – Meaning, nature, importance & scope of social marketing, types of non business organizations, markets involved in social marketing, developing a marketing programme for social cause

(15

hours)

Unit 4.

- A) Internet Marketing & E- commerce – Meaning & importance of E- Commerce & internet marketing, components of internet marketing, Benefits & limitations of internet marketing, establishing internet marketing facility.
- B) Environmental marketing – Meaning & importance, issues involved in environmental marketing – social responsibility, pressure of government, competitive pressure, cost of profit. Problems of environmental marketing, environmental marketing strategies, environmental risk management, strategic partnership in environmental marketing.

(15 hours)

Reference Books –

1. Service Marketing – Ravi shankar
2. Service Marketing – S.M.Jha
3. Marketing Management-Philip Kotler
4. Marketing Management – Tapan Panda
5. Co-operative Marketing in India & Abroad – L.P. Singh
6. Modern Marketing – Rajan Saxena
7. Marketing Management – Memoria

M.B.A.-II SEM-IV

GROUP A : MARKETING MANAGEMENT

PAPER-V

INTERNATIONAL MARKETING

Unit 1.

Introduction to Global Marketing, Deciding whether to go abroad, deciding which markets to enter, Deciding How to enter the market, Deciding on the marketing programme, Deciding on marketing organization, Global Marketing Environment. Export Procedure and documentation, Important steps in export procedure, Documents – Pre-shipment document, Documents related to goods, Certificate related to shipments, documents related to payment, documents related to inspection, documents related to excisable goods. Foreign Exchange and Financial Decisions. History of International

Financial System, Foreign Exchange, Business. Implications of Exchange rate fluctuations, Managing Exchange rate exposure

(15

hours)

Unit 2.

Global Segmentation Targeting and Positioning, Global Market Segmentation, Global Targeting , Global Product Positioning [study few Indian multinational companies entered into Global Market].Global Marketing Information System - Elements of Global Information System, Sources of Information, Marketing Research, Global Marketing Research Control

(15

hours)

Unit 3.

- A) Product Decisions -Basic Concepts, Product characteristics, Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market.[Study various products of multinational companies entered in Indian Market]
- B) Pricing Decisions- Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives. [Staff & make companies of multinational products with Indian products. Consider consumer durable like soaps, shampoos & white goods.]

(15

hours)

Unit 4.

- A) Channel Decision- Channel Objectives and constraints, Channel Structure, Channel strategy for new market entry.
- B) Advertising Decisions- 5 M's of advertising – Mission, Money, Message, Media, Measurement, Advertisement content, Advertisement copy, Global Media Decisions.[Study different ads of Indian & foreign on various TV channels.]

(15

hours)

Reference Books :

- 1) Global Marketing Management – Warren J. Keegan
- 2) International Marketing – Francis Cherunilam
- 3) Export Marketing – B.S.Rathor and J.S.Rathor
- 4) Global Marketing Management – S.A.Sherlekar and V.S.Sherlekar

M.B.A.-II SEM.-IV

Group B- Financial Management -Paper IV

INVESTMENT MANAGEMENT

Unit. 1. Investment : Concept, Investment v/s Speculation, Characteristics of Investment, avenues of investment- Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Savings Certificates. Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, RBI's Tax Free Bonds, Gilt-edged securities. Other Avenues- Units of MF, Life Insurance, Real Estate. Investment Attributes.

(15 hours)

Unit. 2 A) Risk and Return—Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- Mean-Variance Approach, Measurement of systematic risk. **B) Portfolio Analysis** - Portfolio Selection- Feasible set of Portfolio, Efficient set of Portfolio- The Efficient Frontier, Selection of Optimal Portfolio.

(15 hours)

Unit.3 a) Security Valuation : Elements of Investment, Approaches to Investment, Historical Developments of Investment Management, Basic Valuation Models- Bonds, Preference Shares, Common Stock. **b) Random Walk Theory:** Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis- Weak, semi-strong, strong market and its testing techniques.

(15 hours)

Unit. 4. Prepare Investment plans for individuals at various life cycle stages. A) Young unmarried stage B) Young Married stage I) Where both partners work II) If only one of the two partners earns the family living c) Young Married with Children Stage, D) Married with Older Children Stage E) Pre-Retirement

Note :

- 1. Individuals under various tax brackets may be considered while preparing Investment plan for above categories..**
- 2. Tax provisions applicable to individual related to investment should be studied for the current Assessment year. E.g. For the academic year 2007-2008, applicable Assessment Year will be 2008-2009.**

Problems should be covered on following topics only.

- a) Risk and Return- Single security, two or three securities**
- b) Preparation of Investment Plans for Individuals at a various stages of life cycle.**

Books Recommended

1. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon
- 2 Investment Management by Preeti Singh
- 3 Investment Management - V.A.Avadhani
4. Investment – Fifth Edition- Jane Cowdell
- 5 Portfolio Management – Kevin
- 6 Portfolio Management – Barua
- 7 Financial Management- (Fifth Edition) Prasanna Chandra
- 8 Workbook by Association of Mutual Funds in India

M.B.A.-II SEM.-IV

GROUP B- FINANCIAL MANAGEMENT -PAPER V

INTERNATIONAL FINANCE

Unit. 1 International Business Environment : Nature and characteristics of International Business, Globalization and India's financial sector reforms.
Scope of

International Finance, Importance of International Finance. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market. Introduction to NASDAC .

(15

Hours)

Unit. 2. Foreign Exchange Market - Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate. Exchange Rate Mechanism- Exchange rate quotations, Determination of exchange rate in spot market and forward market. Factors influencing exchange rate, Theories of Exchange Rate Behavior–Purchasing Power Parity, Interest Rate Parity.

(15

Hours)

Unit. 3. Risks in International Operations : Exchange rate risk, Interest rate risk and Political risk. Techniques of covering risks- Internal and External,. Exchange Control Regulations – Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers’ Association of India – Convertibility,

(15

Hours)

Unit. 4. Export Import Financing Mechanism – Buyers’ Credit – Suppliers’ Credit – Financing in foreign currency for exports and rupee finance. Financial Management of the Multinational Firm – Foreign Direct Investment – Cost of Capital and Capital Structure of a Multinational Firm - Multinational Capital Budgeting – Multinational Cash Management – Country Risk Analysis –International Taxation – Double Taxation Avoidance Agreements

(15

Hours)

Problems should be covered on following topics only.

- a) Exchange Rate quotations and arbitrage
- b) Determination of exchange rate in spot market and forward market.
- c) Techniques of covering risks
- d) Multinational Capital Budgeting –

Books Recommended

- 1. International Financial Management- Cheol Eun & Burce Resnick
- 2 Finance of International Trade – Alastair Watson, Paul Cowdell

3. International Finance – A.V.Rajwade
4. International Finance – P.G.Apte
5. Exchange Control Regulations – Nabhi
- 6 Global Business Finance- V.A.Avadhani
- 7 International Financial Management- P.K Jain & others.

MBA – II Sem –IV
Group C – Human Resource Management Paper -IV
Compensation Management

Unit – 1

- a) Wage & Salary Administration – Nature & scope ; Objectives of wage and salary administration; Determinants of wage and salary administration ; Theory of wages – Subsistence Theory, standard of living theory, Residual claimant theory, Wage fund theory, Marginal productivity theory, Exploitation theory, demand & supply theory, bargaining theory ; Types of wages- Time rate, piece rate, debt method, wage differentials.
- b) Determination of Inter and Intra Industry compensation differentials ; Internal and External Equity in Compensation Systems

(15

hours)

Unit – 2

Incentives & Fringe benefits ; Incentives – definition ;
 Types of Incentives – Individual incentives ; measured day work , piece work, standard hour, gain sharing, its advantages and disadvantages ; Organisation wide incentives : Scanlon Plan, Kaiser plan, Profit sharing ; Non financial incentives ;
 Fringe benefits – definition; Objectives ; types of fringe benefits.

(15

hours)

Unit – 3

- a) Compensation – Pay for performance , pay by seniority , group piece rate production sharing plan, employee stock ownership, gain sharing.

b) Incentives & retirement plans – Basic pay , provisions for dearness allowance ; calculation of total compensation package ; various methods of compensating cost of living ; Executive Compensation Plan ; Retirement Plan.

(15

hours)

Unit – 4

Social Security Laws – Laws relating to workmen’s compensation ; Employee’s State Insurance ,Provident Fund; Gratuity and Maternity relief. Wage and Bonus Laws – The law of minimum wages, payment of wages, payment of bonus. Objectives and Scope of these laws ; Equal Remuneration Act.

(15

hours)

Reference Books

1. Managing Human Resource and personnel Management in Indian Enterprise – R. S. Dwivedi, Galgotia publishing company, New Delhi.
2. Managing Human Resource – Wayne Cascio, Tata Mcgraw Hill, New Delhi.
3. Personnel Management – Mamoria & Gankar, Himalaya Publishing House, Mumbai.
4. Human Resource Management – S. S. Khanka, S. Chand & Company, New Delhi.
5. Human Resource Management and Personnel Management by : Aswathappa, Tata McGraw Hill, New Delhi.
6. Human Resource Management – Biswajeet Pattanayak, Prentice Hall of India Private Limited , New Delhi.

MBA – II Sem –IV

Group C – Human Resource Management , Paper –V

International Human Resource Management

Unit – 1

International Human Resource Management – Need and Role of IHRM ; Difference between HRM and IHRM ; Managing International HR activities – HR Planning Management, Remuneration, Repatriation, and Employee Relations. HRM practices in India, France, China, USA, UK and Japan.

(15

hours)

Unit – 2

International Recruitment & Selection ; Approaches – Ethnocentric, Geocentric, Regiocentric, Selection, Factors in Expatriate Selection- Technical ability, cross-cultural suitability, Family requirements, MNE requirements.

HR Information System – Meaning, need, advantages and uses ;

Designing of HRIS ; Computerized HRIS.

(15

hours)

Unit – 3

International Industrial Relations practices – Features of Labour – Management Relations ; MNCs and Industrial Relations Trends – some common practices /trends ; Employees participation in management in France, Germany, Israel, Britain, USA & Japan ; Recognition of Trade Unions – Voluntary and Mandatory System ; Impact of globalization on IR ; HR Outsourcing – Reasons , benefits ; Indian Scenario in HR outsourcing.

(15

hours)

Unit – 4

Managing HR in Virtual organization – Meaning ; Types ; Difference between Traditional and Virtual Organizations ; Advantages and Disadvantages of virtual organizations ; Managing HR in Virtual Organizations.

Ethical issues in HRM – Nature & scope ; Sources of Business Ethics ; HR ethical issues.

(15

hours)

Reference Books

1. International Human Resource Management : A Global Perspective – S. K. Bhatia ; Deep and Deep Publications (p) Ltd., New Delhi ,
2. International Human Resource Management – Peter Dowling, Denise E. Welch & Schuler, Excel Books , New Delhi.
3. Human Resource Management – S. S. Khanka, S. Chand & Co. New Delhi.
4. Human Resource Management – Biswajeet Patanayak, Prentice Hall of India (p) Ltd., New Delhi

MBA –II SEM- IV
Group D- Productions and Operations
Paper – IV : Quality Management

Unit -1

NATURE OF THE QUALITY :

- 4) Quality – Definition, Concept of ‘Fitness for Purpose’, Dimensions of Quality (Performance, Features, Reliability, Serviceability, Durability, Appearance, Customer Service, and Safety).
- 5) Quality Cost – Cost types and categories (System cost, Control cost, Consequent cost), Nature of cost (Investment cost, Prevention cost, Appraisal cost, Correction cost, Usage cost, Mgmt/Overhead cost, Market cost).
- 6) The concept of Spending and Saving on quality..

(15

Hrs)

Unit -2

TOTAL QUALITY MANAGEMENT :

- 1) Deming’s contribution to Total Quality Management – Deming’s 14 principles.
- 2) Introduction of TQM – Leadership, Corporate wide introduction, Changing Corporate orientation (Organizational commitment), Motivation (Education, Training), Cost orientation and Customer orientation.
- 3) The ‘Life cycle’ dimension.
- 4) Conceptual approach to Total quality, Evolution of TQM, Components of TQ loop.

(15 Hrs)

Unit -3

STATISTICAL QUALITY CONTROL :

- 1) Conceptual approach to SQC, Statistical Process Control, Process capability.
- 2) Quality assurance, Quality audit, Quality Certification systems (ISO 9000, QS 14000 and QS 9000) standards.

- 3) Specification and Control Limits – Type I and Type II errors, Control charts for attributes (p-charts, c-charts etc.), Process capability and its measurements.
- 4) Acceptance sampling – Types of Sampling plans (Single sampling, Double sampling, Multiple sampling plans), Single sampling plan and Operating characteristic curve, Concept of Producer's and Consumer's risk.

(15 Hrs)

Unit --4

MARKETING ASPECT OF QUALITY :

- 1) Failure analysis, Functional linkage of Quality with reliability.
- 2) Six Sigma – Concept, Steps for implementation of Six Sigma, Contrasting Six Sigma and TQM.
- 3) Total Quality of Services, Quality and Safety, Quality Circles, Zero Defect programme.

Books Recommended :

4. Statistical Quality Control – R.C. Gupta.
5. ISO 9000 Handbook – Ed. Robert Peach.
6. Total Quality Management – Armond V. Fiegenbaum.
7. Production and Operations Management – Kanishka Bedi.

MBA –II SEM- IV

Group D- Productions and Operations

Paper – V : World Class Manufacturing

Unit -1

MANUFACTURING ENVIRONMENT :

- 1) Changing environment – Choice of Technology,
- 2) Automation in material handling, Lean manufacturing, Flexible Manufacturing System, Group Technology, Cellular Manufacturing system etc.
- 3) Dimensions of Operations for Competitive advantage – Product/Service quality, Cost of Production, Delivery speed and reliability, Introduction of new Product/Model/feature, After sale service etc.
- 4) Innovation Management, Allocating the resources for strategic advantage.

(15 Hrs)

Unit -2

CHANGE IN APPROACH :

- 1) Latest manufacturing system and their principles – JIT, Pull system, Kanban etc.
- 2) Supply Chain Management – Nature, Keiretsu (The Japanese supply Chain), Developing Supply Chain.
- 3) Outsourcing – Reasons, Outsourcing of Business Processes, How to avoid outsourcing pitfalls.

(15 Hrs)

Unit -3

MAINTAINANCE AND RE-ENGINEERING:

- 1) Total Productive Maintenance (TPM), Concept of Reliability, Reliability Improvement, Concept of Maintainability, Maintainability Improvement.
- 2) Re-engineering concept – Fundamental, Radical and Dramatic concepts.
- 3) Characteristic of Re-engineered process.

(15 Hrs)

Unit -4

MANAGERIAL RESPONSIBILITY IN GLOBALIZATION :

- 1) Software in use, Problems of implementation on the system.
- 2) Optimized Production Technology (OPT), Automation in Design and manufacturing, Role of Robotics etc.
- 3) State of International Business – Managerial Attitude and Challenges.
- 4) Environment Pollution – Factors, Effect and Control.

Books Recommended :

8. Management today – Burton and Thakur.
9. Operations Management – Hughes, Chris.
10. Programmed Learning at for Production and Operations Management – Buffa, Elwoods.
11. Production and Operations Management – Kanishka Bedi.

Unit 1-Introduction to Data Warehousing

Introduction to data warehousing, overview of system process, process flow within data warehouse- extract and load process, controlling the process, clean and transform, Data Warehouse architecture, warehouse manager architecture, Methodology for Data Warehousing - Data warehouse implementation, transforming operational data into informational data.

(15Hour)

Unit 2 – Database Scheme

Database scheme – introduction, star flake schemes designing fact table, dimension table, multidimensional schemes. Introduction to data marting & metadata.

(15Hour)

Unit 3– Aggregation and Data Mart

Need for aggregation, introduction to aggregation; **Data Mart** – Introduction, when to apply, designing data marts, cost of data marting, Metadata – introduction, data management, metadata and tools

(15Hour

)

Unit 4 – Introduction to Data Mining

An expanding universe of data, information as a production factor, data mining versus query tools, standalone data mines, data mining in marketing.

The knowledge discovery process

The knowledge discovery process, data selection , cleaning, enrichment, coding, visualization techniques, OLAP tools, K-nearest neighbor, decision trees, association rules.

(15Hour)

Reference books

- 1) Data Warehousing in real world – Sam Anahory, Dennis Murray
- 2) Data Warehousing – Amitesh Sinha
- 3) Data Mining – Pieter Adriaens, Dolf Zantinge
- 4) Data Mining – Prabhu..
- 5) Database Systems- Alexis Leon/ Mathecos Leon

Academic Flexibility Syllabus
Master of Business Administration
Part-II Semester -IV
System Specialization
Paper-V: Computer Networking and Web programming

Unit 1- Introduction to network

Network topologies and connectivity. Layered protocol and the OSI model. Communication protocols - Time Division Multiple Access(TDMA) , Time Division Multiplexing(TDM) , Token Passing System , Token Passing(Priority) System. Introduction to Wireless Communication Protocol.

(15

hour)

Unit 2 -Local Area Network

Broad Band and Base Band LANs , ETHERNET, Token Ring , Token Bus, LLC and MAC Protocols , 802 standards and their relationship with ISO/CCITT Models. Metropolitan Area Networks , ANSI Fiber Distributed Data Interface (FDDI) , Radio and Satellite Broadcast Networks , CSMA/CD etc. Circuit switching , Packet Switching , Message Switching , Datagram and virtual circuit , Concepts of Routing and congestion control , Packet Routing , Packet Switching support to circuit switching networks . Concepts of well-known ports , Initial Connection problem , Name/Directory Server . Network Applications - File Transfer and virtual terminals OSI Applications - VTAM , FTAM , X.400 , X.500. Client Server Applications - Network File Server

(15

hour)

Unit -3 Introduction To Web Design

Internet, Browser, Client Server Application, Static Web Page Processing, Dynamic Web Page Processing, Introduction to Simple HTML tags For Creating a Web Page, Website design, Website Hosting

hour)

Unit -4 Introduction To ASP

Introduction to Cookies, Session Tracking, Introduction IIS Server, ASP Variable, ASP Request ASP Response, Introduction to ASP ADO Connectivity.

(15

hour)

Reference Books :

- 1) "Computer Networks" (PHI-81)- Tannenbaum A.S.
- 2) ASP 3.0- Wrox
- 3) Html4 Unleashed – SAMS tech media
- 4) The Internet Book- Douglas E. Corner
- 5) IT System management – Rich Schiesser

M.B.A. SEM - IV
GROUP – F Agri. Business Management
Paper- IV:
Agriculture and Cooperative Management
Agro processing Industries and rural Industrialization

Unit 1. Rural- Urban organizational and industrial patterns: Decentralized industries,

Small and Medium Scale Industries, choice of Rural, Agro based industries, Issues in the size and location of industries, Appropriate technology and issues in the transfer of technology.

Genesis of Agro based industry, Interdependence between agriculture & industry, concept of agro-industries,

Rural labour employment and rural industries: Policy and Development of cottage Industries; Organization and administration of KVI; Promotional measures- Subsidies, incentives and financial inputs.

hours)

Unit 2 Agro-Processing Co-operatives in Maharashtra, co-operative Sugar Industries , co-operative Spinning Mills, Dairy co-operatives, Jute Co-operatives. Role of agro - processing co-operatives in the Development Maharashtra. Management Problems and Prospects for agro- processing co-operatives and other Agro-processing industries- food industry, horticulture (fruit crops/flower crops), Medicinal plants, honey industry.

(15

hours)

Unit 3 Issues in Agro Processing Industries: Issues in Product development, pricing, quality marketing and supporting organizations, Role of co-operatives, Financial Institutions, Central, State and Local Governments, Socio-economic impacts of rural industrialization

(15

hours)

Unit 4 Challenges before Agro -based industries: Sugar Industry - transition from Partial decontrol to total decontrol, excess stock with sugar factories, export problems in sugar industry, derivative trading in sugar industry. Spinning mills- Higher cost of raw material, obsolete technology, management of spinning mills, marketing of yarn, global challenges before cooperative spinning mills WTO and its impact on agro based industries

(15

hours)

Books Recommended:

1. Agricultural Marketing in India- Acharya S.S. and Agrawal N.L.
2. Diffusion of Agricultural Innovation in Village India- Dasgupta S.
3. Rural Development -Desai Vasant
- 4 Planning for Rural Development Issues and case Studies - Dholkia R.H. and Iyengar
5. Technological change and Distribution of Gains in Indian Agriculture- Hanumantha Rao
- 6 Agri Business Management- Dr. Himanshu Ritu Publications jaipur.

M.B.A. Sem - IV
Group – F Agri Business Management
Paper V
International Trade and Agriculture

Unit 1. A) Scope and Gains from International trade ; Theory of comparative Advantage ; Trade and Welfare; Factor Mobility; International capital Flows; Transfer of technology; Terms of credit; comparative costs.

B) Trade policies; Tariffs and Quota; Effects of Tariff; Monopoly and Price Discrimination; State Trading; Bilateral Trade; Multilateral Trade.

(15

hours)

Unit 2.A) Organization and Objectives of International Organizations like IMF, IBRD, IDA, IFC , and other Affiliates; The SDR Mechanism and its Working; International Liquidity Problem; International Monetary System and Trade-GATT, UNCTAD, WTO Organizations and their Functions

B) World Trade Agreements, Trade Liberalization, Regional Integration and Economic Growth; Import – Export Procedures; Strategies of exports for agro based industries,

(15

hours)

Unit 3 A) India's Position in the Global Market; Leading Agriculture Produces / Products for Export Earnings; importing countries of these Products; competing countries; Strategies to Boost Exports.

B) SWOT Analysis for each of the commodities mentioned below from the Point of view of exports:

Cereals –wheat, rice etc.,Pulses –grams, moong, urad etc.,Oil seeds – soyabean, mustard, groundnuts, linseed etc.,Commercial crops –cotton, jute, sugarcane, textiles, chilies, onion, Tomatoes etc., Horticulture crops –apple, banana, mango, grapes, Pomegranates etc. ,Vegetables –tomato, brinjal, califlower, cabbage etc.

C) Use of internet in agri-market development.

hours)

Unit 4. Role of Government and the promotional institutions in Augmenting Agro-Export

- A) Role of Government - State government ,Central government, Agri Export Zones
- B) Role of Promotional Agencies -Agricultural and Processed Food Products Export Development Authority, Marin Products Development Authority, National Horticultural Board .
- C) Role of Development & Financing Bank- NABARD, Export Import Bank, Financial Institutions , Export Credit Guarantee Corporation.
- D) Role of Development agencies, Director General of Foreign Trade, Export Promotion Council, Commodity Board, Small Industries Export Promotion Council.

(15

hours)

Reference books:

1. Agricultural Research Through International cooperatives – Ravi Shrivastav and G. Shrivastav.
2. International Economics – Dominick Salvatore
3. Export Management – Prof. Laxmi Narain.
4. Changing Prospective in Indian Agriculture- Bhanushali S.G.and Pujari A.G.
5. Financing Agri-Business- A Technical Manual- Dr. N. B. Shete.

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**MBA-II SEM-IV
PAPER - XXVIII
PROJECT REPORT AND VIVA**

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Director/Principal of the institution/college will decide the last date of submission of final copy. Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc.

A viva-voce examination will be conducted before the Semester IV examination. A viva-voce committee will be appointed by the university. A committee will consist of 4 members. Every district will have a separate committee for viva-voce. Guidelines for the project report.

Declaration from the student that the research work is not copied from any other existing reports. Certificate of the guide.- Guide should certify that the research work is original and completed satisfactorily under his guidance.

The Chapter scheme for the project report will be as follows-.

CHAPTER NO-I – Introduction to the study.

- 1.1 Introduction
- 1.2 Objectives and importance of the study
- 1.3 Scope and limitations of study
- 1.4 Research Methodology

CHAPTER NO.2 – Introduction to the organisation

- 2.1 Introduction to the industry
- 2.2 Brief History of organisation
- 2.3 Subsidiaries, Associates of the company
- 2.4 Departments / Manufacturing process
- 2.5 Important statistical information
- 2.6 Future prospect
- 2.7 Organisation Structure

CHAPTER – III - THEORETICAL BACKGROUND

Basic concepts

Necessary theoretical inputs may be added to support the research work.

CHAPTER –IV – DATA ANALYSIS AND INTERPRETATION

Data should be analysed with help of various tools studied in the Subject “ Application of Research Methods in Management”.

CHAPTER-V FINDINGS / OBSERVATIONS

CHAPTER VI- SUGGESTIONS / CONCLUSION

Appendix

Bibliography

The above guidelines are not the prescription on writing the project report but can be used as a milestones while writing the Project Report. The guide has the every discretion to change the chapter scheme as per the requirement

- Note :
- 1) There should be proper linkage between objectives, data analysis and interpretation, findings and suggestions.
 - 2) Student should not use logos and name of company on the project report pages.
Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
 - 3) Use of colours in text matter should be avoided.

