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SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA
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शिवाजी विद्यापीठ, कोल्हापूर - ४१६ ००४.

दुरध्वनी: (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४) तार : युनिशिवाजी
फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३. e-mail bos@unishivaji.ac.in.

जा.क्र./अ.मं/वाणिज्य/2779

दिनांक 8.6.09

प्रति,

संचालक,

दूरशिक्षण केंद्र

शिवाजी विद्यापीठ, कोल्हापूर.

विषय:- M.B.A. Executive (Distance Mode) Part –II Sem. III & IV & M.B.A.
(Distance Mode) Part –II Sem. III & IV या अभ्यासक्रमाबाबत.

उपरोक्त विषयासंदर्भात आपणांस आदेशान्वये कळविण्यात येते की, विद्यापीठ अधिकार मंडळाच्या मान्यतेस अनुसरून M.B.A. Executive (Distance Mode) Part-II Sem. III & IV & M.B.A. (Distance Mode) Part-II Sem. III & IV या कोर्सचा अभ्यासक्रम शैक्षणिक वर्ष 2009-10 (जून 2009) पासून अंमलात आणण्यात येत आहे. सोबत अभ्यासक्रमाची सी.डी. जोडलेली आहे. तसेच सदर अभ्यासक्रम विद्यापीठाच्या संकेत स्थळावर www.unishivaji.ac.in उपलब्ध आहे.

सदरचा अभ्यासक्रम हा फक्त दूरशिक्षणकेंद्रांतर्गत सुरू राहिल याची कृपया नोंद घ्यावी. तसेच सदरचा अभ्यासक्रम सर्व संबंधीतांच्या निदर्शनास आणावा.

कळावे,

आपला विश्वासु,

Sd/-

उपकुलसचिव

सोबत:-वरीलप्रमाणे

प्रत:-

- 1.अधिष्ठाता, वाणिज्य विद्याशाखा
- 2.अध्यक्ष, अभ्यास मंडळ (व्यवसाय व्यस्थापन)
- 3.एम.बी.ए.-अधिविभाग
- 4.इतर परीक्षा विभाग -1
- 5.पात्रता विभाग
- 6.बहिःस्थ परीक्षा विभाग
- 7.पी.जी.प्रवेश विभाग

कार्यवाहीसाठी.

यांना माहितीसाठी व पुढील आवश्यक त्या

SHIVAJI UNIVERSITY, KOLHAPUR
Centre For Distance Education
MBA Courses - Through Distance Mode

COURSE STRUCTURE :

The entire MBA & MBA (Executive) Courses Distance Mode are for 3200 marks each with each paper of 100 marks.

Semester-I

	Marks
1. Principles of Management	100
2. Accounting & Finance for Managers	100
3. Mathematics & Statistics for Management	100
4. Managerial Economics	100
5. Information Technology for Management	100
6. Business Communication	100
7. Organisational Behaviour	100
8. Business Law	100
Total	800

Semester-II

9. Marketing Management	100
10. Financial Management	100
11. Human Resource Management	100
12. Production and Operations Management	100
13. Management Information Systems	100
14. Application of Operation Research in Management	100
15. Applications of Research Methodology in Management	100
16. Business & Economic Environment	100
Total	800

Semester-III

17. Corporate Planning & Strategic Management	100
18. Business Ethics and Professional Values	100
19, 20, 21. Elective I (Paper I, II, III)	300
22, 23, 24. Elective II (Paper-I, II, III)	300
Total	800

Semester-IV

25. Entrepreneurship and Project Management	100
26. Management Control Systems	100
27. International Business	100
28. Project Report & Viva	100

29, 30. Elective I (Paper IV & V)	200
31, 32. Elective II (Paper IV & V)	200
Total	800
Grand Total	3200

Candidates are required to Select **any Two** Electives (elective I & elective II) from the lists given below for the two courses separately.

Each elective has 5 papers which are included in

- (i) Sem III (Elective-I papers I, II and III) Elective II Paper I, II and III) and
- (ii) Sem. IV (Elective I - Papers IV and V and Elective II Papers IV and V).

ELECTIVES

1) MBA Course - Distance Mode MBA

- A) Marketing Management
- B) Financial Management
- C) Human Resource Management
- D) Production and Operations Management

2) (Executive) Course - Distance Mode

- C) Human Resource Management
- E) Insurance and Risk Management
- F) Industrial Management
- G) Management of Higher Education

ELECTIVES

1) MBA Course - Distance Mode

Semester-III	Semester-IV
A) MARKETING MANAGEMENT	
I) Sales & Distribution Management	IV) International Marketing
II) Advertising Management & Consumer Behaviour	V) Case Studies in Marketing Management
III) Marketing in Special Fields	
B) FINANCIAL MANAGEMENT	
I) Indian Financial System	IV) International Finance
II) Project Planning and Financial Decision Analysis	V) Case Studies in Finance
III) Investment Management	
C) HUMAN RESOURCE MANAGEMENT	
I) Human Resource Planning and Procurement	IV) Human Resource Management in International Perspective
II) Developing and Utilising Human Resource	V) Case Studies in HRM
III) Industrial Relations & Integration of Human Resource	
D) PRODUCTION AND OPERATIONS MANAGEMENT	
I) Industrial Engineering	IV) World Class Manufacturing
II) Purchasing and Supply Management	V) Case Studies in Production Management
III) Total Quality Management	

ELECTIVES

2) M.B.A. (Executive) Course - Distance Mode

Semester-III	Semester-IV
C) HUMAN RESOURCE MANAGEMENT	
I) Human Resource Planning and Procurement	IV) Human Resource Management in International Perspective
II) Developing and Utilising Human Resource	V) Case Studies in HRM
III) Industrial Relations & Integration of Human Resource	
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E) INSURANCE AND RISK MANAGEMENT	
I) Life Insurance	IV) Risk Management
II) General Insurance	V) Case Studies in Insurance & Risk Management
III) Legal and Regulatory Framework of Insurance Business	
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F) INDUSTRIAL MANAGEMENT	
I) Industrial Organisation	IV) Industrial Marketing
II) Factory Organisation and Management	V) Case Studies in Industrial Management
III) Material Management	
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G) MANAGEMENT OF HIGHER EDUCATION	
I) Higher Education : A Retrospect and Perspective	IV) Governance & Quality of Higher Education
II) Globalization and Economics of Higher Education	V) Case Studies
III) An Introduction to the Legal Aspects of Higher Education	

M. B. A. & M.B.A. (Executive) Distance Mode

Semester - III

PAPER-17 : CORPORATE PLANNING AND STRATEGIC MANAGEMENT

Unit 1 : Concept of strategy : a) Defining strategy b) Levels at which strategy operates c) Strategic Decision Making and Approaches to Strategic Decision making d) Mission and Purpose, Objectives and Goals e) Strategic Business Units f) Corporate Planning Process.

Unit 2 : Environment Analysis and Diagnosis : a) Concept of Environment and its components b) Environment scanning and appraisal c) organizational appraisal – Methods &

techniques used for organizational appraisal d) Strategic advantage analysis and diagnosis e) SWOT analysis.

Unit 3 : Strategy Formulation and Choice of Alternatives: a) Grand strategies – Stability Strategy, Expansion strategy, Retrenchment strategy. b) Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies.

Unit 4 : a) Process of Strategic Choice –GAP Analysis, Industry Analysis, competitor analysis- Porter's Five forces Model of competition and SWOT analysis b) Synergy and Dysynergy, c) McKinsey's 7's framework; GE-9 Cell Model, Boston's Consultancy Model c) Distinctive competitiveness; d) Factors affecting Strategic Choice.

Unit 5 : Strategy Implementation :a) Inter-relationship between formulation and implementation; b) Issues in strategy implementation- project implementation, procedural implementation, Resource Allocation, c) Behavioral issues-leadership styles, Corporate culture and values power d) social responsibilities, Ethics, Building capable organization; f) Functional Issues – Financial, Marketing, Operations and Personnel Plans and Policies

Unit 6 : Strategy and Structure: Structural Considerations, Structure for strategies, Organizational design and change.

Unit 7 : Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.

Unit 8 : Strategy for competing in globalizing markets, New Business Models and strategies for Internet Economy.

Books Recommended :

1. Managing Business Enterprise : Strategies, Structures and Systems – S.K. Bhattacharya and N.Venkatraman – VHP
2. Business Policy – Kaxmi Azhar – Tata McGraw Hill
3. Strategic Management 12th edition - Thompson and Strickland – Tata McGraw Hill
4. Strategic Management – David Fred R. – PHI
5. Implementing Strategic Management – H.Igor Ansoff – PHI
6. Strategic Management in Action – Coulter Mary K. – PHI
7. Cases in Strategic Management – S.B.Budhiraj and M.B.Athreya – Tata McGraw Hill.
8. The Competitive Advantage of Nations - Macmillan
9. Strategic Management – R.Srinivasan.

M. B. A. & M.B.A. (Executive) Distance Mode

Semester - III

PAPER-18 : BUSINESS ETHICS AND PROFESSIONAL VALUES

Unit 1 : Business Ethics: Importance of Ethics in Business, Traditional Theories, Application of Traditional Theories to Modern Businesses. Overview of Ethics Value Systems, Trusteeship Management- Gandhian Philosophy of Wealth Management

Unit 2 : Business and Society: Changing concepts and objectives of Business, Responsive Management, Corporate Social policy, Management by Values, Social responsibility and profitability, Forces inducing Social Responsibility. Social responsibilities of Business Organization.

Unit 3 : Basic Framework of Normative Ethics, Ethics and Decision Making, Ethical Aspects Corporate Policy, Morality and Rationality in Organisation, Moral Relationship between Individual and Organisation. Making Moral Decisions. Conflict between personal values and organizational goals. Corporate culture

Unit 4 : Consumerism and Ethics: Consumer Rights, Exploitation of consumers, Consumer Protection, U.N. guidelines for Consumer Protection, Consumer Protection and Consumerism in India

Unit 5 : Ethics in Advertising, Woman in Advertising. Responsibilities of Advertising Agencies Corporate Governance: Meaning, Importance, prerequisites, regulatory and voluntary actions, Corporate Governance in India.

Unit 6 : Ethics in Business Disciplines- Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology.

Unit 7 : Business ethics and Environment Management: Basics of Environment, Environment pollution, Ozone Depletion, Global Climate change, Air Pollution, Water Pollution, and Waste Management. Environmental Regulations –WTO environmental provisions, Environmental Regulation in India, Environment Protection.

Unit 8 : Business ethics in international business – Needs & its implementation Corporate social responsibility at international level.

Books Recommended

- 1 Business Ethics - David J. Fritzsche
2. Perspectives in Business Ethics - Laura Hartman - Mcgraw Hill
3. Business Environment - Francis Cherunilam, Himalaya
4. Ethics in Management by S. A. Sherlekar, Himalaya
5. Management Policy and Strategic Management, R.M.Srivastava
6. Perspective Management by V.P.Michael,
7. In the World of Indian Corporate Managers - Sharu Rangnekar, - Vikas Pub.
8. Advertising Theory and Practice - Chunawala S. A. & Sethia K.C.
9. Marketing Management – Sengupta
10. Industrial Health and Safety Management - A.M.Sarma

M.B.A. (Distance Mode) SEM-III

ELECTIVE - A : MARKETING MANAGEMENT

PAPER - I : SALES & DISTRIBUTION MANAGEMENT

Unit 1 : Introduction to Sales Management – Evolution – Definition, sales management, Nature & importance of sales management, functions of sales management in the organization.

Unit 2 : Sales forecasting & policy making - Meaning – Importance – Types of forecasting – Forecasting methods and procedure – Importance – merits & demerits of various methods. Sales Organization – Purpose of sales organization – setting up a sales organization – types of sales organization structure, Sales Department Relations – Interdepartmental relations – Co-ordination of personnel selling with other marketing activities.

Unit 3 : Formulation of personal selling strategy – Personal selling objectives – personal selling strategy— Determining size of sales force - Determining kind of sales personal, Controlling sales personnel – evaluating and supervising – Standards of performance – Recording actual performance – evaluating – comparing actual performance with standards – controlling sales personnel with supervision.

Unit 4 : Sales Organization – Purpose of sales organization – setting up a sales organization – types of sales organization structure, Sales Department Relations – Interdepartmental relations – Co-ordination of personnel selling with other marketing activities, Sales Meeting & Sales Contests – Sales Meeting – Planning & Staging sales meeting Types of sales meeting – sales contest Aims – Contest formats – Contest prizes – Duration, Evaluation of sales meetings & contests.

Unit 5 : Sales quotas and sales territories – Objectives in using quotas – quota setting procedure – sales territory concept – reasons for establishing and revising sales territory – procedures for setting up or revising sales territory. Sales control and cost analysis – The sales audit – sales analysis –marketing cost analysis.

Unit 6 : Retailing – Meaning, definition & importance of retail management, Retail formats, Role of the retailer, retail marketing strategy, emergence of mall culture.

Unit 7 : Wholesaling – Meaning, Definition & functions of wholesalers, Classification of wholesalers, Wholesalers tasks, limitations of wholesalers.

Unit 8 : Logistics & Supply chain management – Meaning, definition & scope of logistics, key logistics activities, market logistics decision, Concept of supply chain management, need for supply chain management.

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 – Rustom Davar
5. Sales & Distribution Management – Krishna Havaladar, Vasant Cavale
6. Fundamentals of sales management – Ramneek Kapoor

M.B.A. (Distance Mode) SEM-III

ELECTIVE - A : MARKETING MANAGEMENT

PAPER-II : ADVERTISING MANAGEMENT & CONSUMER BEHAVIOR

Unit 1 : Advertising Management- Role & Importance of advertising ,Classification of advertising, 5 M's of advertising, Setting advertising objectives, Advertising Budget- Budget plan, Budget process, Budgeting methods - Percentage of sales-Objective & task – Administrative budget, Advertising types for products & services.

Unit 2 : Media planning strategy- Types of media-Print-Broadcast-Outdoor-Transit. Advantages & disadvantages of the different medias, Advertising-Media selection-Media characteristics-Media reach-Media brief-Media planning process-When-Which-How-How much-Designing media plan-Media cost & media ability-Matching media & market-Geographical selectivity, media strategy.

Unit 3 : Message design & development- what to say-Message appeals-Types of Appeals-Rationale-Emotional-Moral-Direct & indirect appeal-Message Structure-positive-Negative-One sided-Two sided-How to say it symbolically- Message format-Visualization & development of ads & creativity-Process of Visualization. The layout of advertisement-Components-Background-Border-Caption-Heading-Illustration-Photography-Name plate or company logo-Price-Product-Slogan-Space-Balance-Increment formats of layout.

Unit 4 : Advertising Business and Advertising Agency –Advertising Manager – Organisational Structure of Advertising Department, Functions of Advertising Department, Advertising Agency - Working of Agency Functions of Advertising Agency, Client agency Relationship, Selection of Advertising Agency

Advertising Effectiveness –Advertising Research, types of Advertising evaluation, Pre testing, print media, broadcasting ads, other pre testing techniques, post testing of ads.

Unit 5 : Introduction to consumer Behavior – Diversity of consumer behavior – Concept and need for studying consumer behavior and marketing management, factors influencing consumer buying behaviour, consumer buying process. Consumer Modeling- The economic model – Learning model- psychoanalytic model – The sociological model- The Howard Sheth model of buying behavior –The Nicosia model- The Engel –Kollat-Blackwell Model.

Unit 6 : Individual Determinants of Consumer behavior- Perception, Meaning of perception- the perceptual process- Factor responsible for perceptual Distortion, Learning – what is Learning?-components or elements of learning process. Individual Determinant of Consumer Behavior-Personality- Meaning and 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- What is Motivation? Needs And goals- The Dynamic Characteristic of Motivation.

Unit 7 : 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

Unit 8 : Consumer Satisfaction and Relationship Marketing- Customerisation- Working towards enhancing Customer satisfaction-Sources of customer dissatisfaction-Relationship marketing Meaning Understanding the economics of customer retention- Market emphasis in relationship marketing.

REFERENCE BOOKS

1. Foundations of advertising—Theory & Practice- S.A. Chunawala & K.C.Sethia.
2. Advertising & Promotion -George E. Belch & Michael A. Belch
3. Marketing Management-Philip Kotler
4. Advertising Management-David A. Aaker &John G. Myers
5. Advertising- Wright & Winter & Zeigler
6. Consumer Behaviour & Advertising Management – Matin Khan
7. Consumer Behavior in Indian Perspective – Sujua R. Nair Himalaya Publishing House
8. Marketing Management- William Stanton.

M.B.A. (Distance Mode) SEM-III

ELECTIVE - A : MARKETING MANAGEMENT

PAPER-III : MARKETING IN SPECIAL FIELDS

Unit 1 : Service Marketing – What are services, definition, need & importance of services, distinction between services & goods, characteristics of services, 2. Marketing Mix in Service Marketing.

Unit 2 : The seven P's – 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, tourism, consultancy services

Unit 3 : Industrial Marketing – Definition, nature & scope – comparison & contrast of Industrial & Consumer marketing – Characteristics of Industrial Marketing – Marketing mix for industrial products.

Unit 4 : Rural Marketing – Characteristics of rural market- Large in size, scattered, seasonal, irregular demand, backwardness, low exposure to modern world etc. product mix for rural market –Marketing of manufactured consumer goods.

Unit 5 : Marketing of agricultural inputs – Meaning of agricultural inputs, marketing of agriculture inputs with special reference to fertilizers, seeds, pesticides & other inputs

Unit 6 : Co-operative Marketing– Concept of co-operative Marketing – features & objectives of co-operative marketing, Activities of co-operative marketing societies– problems of in co-operative marketing.

Unit 7 : Non profit marketing – Meaning, nature, importance & scope of Non profit marketing, types of non business organizations, non profit markets, developing a marketing programme for social cause

Unit 8 : E – Marketing – Meaning & importance of E- Commerce & internet marketing, components of internet marketing, Benefits & limitations of internet marketing, establishing internet marketing facility.

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. (Distance Mode) SEM-III
ELECTIVE - 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.

Unit 2 : Regulatory and promotional institutions: Reserve Bank of India, Securities and Exchange Board of India, IRDA, Objectives and functions of RBI, SEBI and IRDA

Unit 3 : 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.

Unit 4 : Stock Exchange : Definition, Overview of Stock Exchanges in India, Trading on NSE, Capital Market Segment and Wholesale Debt Market Segment, Trading system under Capital Market Segment, Order types, cash/margin trading, Rolling settlement. Role of Broker, Clearing House, Depository in trading, Introduction to E-Trading.

Unit 5 : Money Market - Meaning, Instruments, features of the instruments, Role of money market in India.

Unit 6 : Credit Rating, - Concept, Credit Rating Agencies in India, Rating Methodology and process, Rating symbols for Debentures/Bonds.

Unit 7 : Mutual Fund- Concept, Advantages of MF, History of MFs in India, Management of MF.

Unit 8 : Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Dis-investment Mechanism.

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. (Distance Mode) SEM-III
ELECTIVE - B : FINANCIAL MANAGEMENT
PAPER-II : PROJECT PLANNING AND FINANCIAL DECISION ANALYSIS

Unit 1 : Project planning- Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis.

Unit 2 : Financial Estimates and projections, Project financing- Intermediate and long term financing, Appraisal of term loans by financial institutions, Short Term Financing- Trade Credit, Accruals, Commercial Paper, Bank credit, Public Deposit, Inter-Corporate Deposits, private institutions, factoring.

Unit 3 : Mergers, Acquisitions and Restructuring : Reasons for Merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition, Portfolio Restructuring, Financial Restructuring, Organisational Restructuring.

Unit 4 : Financial Management in Sick Units- Definition of Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.

Unit 5 : Management of Cash- Motives of holding cash, Factors determining the cash balance, Managing the Cash Flow, Cash Budget, Reports for Control, Cash Collection and Disbursement, Options for investing surplus funds, and strategies for managing surplus funds, Cash Management models - The Baumol Model, The Beranek Model, The Miller-Orr Model.

Unit 6 : Management of Receivables- Concept, Costs - Collection Cost, Capital Cost, Delinquency cost, Default Cost. Benefits of Management of Receivables, Credit Policies- Evaluating the Debtor; Credit Analysis and Decision, Credit Terms and Collection Policies. Control of Account Receivables, Heuristic Approach

Unit 7 : Inventory Management- Concept, Benefits and costs of holding inventories, Inventory Control Techniques- ABC Analysis, EOQ, various levels, Safety stock.

Unit 8 : Dividend Decision: Determinants of Dividend Policy, Dividend policy in practice. Bonus Shares- regulation, reasons, deciding bonus ratio. Leasing: Concept, Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision, Leasing v/s Higher-Purchase

Level of knowledge- Working

Problems should be covered on following topics only.

- 1) Receivables Management
- 2) Cash Management
- 3) Inventory Management

Books Recommended

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

M.B.A. (Distance Mode) SEM-III

ELECTIVE - B : FINANCIAL MANAGEMENT

PAPER-III : 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.

Unit 2 : 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.

Unit 3 : Debt Instruments- Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to concept of Bond Valuation, Bond Yields- Current Yield, Yield to Maturity.

Unit 4 : Analytical Framework for investment in Share- Fundamental Analysis, Economic Analysis, Industry Analysis and Company Analysis, Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis.

Unit 5 : Portfolio Analysis - Portfolio Selection- Feasible set of portfolio, Efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio.

Unit 6 : Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis, Weak-semi-strong-strong market and its testing techniques, Investment Management Framework : Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.

Unit 7 : Mutual Fund, Meaning, Types of Funds- Open-end vs Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF, Investment in Units, Subscribing the units, purchase and sale of units.

Unit 8 : 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 Stage F) Retirement Stage.

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 2008-2009, applicable Assessment Year will be 2008-09.

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. (Distance Mode) SEM-III
ELECTIVE-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.

Unit 2 : Human Resource Planning : Definition , Objective, Importance, Factors affecting HRP, Process of HRP Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Manager Judgment, Supply forecasting.

Unit 3 : Job Analysis : Meaning, Purpose, Methods of Collecting Data. Job design – Techniques of job design

Unit 4 : Procurement of Human Resource : Recruitment – Meaning and Process; Factors affecting recruitment, recruitment practices in India. Modern Techniques of Recruitment, Sources – Internet Based.

Unit 5 : Selection of Human Resource : Meaning, Selection Procedure – Application Blank; Employment Tests-Utility and Validity. Employment Interviews – Principles and Techniques, Medical Text, Reference Check Appointment – Terms and conditions.

Unit 6 : Induction & Placement – Meaning , Induction Programme – formal or informal, individual or collective, serial or disjunctive, Investiture or Disinvestiture, Requisites of effective programme.

Unit 7 : Changing environment of HRM – Internal and 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.

Unit 8 : Wage & Salary administration – Nature & Scope, Compensation, Wage determination Process, factors influencing wage & Salary, administration, Incentives & fringe benefits; Types of incentives and fringe benefits.

Reference Books :

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases By P. Subba Rao.
3. Human Resource Management – An Experiential Approach by H. John Bernandin & Joyee E. A. Russell.
4. Human Resource Management- S. S. Khanka (S.Chand & Company Ltd. New Delhi)
5. Human Resource Management and Personnel Management - Aswathappa (Tata Magraw Hill New Delhi)

M.B.A. (Distance Mode) SEM-III
ELECTIVE-C : HUMAN RESOURCE MANAGEMENT
PAPER-II : DEVELOPING AND UTILISING HUMAN RESOURCE

Unit 1 : Employee Training – Concept of Training and Development, Need for training, Importance of Training, Principals of Training and areas of training, Assessment of Training Needs, Training Methods – On the job and Off 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.

Unit 2 : Management Development - needs, importance & Methods, Organizational Development Through Human Resource Development.

Unit 3 : Learning Organisation : Learning Curve and Linkage of learning with Training and Learning Organisation , Organisational Learning, Instruments on Learning Organisation, Essentials for Developing a Learning organization.

Unit 4 : Performance Appraisal – Definition, Objectives, Need for Appraisal, Essentials of performance appraisals and problems of performance appraisal, Methods of Performance Appraisal – Traditional and Modern Methods- Graphic Rating – Scale, Straight Ranking method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Confidential Methods, Behavioral Anchored Rating – Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers.

Unit 5 : Managing Careers : Career Planning, Factors affecting Career Choices: Career Stages, Career anchors, Need for Career Planning Managing Promotions, Transfers & Demotions.

Unit 6 : Internal Mobility & Separations - Promotion – Types of Promotion; promotion Policy; Transfer; Need of transfer, Transfer Policy; Types of Transfer; Demotion – Causes, Policy Separations, Retirement, Resignation, Retrenchment & Dismissal.

Unit 7 : Evaluation of Training : Purpose of Evaluation Evaluation Process.

Unit 8 : Social Security Laws Laws relating to Workmen's Compensation, Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief, Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of these Laws. Equal Remuneration Act

Reference Books :

1. Training Manual on Human Resource Management & Organisational Learning - V. N. Srivastava & Girdhar J. Ghni.
2. Human Resource Management by Gary Dessler.
3. Human Resource Management by Robbins.
4. Human Resource Management – P. Subba Rao.
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M.B.A. (Distance Mode) SEM-III

ELECTIVE-C : HUMAN RESOURCE MANAGEMENT

PAPER-III : INDUSTRIAL RELATIONS & INTEGRATION OF HUMAN RESOURCE

Unit 1 : Industrial Relations :- Meaning & objectives, Importance, Approaches to Industrial Relation – Unitary, Pluralistic, Marxist, Role of Three Actors to Industrial Relations State, Employer & Employees, Causes for poor IR, Developing sound IR, Ethical approach to IR: Idea of trusteeship – Principles & features, Code of conduct.

Unit 2 : Trade Union – Meaning, Why do workers join unions, Types of trade unions, Theories to trade Union, Trade unions movement in India, Problems of trade unions, Functions of trade unions, 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.

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 & Retrenchment, Laws relating to standing orders.

Unit 4 : Collective Bargaining – Definition, Importance, Prerequisites of Collective bargaining – Union, Bargaining process – Types of bargaining – Collective bargaining in India.

Unit 5 : Grievance procedure – Meaning, Need & procedure. Essentials of Sound, Grievance procedure; Legislative aspects of the grievance procedure in India.

Unit 6 : Employee discipline – objectives, features, types, procedure of disciplinary action, statutory provisions, code of discipline

Unit 7 : Integration of Interest – Individual & organizational problems in Integration. Integration process.

Unit 8 : Quality of Work life and Quality Circles : Meaning of quality of work life – Quality Circles – Objectives – Process, Structure and problems – workers participation in Management and quality circles – Concept of empowerment.

Reference Books :

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases By P. Subba Rao. (Himalaya Publishing house)
3. Dynamic Personal Administration by Prof. M. N. Rudrabasavraj.
4. Dynamic of Industrial Relations in India by C. B. Memoria.
5. Human Resource Management – S. S. Khanka (S. Chand & Company Ltd. New Delhi)
6. Industrial Relations & Collective bargaining – Nirmal Singh & S. K. Bhatia (Deep & Deep Publication Pvt. Ltd. New Delhi)
7. Human Resource Management and Personnel Management – Aswathappa (Tata Magraw Hill New Delhi)

M.B.A. (Distance Mode) SEM-III
ELECTIVE-D : PRODUCTION AND OPERATIONS MANAGEMENT
PAPER-I : INDUSTRIAL ENGINEERING

Unit 1 : Productivity : Production system, Definition of Productivity, Factors affecting Productivity, Kinds of Productivity Measures, Increasing Productivity of resources.

Unit 2 : Work Study : Definition and Concept, Objectives and need, Basic Procedure.

Unit 3 : Method Study : Need of Method Study, Procedure, Principles of motion economy.

Unit 4 : Recording of Method Study : Use of various charts, Process charts, Outline Charts, Flow process Charts for worker and materials and equipment, Man-machine Chart, Two handed charts, SIMO Charts, Multiple activity chart, Travel chart, String diagram.

Unit 5 : Work - Measurement : Technique of work. Measurement including estimating, stop watch time Study, Pre determined Time standards, Systematic estimates of work times, Activity Sampling.

Unit 6 : Computation of Standard Time : Elements, Types of elements, Permanence Rating, allowances, Need for allowances, Types of allowances.

Unit 7 : Ergonomics : Nature of Ergonomics, Factors in Ergonomics, Sociotechnical System.

Unit 8 : Emerging Manufacturing technology option and choice, E-Manufacturing.

Books Recommended

1. Work Study - I.L.O.
2. Work Study and Ergonomics - L. C. Jhamb.
3. Workstudy - Curie and Faraday
4. Industrial Engg. and Management - O. P. Khanna
5. Workstudy and Ergonomics.

M.B.A. (Distance Mode) SEM-III
ELECTIVE-D : PRODUCTION AND OPERATIONS MANAGEMENT
PAPER-II : PURCHASING AND SUPPLY MANAGEMENT

Unit 1 : Role of Purchasing and Supply Management in business, its, relationship with all other department in the organisation, Problems faced by Materials Management, Present status in India and the future.

Unit 2 : Industrial Purchasing - meaning - nature - steps in purchasing procedure, purchasing Policy, Legal aspects of purchasing.

Unit 3 : Purchasing Function - Design specification and engineering drawings, reviving of in Incoming quality inspections, acceptance of sampling plans, selection of sources of Supply, evaluating performance of supplier, vendor rating, negotiation and price Determination, order preparation and follow up.

Unit 4 : Management of buying plans - knowledge of stable and unstable market, timing of Purchase, forward buying and hand - to - mouth buying, Speculative buying, hedging,

Purchasing research, International Purchasing and Global sourcing, receiving and Issuing procedure.

Unit 5 : Stores Management - functions - classification - Storage equipment, material handling In stores - stores layout, Stores functions, classification and codification - presentation Materials, Two - bin System, Disposal of scrap and surplus.

Unit 6 : Cost Reduction Techniques - Standardization, simplification and variety reduction, Value analysis, controlling the timing factor.

Unit 7 : Factor influencing make or buy decision, technical, commercial and economic factor, Analysis of make or buy decision, Application of break even analysis.

Unit 8 : Computerized Material Management System - Documents in inventory, Purchase Requisition, Purchase orders, receiving and inspection formats, Frequency and types of Management reports.

Books Recommended :

1. Purchasing and Materials Management - D. W. Dobler etc.
2. Handbooks of Materials Management - Gopalkrishna P. And Sundarshan N.
3. Purchasing Principles and Management - Baily.

M.B.A. (Distance Mode) SEM-III

ELECTIVE-D : PRODUCTION AND OPERATIONS MANAGEMENT

PAPER-III : TOTAL QUALITY MANAGEMENT

Unit 1 : Basic Concept of Total Quality, Evolution of total quality Management, Components of TQ loop.

Unit 2 : Conceptual Approach to SQC, Acceptance Sampling and Inspection plans, Statistical Process Control, Process Capability.

Unit 3 : Quality Assurance, Quality Audit, Quality Certification System - Introductory treatment to ISO 9000, QS 14,000 and QS 9000 and other standards.

Unit 4 : Humanistic Aspect of TQM, Management of Quality Circle and Zero defect Programme Quality improvement team. Role of Workers, Supervisors and Management in TQM.

Unit 5 : Quality Costs - Analysis of various quality Cost and losses, Balance between cost of quality and value of quality.

Unit 6 : Failure Analysis, Functional linkage of Quality with Reliability and Maintainability.

Unit 7 : Marketing aspects of TQM, Total quality of Services, Total quality and safety, Six Sigma.

Unit 8 : Latest techniques which supports TQM

Books Recommended

1. Statistical Quality Control - R. C. Gupta
2. ISO 9000 Handbook - Ed. Robert Peach.
3. Total Quality Control - Armond V. Fiegenbaum.
4. ISO 9000 Quality Management System - International Trade Centre, Geneva

M.B.A. (Executive) Distance Mode SEM-III
ELECTIVE-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.

Unit 2 : Human Resource Planning : Definition , Objective, Importance, Factors affecting HRP, Process of HRP Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Manager Judgment, Supply forecasting.

Unit 3 : Job Analysis : Meaning, Purpose, Methods of Collecting Data. Job design – Techniques of job design

Unit 4 : Procurement of Human Resource : Recruitment – Meaning and Process; Factors affecting recruitment, recruitment practices in India. Modern Techniques of Recruitment, Sources – Internet Based.

Unit 5 : Selection of Human Resource : Meaning, Selection Procedure – Application Blank; Employment Tests-Utility and Validity. Employment Interviews – Principles and Techniques, Medical Text, Reference Check Appointment – Terms and conditions.

Unit 6 : Induction & Placement – Meaning , Induction Programme – formal or informal, individual or collective, serial or disjunctive, Investiture or Disinvestiture, Requisites of effective programme.

Unit 7 : Changing environment of HRM – Internal and 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.

Unit 8 : Wage & Salary administration – Nature & Scope, Compensation, Wage determination Process, factors influencing wage & Salary, administration, Incentives & fringe benefits; Types of incentives and fringe benefits.

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M.B.A. (Executive) Distance Mode SEM-III
ELECTIVE-C : HUMAN RESOURCE MANAGEMENT
PAPER-II : DEVELOPING AND UTILISING HUMAN RESOURCE

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M.B.A. (Executive) Distance Mode SEM-III

ELECTIVE-C : HUMAN RESOURCE MANAGEMENT

PAPER-III : INDUSTRIAL RELATIONS & INTEGRATION OF HUMAN RESOURCE

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4. Dynamic of Industrial Relations in India by C. B. Memoria.
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6. Industrial Relations & Collective bargaining – Nirmal Singh & S. K. Bhatia (Deep & Deep Publication Pvt. Ltd. New Delhi)
7. Human Resource Management and Personnel Management – Aswathappa (Tata Magraw Hill New Delhi)

M.B.A. (Executive) Distance Mode SEM-III
ELECTIVE-E : INSURANCE AND RISK MANAGEMENT
PAPER-I : LIFE INSURANCE

Unit 1 : Insurance and Introduction : Meaning and definition - Important Terms - Principles of Insurance - Double Insurance.

Unit 2 : Origin and Development of Life Insurance : Brief History of Life Insurance in India - Pre-nationalization - Post - nationalization and after LPG

Unit 3 : Need and Importance of Life Insurance : Need of Life Insurance - Nature and Importance of Life Insurance - Life Insurance in Urban and Rural areas - Private Players in Life Insurance - Recent Development in Life Insurance Business.

Unit 4 : Risk Cover : Determinants of Risk in life Insurance - Sum Assured - Mortality - Sub Standard lives.

Unit 5 : Life Insurance Products and Services : Terms Life Insurance - Whole Life Insurance - Endowment Life Insurance - Child Life Insurance - Equity Linked Insurance Plans and other Life Insurance Products

Unit 6 : Marketing of Life Insurance : Marketing Strategies of Four P's for Insurance Products and Services - Role of Agents and Development of Research - Code of Conduct - Remuneration and Cancellation of Licence - After Sales Services.

Unit 7 : Life Insurance Contract : Features of Life Insurance Contract - Procedure of Taking Life Insurance Policies - Conditions and Warrantees of Life Insurance Policies - Settlement of Claims.

Unit 8 : Calculation of Premium, Bonus and Morality Table : Meaning of Premium - Types of Premium - Factors to be Considered in Calculating Premium - Methods of Computation of Premium - Loading, Mortality Tables - Meaning and Characteristics - Need and Importance - Kinds of Mortality Tables - Construction of Mortality Table.

Reference Books :

1. P. K. Gupta, 'Fundamentals of Insurance', Himalaya Pub. House, Mumbai 1st Ed. 2004.
2. Dr. P. Periasamy 'Principles and Practice of Insurance', Himalaya Pvt. House Mumbai, 2007.
3. Neelam Gulati, 'Principles of Insurance Management', Excel Books, Delhi 2008.

M.B.A. (Executive) Distance Mode SEM-III
ELECTIVE-E : INSURANCE AND RISK MANAGEMENT
PAPER-II : GENERAL INSURANCE

Unit 1 : General Insurance - An Introduction : Meaning and Definition - Distinction between Life and General Insurance - Insurance and Economic Development - Significance of General Insurance.

Unit 2 : Principles of General Insurance : Insurable Interest - Principles of utmost good faith - Principles of Indemnity - Other Principles of General Insurance

Unit 3 : General Insurance in India : Progress of General Insurance Business in India - Performance of public and Private Sector in General Insurance - Problems and Prospects of General Insurance.

Unit 4 : Marine Insurance : Nature - Definition and Importance of Marine Insurance - Essential Elements of Marine Insurance - Marine Losses - Kinds of Marine Insurance Policies - Important Clauses in Marine Insurance Policies - Settlement of Claims.

Unit 5 : Fire Insurance : Definitions - Fundamental Principles of Fire Insurance - Types of Losses - Fire Insurance Policies - Computation of Claims.

Unit 6 : Motor Vehicle Insurance : Meaning - Nature and Need of Vehicle Insurance - Kinds of Motor Vehicle Insurance Policies - Settlement of Claims.

Unit 7 : Miscellaneous Insurance : Fidelity Guarantee Insurance - Property Insurance - Health Insurance - Cattle Insurance - Engineering Insurance - Public Liability Insurance - Crop Insurance, etc.

Unit-8 : New Areas of General Insurance Business : Film Insurance - Aviation Insurance - Terrorist Insurance - Covering and Limitations of Crime Insurance - Surely Bond.

Reference Books :

1. Shridhar Laxman Karve, 'Principles of Life Insurance', Himalaya Publishing House, Mumbai, 2003.
2. G. S. Panda 'Principles and Practice of Insurance', Kalyani Publication House, 1995.
3. Dr. P. Periasamy 'Principles and Practice of Insurance', Himalaya Publishing House, Mumbai, 2007.
4. P. K. Gupta, 'Fundamentals of Insurance', Himalaya Pub. House, Mumbai 1st Ed. 2004.
5. Neelam Gulati, 'Principles of Insurance Management', Excel Books, Delhi 2008.

M.B.A. (Executive) Distance Mode SEM-III

ELECTIVE-E : INSURANCE AND RISK MANAGEMENT

PAPER-III : LEGAL AND REGULATORY FRAMEWORK OF INSURANCE BUSINESS

Unit 1 : Regulations of Insurance : Reasons for Insurance Regulation - Historical Development of Insurance Regulation in India - Areas of Regulations - Legal Environment of Insurance Business in India - Global Perspectives.

Unit 2 : Main Provisions of Insurance Act 1938.

Unit 3 & 4 : Main Provisions of Life Insurance Act 1956

Unit 5 & 6 : Main Provisions of General Insurance Act 1971

Unit 7 : IRDA : Capital Requirement - Solvency Margin for Company - Entry of foreign Insurance Companies - Regulation and Promotion of Insurance Business.

Unit 8 : IRDA Regulations : Actuarial Report - Rural / Social Sector Obligations - Registration and Licensing - Advertisement - Investment - Code of Conduct.

Reference Book :

1. Insurance Institute of India, 'Law and Economics of Insurance', Himalaya Publishing.

M.B.A. (Executive) Distance Mode SEM-III

ELECTIVE-F : INDUSTRIAL MANAGEMENT

PAPER-I : INDUSTRIAL ORGANISATION

Unit 1 : Concept of Firm and Industry - Types of Industries - Importance of Industries in Economy - Growth of Industrial Sector in Indian Economy.

Unit 2 : Concept of Organisation, Principles of Organisation - Types of Organisations - Delegation of Authority and Responsibility - Organisational Structure.

Unit 3 : Industrial Ownership - Factors to be Considered in Starting Industrial Organisation - Proprietorship, Partnership, Joint Stock Companies and Corporations - Co-operative Organisations.

Unit 4 : Industrial and Labour Laws : Main Provisions of -

- 1) Factories Act 1948
- 2) Workmen Compensation Act 1923
- 3) Payment of Wages Act 1936
- 4) Industrial Dispute Act 1947
- 5) Payment of Bonus Act 1965
- 6) Employees Provident Funds Act 1952
- 7) Employees State Insurance Act 1948
- 8) Payment of Gratuity Act 1972

Unit 5 : Industrial Relations : Philosophy of Industrial Relations, Technological Change and Industrial Relations - Industrial Disputes - Working Participation in Management - Trade Unions - Collective Bargaining - Industrial Relations in India.

Unit 6 : Labour Welfare : Concept and Need and scope - Labour Welfare Practices in India - Agencies for Labour Welfare - Social Security - Measures.

Unit 7 : Industrial Safety and Health : Meaning of Industrial Safety - Causes of Consequences of Industrial Accidents - Cost of Industrial Accidents - Industrial Safety Programmes - Objectives - Organisation and Functions of Safety Department - Steps in Safety Programmes - Health and Employees.

Unit-8 : Industrial Management in 21st Century : Globalisation and Industrial Management - Technology and Industrial Management - Industrial Policy and its implications on industrial management - New Challenges and Opportunities.

M.B.A. (Executive) Distance Mode SEM-III

ELECTIVE-F : INDUSTRIAL MANAGEMENT

PAPER-II : FACTORY ORGANISATION AND MANAGEMENT

Unit 1 : Plant Location and Factory Building :

Location - Selection of Location, Theories of Location, Factors Affecting Plant Location, Rural Vs. Urban Locations, Recent Trends in Location.

Factory Building - Consideration of Building Design, Types of Building Materials, Types of Building, Importance of Ideal Building, Recent Trends.

Unit 2 : Plant Layout - Meaning, Definition and Scope, Factors Influencing Plant Layout, Types of Layout, Service Facility Layout, Tools and Techniques of Layout.

Unit 3 : Capacity Planning, Work Design and Job Design

Capacity Planning - Definitions, Measurement of Capacity, Service capacity, Future Capacity Requirement, Capacity Utilisation Work Design - Meaning and Definition of Work Design, Work Study, Method Study and Work Measurement. Job Design - Meaning, Importance of Job Design, Factors Determining Job Design.

Unit 4 : Industrial Sanitation and Noise Control

Industrial Sanitation - Meaning and Definitions, Elements in Sanitation, Control of insects and Rodents, Industrial House Keeping

Noise Control - Meaning, Definition and Importance of Noise Control, Methods of Noise Control.

Unit 5 : Product Selection and Process Selection

Product Selection - Operation Strategy, Product Selection Process, Product Development and Design, Important Considerations in Product Design.

Process Selection - Meaning of Process Selection, Consideration in Process Selection, Different Types of Process, Methods of Selecting Appropriate Process.

Unit 6 : Value Engineering : Meaning and Definitions of Value Engineering, Types of Values, Value Test and Value areas, Phases in Value Engineering, Benefits of Value Engineering.

Unit 7 : Quality Management : Meaning and Definitions of Quality, Aspects of Quality, Quality Control Techniques, Quality Assurance, TQM, Quality Circles, International Quality Standards - Six Sigma.

Unit 8 : Automation and Industrial Productivity :

Automation - Meaning and Nature of Automation, Scope of Automation, Automated Machines and Automated Production Systems.

Industrial Productivity - Nature, Importance and Measurement of Productivity, Improvements of Productivity - Methods and Techniques.

M.B.A. (Executive) Distance Mode SEM-III

ELECTIVE-F : INDUSTRIAL MANAGEMENT

PAPER-III : MATERIAL MANAGEMENT

Unit 1 : Introduction to Material Management : Meaning and Objectives of Material Management, Importance of Material Management, Types of Materials.

Unit 2 : Purchasing of Materials : Meaning, Nature and Importance of Material Purchasing, Purchasing Policies - Make or Buy, Speculating Buying, Vendor Rating, Contract Purchasing, Zero Stock Purchasing, Functions and Organisation of Purchase Department.

Unit 3 : Material Handling : Introduction, Definition of Material Handling, Objectives of Material Handling, Scope of Material Handling, Principles of Material Handling, Material Handling Equipments, Material Handling Cost, Organisation of effective Material Handling, Advantages of Good Material Handling.

Unit 4 : Store Keeping and Issue of Materials : Store Keeping - Meaning, Objectives and Importance of Store Keeping, Essentials of good Store Keeping, Location and Layout of Stores, Organisation of Stores. Issue of Materials - Methods of Issue of Materials - LIFO, FIFO, Average, Weighted Average.

Unit 5 : Inventory Management : Meaning and Definitions of Inventory Management, Objectives of Inventory Management, Factors Influencing Inventory Management, Process of Inventory Management, Inventory Cost, Inventory Control Techniques - ABC Analysis, VED Classification, EOQ, Just in Time.

Unit 6 : Material Requirement Planning : Concept of Material Requirement Planning, Objectives of Material Requirement Planning, Material Requirement Planning System, Benefits of Material Requirement Planning System, Benefits of Material Requirement Planning, Issues and Problems in Material Requirement Planning.

Unit 7 : Industrial Waste Management : Introduction, Classification of Waste, Causes of Waste, Waste Reduction, Waste Collection, Recycling Waste, Waste Disposal, Industrial Surplus and its Disposal.

Unit 8 : Industrial Pollution and Control : Concept of Pollution - Sources of Pollution - Forms of Pollution, Causes of Pollution - Consequences of Pollution, Pollution Control - Measures and Authorities.

M.B.A. (Executive) Distance Mode SEM-III
ELECTIVE-G : MANAGEMENT OF HIGHER EDUCATION
PAPER-I : HIGHER EDUCATION : A RETROSPECT AND PERSPECTIVE

Objectives :

1.1 : Concept (definition), Objectives and Philosophy of Higher Education (HE)

1.2 : Development of Higher Education in India.

- a) Ancient Period.
- b) Medieval Period.
- c) British Period.
- d) Post Independence Period.
- e) Maharashtra's contribution to the Development of HE (19th and 20th centuries)

1.3 : Frame work of Higher Education.

a) Government of India : The constitutional provisions.

b) The Apex Bodies : Purpose and functions of -

- i) University Grants Commission.
- ii) All India Council of Technical Education.
- iii) Medical Council of India - Ayurvedic.
- iv) Pharmacy Council of India.
- v) Bar Council of India.
- vi) Council of Architecture.
- vii) Nursing Council of India.
- viii) National Council for Teacher Education.
- ix) Distance Education Council.
- x) Central Council for Homeopathy.
- xi) Rehabilitation Council of India.
- xii) Dentistry Council of India.

c) HE : Institutions and Universities : Institution of National Importance, IIM, IIT, Central Universities, State Universities, Private Universities, Open Universities, Deemed Universities.

d) Colleges :

- i) Affiliated
- ii) Constituted or Conducted
- iii) Autonomous.

e) Research Institutes :

DRDO, DST, NBT, ICMR, ICAR, ICSSR, CSIR, DBT, DNCE.

(Refer gnanam Committee Report 1994)

1.4 : Problems and Prospects of HE in India :

a) General Issues :

- i) Centre - State Relationship with reference to Higher Education.

- ii) State - University - Colleges and Private Management relationship with reference to Administration, Finance, Governance & State control.

b) Specific Issues :

- i) Governance and Quality Enhancement.
- ii) Admission.
- iii) Fees.
- iv) Examinations.
- v) Positive Discrimination (Inclusive policy)

1.5 : Global Perspective of HE :

a) UNESCO, World Bank, GATS and Higher Education.

b) System of HE in Developed (OECD), Developing and Underdeveloped countries with reference to :

- i) Faculty Induction
- ii) Student Services
- iii) Curriculum Design
- iv) Nature of Governance (management)
- v) Research Collaboration.

c) Changes in the societal attitude towards globalization of HE public good/private good

1.6 : Knowledge Society :

- a) The concept
- b) Knowledge as a Commodity in the Global Market.
- c) Knowledge Management Strategies and Implementation.
- d) Significance of Research in Knowledge Society (independent and Collaborative)

1.7 : HE and Sustainable Development.

a) Concept

b) Principles of Sustainable Development.

c) Role of HE Institutions in Promoting Sustainable Development :

- i) Increasing reference of Teaching and Research for Sustainable Development
- ii) Strengthening relations with Local Community and Industry for Sustainable Development.
- iii) Developing Student's Competencies for Multi-disciplinary and Multi-cultural societal Demands.

1.8 : New Horizons.

- a) Need for Reformation of the Apex Bodies of HE.
- b) UGC'S initiative for Common Syllabi / Curriculum
- c) Edu-SAT and Virtual Class-room.
- d) HE and Women Empowerment.

M.B.A. (Executive) Distance Mode SEM-III
ELECTIVE-G : MANAGEMENT OF HIGHER EDUCATION
PAPER-II : GLOBALIZATION AND ECONOMICS OF HIGHER EDUCATION

Unit - 2.1 : Globalization and Economics of HE

- a) Concept
- b) Student mobility and Credit Transfer.
- c) Marketing of HE
- d) Privatization of HE
- e) Development of International Standards of the Quality of HE.
- f) Stake-holders Challenges to the Accountability in HE.

2.2 : Economics of HE in India.

- a) Concept of Economics of HE.
- b) Patenting and Intellectual Property Rights.
- c) Educational Loans and Scholarships

2.3 : Financing HE.

- a) Budgetary Provisions
- b) Grant in aid
- c) Other considerations - Self financing Institutions/Courses.

2.4 : Unit cost of HE.

- a) Concept & Definition
- b) Need and Importance
- c) Calculation of Unit Cost.

2.5 : Social Justice Policy of the State with ref. to HE -

- a) Access and Equity.
- b) Scholarships and Cost Recovery.
- c) Social Justice Policy.

2.6 : Cost Recovery in HE.

Cost Recovery From :

- a) Student b) Industry
- c) State
- d) Private Management.

2.7 : Autonomy in HE.

- a) Concept and Need.
- b) Autonomy and Accountability.
- c) Economics of Autonomous Institutions.

2.8 : Collaboration with foreign.

Institutions of HE :

- a) The Financial Implications of Collaboration with Foreign Universities or Institutions of HE
- b) Providing HE to the Foreign Students -
 - i) in their countries ii) in our Institutions of HE
- c) Indian Students Abroad.
- d) The Economics of Foreign Students.

M.B.A. (Executive) Distance Mode SEM-III

ELECTIVE-G : MANAGEMENT OF HIGHER EDUCATION

PAPER-III : AN INTRODUCTION TO THE LEGAL ASPECTS OF HIGHER EDUCATION IN INDIA

Unit 3.1 :

- a) Constitutional and state Legal Provisions in respect of Higher Education
- b) A brief Introduction to Enactments with ref. to :WTO,GATS, UNESCO, WORLD BANK.

3.2 : Brief Introduction to the legal Provisions for the Apex Bodies.

- i) University Grants Commission.
- ii) All India Council of Technical Education.
- iii) Medical Council of India - Ayurvedic.
- iv) Pharmacy Council of India.
- v) Bar Council of India.
- vi) Council of Architecture.
- vii) Nursing Council of India.
- viii) National Council for Teacher Education.
- ix) Distance Education Council.
- x) Central Council for Homeopathy.
- xi) Rehabilitation Council of India.
- xii) Dentistry Council of India.

3.3 :a) Maharashtra Universities Act 1994

- b) Statutes, Ordinances, Rules and Regulations.**
- c) Standard Code.**

3.4 : International Laws regarding HE.

3.5 : Legal Provisions regarding Private Management of HE :

- a) Bombay Public Trust Act.
- b) Societies Registration Act.
(Regulations)

3.6 : laws regarding Financial Aspects of HE :

- a) Income Tax
- b) Professional and Service Tax.
- c) Audit and Accounts.
(Regulations)

3.7 : Laws regarding :

- a) Anti ragging
- b) Prevention of Sexual Harassment of Women.
- c) Mal Practice.
- d) Right to Information Act.
- f) Students Elections Rules and Regulations.

3.8 : Apex Court Judgments :

- | | | |
|----------------------------|----|---------------------|
| a) Mohini Jain | Vs | State of Karnataka. |
| b) Unnikrishnan | Vs | State of Karnataka. |
| c) TMA Pai | Vs | State of Karnataka. |
| d) Islamic Academy | Vs | State of Karnataka. |
| e) P.A. Inamdar | Vs | State of Karnataka. |
| f) Bharatidasan University | Vs | State of Karnataka. |

M. B. A. & M.B.A. (Executive) Distance Mode

Semester - IV

PAPER-25 : ENTREPRENEURSHIP AND PROJECT MANAGEMENT

Unit 1 : The Entrepreneurial Development Perspective (a) Concept of Entrepreneurship (b) Evolution of the concept of Entrepreneur (c) Entrepreneur v/s Intrapreneur, Entrepreneur v/s Entrepreneurship Entrepreneur v/s Manager (d) Attributes and Characteristics of successful Entrepreneur (e) Role of Entrepreneur in Indian economy and developing economies with reference to Self-employment Development f) Entrepreneurial Culture

Unit 2 : Creating Entrepreneurial Venture (a) Business Planning Process (b) Environmental Analysis – Search and Scanning (c) Identifying Problems Opportunities d) Defining Business Idea- Product, Location & ownership (e) Stages in starting the new venture.

Unit 3 : Women Entrepreneur – Definition, Women entrepreneurship environment, Challenges in the path of women entrepreneurship, Empowerment of women by entrepreneurship, institutions supporting women entrepreneurship in India

Unit 4 : Project Management (a) Meaning, Objectives and How to choose a project (b) Technical, Financial, Marketing, Personnel Feasibility (c) Estimating and Financing Funds requirement, Schemes offered by various commercial banks and financial institutions. Significance and determinants of Working Capital (d) Venture Capital Funding

Unit 5 : Role of Central Govt. and State Govt. in Promoting Entrepreneurship, Introduction to various incentives, subsidies and grants, Promotion of Export oriented units, Fiscal and Tax concessions .

Unit 6 : (a) Role of DIC in the Entrepreneurship Development – District Industries Centre (DIC) and its functioning, District Industries Centre (DIC) - Objectives, functions (b) Entrepreneurship Training and Development – Objectives, Contents, Methods, Execution, Entrepreneurship Development Programmes..

Unit 7 : Problems of Entrepreneur- Marketing, Finance, Human Resource, Production, Research and External Problems

Unit 8 : Successful Entrepreneurs- Dhirubhai Ambani, Aditya Birla - Background, beginning and growth as a entrepreneur, Lessons for future entrepreneurs.

Books Recommended –

1. Dynamics of Entrepreneurship Development –Vasant Desai
2. Entrepreneurship – Hisrich Peters
3. The culture of Entrepreneurship – Brigitte Berger
4. Project Management – K/Nagarajan
5. Entrepreneurship Development & Small Business Enterprises – Poornima Charantimath
6. Entrepreneurship Development – Dr.P.C.Shejwalkar
7. Thought Leaders - Shrinivas Pandit
8. Entrepreneurship – Steven Brandt
9. Business Gurus Speak – S.N.Chary
10. The Entrepreneurial Connection – Gurmit Narula

M. B. A. & M.B.A. (Executive) Distance Mode

Semester - IV

PAPER-26 : MANAGEMENT CONTROL SYSTEM

Unit 1 : Management Control System – a) Basic Concept b) Boundaries of Management Control c) Management Control Environment- Behaviour in organization- Goals; Goal Congruence, Informal factors and formal factors influencing Control Systems d) Functions of Controller e) Management Control Process and Strategic Planning.

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.

Unit 3. Standard Costing and variance analysis – Meaning of Standards, Establishing Cost Standard, Components of Standard Cost, Variance Analysis- Cost Variances- Material, Labour and Overhead Variances, Revenue Variances- Sales variances and Profit variances.

Unit 4 : Non-financial Measurement of Performance : a) Behavioural 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.

Unit 5 : Management Control in Decentralized Organization : a) Divisional Performance Evaluation- Advantages and Disadvantages of divisionalisation, Prerequisite for successful divisionalization. b) Transfer Pricing in divisionalised companies– Objectives of Transfer pricing, Methods of Transfer Pricing, Transfer pricing conflicts.

Unit 6 : Cost Volume Profit Relationship, a) Advanced Decisions under CVP Analysis b) Decisions on the basis of activity based costing.

Unit 7 : 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.

Unit 8 : Introduction to Audit : Function as a control tool covering Financial Audit, Internal Audit, Cost Audit and Management Audit- Principles and objectives.

(Level of Knowledge-working)

- a) Problem on Variance analysis..
- b) Problem on Cost-Volume-Analysis
- d) Problem on Activity Based Costing

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 C.J. and Maciariello J.A.-PHI- Latest ed.
5. Management Control System – Anathony Dearden
6. Cost Accounting – Horngreen, Foster and S.M.Datar – PHI – Latest Edition
7. Advanced Cost and Management Accounting, Textbook – V.K.Saxena & C.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

M. B. A. & M.B.A. (Executive) Distance Mode

Semester - IV

PAPER-27: INTERNATIONAL BUSINESS

Unit 1 : International Business and its environment

- a) Significance, nature and scope of international business.
- b) Levels of Environment – Internal environment and external environment.
- c) Environment in International Business – domestic environment, foreign environment, global environment.

Unit 2 : International Economic cooperation and Agreement

- a) Regional Economic Integration (Trade Blocs)- Rational Types of economic integration free trade area, Customs union, common market, economic union.
- b) European union, Indo-EU Trade, The Euro, Implications of Euro for India.
- c) North American Free Trade Agreement (NAFTA)
- d) Association of South East Asian Nations (ASEAN)
- e) South Asian Cooperation – rational, functional areas of cooperation.
- f) South Asian Association for Regional Cooperation (SAARC) Objectives; SAARC Preferential Trading Agreement (SAPTA) Basic principles of SAPTA
- g) Indo-Lanka Free Trade Agreement.
- h) International Commodity Agreement – Quota Agreements, Buffer stock Agreement, Bilateral/ Multilateral contracts, Generalized System of Preferences (GSP) and Global System of Trade Preferences (GSTP)

Unit 3 : International Economic Institutions

- a) International Monetary Fund – Organization and Management of IMF; Resources of IMF – Subscription by members and borrowing; Financing facilities & policies – Regular lending facilities, special lending facilities; Technical Assistance ; Special Drawing Rights (SDRs)
- b) World Bank – policies of World Bank; lending programmes.
- c) Asian Development Bank – objectives, functions
- d) World Trade Organization – Functions; Principles; Salient feature.

Unit 4 : International Trade & Investment Theories Trade Theories - Mercantilism; Absolute cost Theory; Comparative cost Theory; opportunity cost Theory; Factor Endowment Theory

Investment Theories – Theory of Capital Movements, Market Imperfections Theory; Interlocalisation Theory ; Appropriability Theory; Location specific Advantage Theory ; Eclectic Theory.

Unit 5 : International Trade and payments

- a) 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

Unit 6 International Investment

- a) Types of foreign Investment – Foreign Direct Investment (FDI). Foreign Portfolio Investment (FPI)
- b) Factors affecting international investment
- c) Growth and Dispersion of FDI

Unit 7 Multinational Corporations

- a) Characteristics, Importance and benefits of MNCs
- b) Code of conduct to guide and regulate the MNCs
- c) Transfer of Technology –Methods and Issues in transfer of technology.

Unit 8 : Global Competitiveness

- a) Factors of competitiveness
- b) Technology and global competitiveness
- c) Role of Innovation in competitive advantage
- d) Sources of Technological Dynamics
- e) Growth, significance and barriers of E-commerce.

Reference Books

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

**M. B. A. & M.B.A. (Executive) Distance Mode
Semester - IV**

PAPER-28 : 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. 1 : 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.

M.B.A. (Distance Mode) SEM-IV
ELECTIVE - A : MARKETING MANAGEMENT
PAPER-IV : 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.

Unit 2 : 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.

Unit 3 : 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.

Unit 4 : 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]

Unit 5 : 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.]

Unit 6 : Channel Decision Channel Objectives and constraints, Channel Structure, Channel strategy for new market entry

Unit 7 : 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.]

Unit 8 : Foreign Exchange and Financial Decisions History of International Financial System, Foreign Exchange, Business Implications of Exchange rate fluctuations, Managing Exchange rate exposure

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
- 5) Marketing Management – Philip Kotler

M.B.A. (Distance Mode) SEM-IV

ELECTIVE - A : MARKETING MANAGEMENT

PAPER-V : CASE STUDIES IN MARKETING MANAGEMENT

Unit 1 : Concept and types of Case, Steps in Case Analysis

Unit 2 : Relevance and importance of Case Studies in Marketing Management

Unit 3 : Steps for Case Solution, Analysis and Interpretation of Cases in Marketing

Unit 4 : Analysis and Interpretation of Short case-2 example

Unit 5 : Analysis and Interpretation of medium case-2 examples

Unit 6 : Analysis and Interpretation of long case - 1 example

Unit 7 : Short and medium cases for practice

Unit 8 : Long cases for practice

Book Recommended :

1. Journals in Marketing
2. Books and Volume in Marketing.

M.B.A. (Distance Mode) SEM-IV

ELECTIVE - B : FINANCIAL MANAGEMENT

PAPER-IV : INTERNATIONAL FINANCE

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

Unit 2 : World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, Introduction to NASDAQ.

Unit 3 : Foreign Exchange Market : Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate.

Unit 4 : 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,

Unit 5 : Risks in International Operations : Exchange rate risk, Interest rate risk and political risk. Techniques of covering risks- Internal and External.

Unit 6 : Exchange Control Regulations : Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India, Convertibility.

Unit 7 : Export Import Financing Mechanism, Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance.

Unit 8 : 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.

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.

M.B.A. (Distance Mode) SEM-IV

ELECTIVE - B : FINANCIAL MANAGEMENT

PAPER-V : CASE STUDIES IN FINANCE

Unit 1 : Concept and types of Case, Steps in Case Analysis.

Unit 2 : Relevance and importance of Case Studies in Financial Management.

Unit 3 : Steps for Case Solution, Analysis and Interpretation of Cases in Finance.

Unit 4 : Analysis and Interpretation of short case examples.

Unit 5 : Analysis and Interpretation of medium case-examples.

Unit 6 : Analysis and Interpretation of long case-example.

Unit 7 : Short and medium cases for practice.

Unit 8 : Long cases for practice.

Book Recommended :

1. Journals in Finance
2. Books and Volume in Finance

M.B.A. (Distance Mode) SEM-IV
ELECTIVE - C : HUMAN RESOURCE MANAGEMENT
PAPER-IV : HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL PERSPECTIVE

Unit 1 : International H. R. M. – Difference between Domestic HRM and IHRM, Managing International HR activities – HR planning, Recruitment & Selection, Training & Development, performance management. Remuneration, Repatriation & employee relations, Socio-Political Economic System – U. S. U. K. Japan and India – a comparative analysis.

Unit 2 : International Recruitment and Selection : Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection – Technical ability, Cross- cultural suitability, Family requirements, MNE Requirements.

Unit 3 : HR Information System – Meaning, Need, Advantages and uses. Designing of HRIS. Computerized, Managing HR in virtual organization.

Unit 4 : Managing HR in virtual Organization – Meaning. Type of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.

Unit 5 : Globalization &HRM – Impact on Employment, HR Development. Wage & benefits, Trade unions, Collective bargaining, Participative management & Quality circles.

Unit 6 :TQM & HR Management :- Principles of TQM, Method of Total Quality Management, HRM &TQM, HR strategy to TQM.

Unit 7 : Ethical Issues in H.R.M. Nature & Scope, Source of Business Ethics, HR ethical issues.

Unit 8 : International practices in Industrial Relations- Importance & framework of IR; International practices in IR ; MNCs and Industrial Relations Trends : Impact of globalization on IR.

Reference Books :

1. Personnel & Human Resource Management – Text & Cases By P. Subba Rao. (Himalaya Publishing house)
2. International Human Resource Management : - Peter Dowling, Denise E. Welch & Schuler (Excel Books. New Delhi.)
3. Human Resource Management Gary Dessler.
4. Human Resource Management by Robbins.
5. Human Resource Management – Biswajeet Pattanayak. (Prentice Hall of India Pvt. Ltd. New Delhi)

M.B.A. (Distance Mode) SEM-IV
ELECTIVE - C : HUMAN RESOURCE MANAGEMENT
PAPER-V : CASE STUDIES IN HRM

Unit 1 : Concept and types of Case, Steps in Case Analysis.

Unit 2 : Relevance and importance of Case Studies in Human Resource Management.

Unit 3 : Steps for Case Solution, Analysis and Interpretation of Cases in Human Resource Management.

Unit 4 : Analysis and Interpretation of short cases-2 examples.

Unit 5 : Analysis and Interpretation of medium cases-2 examples.

Unit 6 : Analysis and Interpretation of long case-1 example.

Unit 7 : Short and medium cases for practice.

Unit 8 : Long cases for practices.

Book Recommended :

1. Journals in Human Resource Management.
2. Books and Volume in Human Resource Management.

M.B.A. (Distance Mode) SEM-IV

ELECTIVE - D : PRODUCTION AND OPERATIONS MANAGEMENT

PAPER-IV : WORLD CLASS MANUFACTURING

Unit 1 : World Class Manufacturing Environment, Imperatives for success, System approach and change in mindset, Strategic decisions in Manufacturing Management, Choice of technology, Capacity and layouts, Automation in Materials handling system.

Unit 2 : State of international business, Managerial attitude towards globalisation of business, Entering the international area, Managerial challenges for the future.

Unit 3 : Software in use, Problems in implementation, Indian experience, optimised production technology.

Unit 4 : Principles advocated in Just-in-Time System, JIT Manufacturing System, JIT Pull System, Use of Kanban System, JIT Purchase, Source development, Supply chain Management.

Unit 5 : Total quality Management Philosophy, TQM Principles, TQM Tools, Quality through design, Quality Management System and ISO 9000, QS 9000 etc.

Unit 6 : Total productive Maintenance, Concept of reliability, reliability improvement, Concept of maintainability and Maintainability improvement.

Unit 7 : Automation in Design and Manufacturing, Role of IT in World class Manufacturing, Concept of Flexible Manufacturing System, Group technology, Cellular Manufacturing Systems.

Unit 8 : Environment Pollution, Factors causing Pollution, Effect on human health, Control of environment Pollution.

Books Recommended :

1. Management to-day - Burton and Thakur.
2. Operation Management - Hughes, Chris.
3. Programmed Learning at for Production and Operations Management - Buffa, Elwoods

M.B.A. (Distance Mode) SEM-IV

ELECTIVE - D : PRODUCTION AND OPERATIONS MANAGEMENT

PAPER-V : CASE STUDIES IN PRODUCTION MANAGEMENT

Unit 1 : Concept and types of Case, Steps in Case Analysis.

Unit 2 : Relevance and importance of Case Studies in Production Management.

Unit 3 : Steps for Case Solution, Analysis and Interpretation of Cases in Production Management.

Unit 4 : Analysis & interpretation of short cases-example.

Unit 5 : Analysis & interpretation of medium cases-example.

Unit 6 : Analysis & interpretation of long cases-example.

Unit 7 : Short & medium cases for practice.

Unit 8 : Long cases for practice.

References :

1. Journals in Production and Operation Management.
2. Books and Volumes in Production and Operation Management.

M.B.A. (Executive) Distance Mode SEM-IV
ELECTIVE - C : HUMAN RESOURCE MANAGEMENT

PAPER-IV : HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL PERSPECTIVE

Unit 1 : International H. R. M. – Difference between Domestic HRM and IHRM, Managing International HR activities – HR planning, Recruitment & Selection, Training & Development, performance management. Remuneration, Repatriation & employee relations, Socio-Political Economic System – U. S. U. K. Japan and India – a comparative analysis.

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Unit 5 : Globalization & HRM – Impact on Employment, HR Development. Wage & benefits, Trade unions, Collective bargaining, Participative management & Quality circles.

Unit 6 : TQM & HR Management :- Principles of TQM, Method of Total Quality Management, HRM & TQM, HR strategy to TQM.

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1. Personnel & Human Resource Management – Text & Cases By P. Subba Rao. (Himalaya Publishing house)
2. International Human Resource Management : - Peter Dowling, Denise E. Welch & Schuler (Excel Books. New Delhi.)
3. Human Resource Management Gary Dessler.
4. Human Resource Management by Robbins.
5. Human Resource Management – Biswajeet Pattanayak. (Prentice Hall of India Pvt. Ltd. New Delhi)

M.B.A. (Executive) Distance Mode SEM-IV
ELECTIVE - C : HUMAN RESOURCE MANAGEMENT

PAPER-V : CASE STUDIES IN HRM

Unit 1 : Concept and types of Case, Steps in Case Analysis.

Unit 2 : Relevance and importance of Case Studies in Human Resource Management.

Unit 3 : Steps for Case Solution, Analysis and Interpretation of Cases in Human Resource Management.

Unit 4 : Analysis and Interpretation of short cases-2 examples.

Unit 5 : Analysis and Interpretation of medium cases-2 examples.

Unit 6 : Analysis and Interpretation of long case-1 example.

Unit 7 : Short and medium cases for practice.

Unit 8 : Long cases for practices.

Book Recommended :

1. Journals in Human Resource Management.
2. Books and Volume in Human Resource Management.

M.B.A. (Executive) Distance Mode SEM-IV
ELECTIVE - E : INSURANCE AND RISK MANAGEMENT
PAPER-IV : RISK MANAGEMENT

Unit 1 : Risk : Meaning, Types, Burden of Risk on Society, Methods of Handling Risk.

Unit 2 : Insurance and Risk : Insurance v/s Gambling, Insurance v/s Hedging, Characteristics of Insurance, Benefits and Costs of Insurance to Society.

Unit 3 : Risk Management : Meaning and Objectives, Steps in Risk Management Process, Identifying and Evaluating Potential Losses, Techniques for Treating Loss Exposures Risk Management Programme.

Unit 4 : Advanced Risk Management : The changing Scope of Risk Management, Insurance Market Dynamics, Loss Forecasting, Financial Analysis in Risk Management Design Making, Use of Technology in Risk Management.

Unit 5 : Changing Scope of Risk Management : Insurance Market Dynamics, Loss Forecasting, Financial Analysis in Risk Management.

Unit 6 : Risk Exposures : Identifying Market Risk, Operational Risk, Financial Risk, International Risk, Mergers and Acquisitions Risk, Enterprise Risk Management (ERM) in Insurance.

Unit 7 : Globalization and Insurance : Global Insurance Market, Impact of Globalization on Indian Insurance Market; Opportunities and Threats in Global Market, Risk Associated with International Market.

Unit 8 : Risk Management Program : Implementation and Administration of Risk Management Programme, Use of Technology in Risk Management.

Reference Books

1. Dr. P. K. Gupta 'Insurance and Risk Management', Himalaya Pub. House, Mumbai Ed. 2004.
2. George E Rejda 'Principles of Risk Management and Insurance.

M.B.A. (Executive) Distance Mode SEM-IV
ELECTIVE - E : INSURANCE AND RISK MANAGEMENT
PAPER-V : CASE STUDIES IN INSURANCE & RISK MANAGEMENT

Unit 1 : Concept and types of Case, Steps in Case Analysis.

Unit 2 : Relevance and importance of Case Studies in Insurance & Risk Management.

Unit 3 : Steps for Case Solution, Analysis and Interpretation of Cases in Insurance & Risk Management.

Unit 4 : Analysis and interpretation of short cases-examples.

Unit 5 : Analysis and interpretation of medium cases-examples.

Unit 6 : Analysis and interpretation of long cases-examples

Unit 7 : Short and Medium cases for practice.

Unit 8 : Long cases for practice.

Books Recommended :

1. Journals in Insurance & Risk Management.
2. Books and Volumes in Insurance & Risk Management.

References :

1. P. K. Gupta, 'Fundamentals of Insurance', Himalaya Publishing House, Mumbai, First Edition, 2004.
2. Dr. P. K. Gupta, 'Insurance and Risk Management', Himalaya Publishing House, Mumbai, First Edition, 2004.
3. Insurance Institute of India, 'Law and Economics of Insurance', 1998.
4. Shridhar Laxman Karve, 'Principals of Life Insurance', Himalaya Publishing House, Mumbai, First Edition, 2003.
5. G. S. Panda, 'Principles and Practice of Insurance', Kalyani Publication House, 1995.
6. Dr. P. Periasamy, 'Principles and Practice of Insurance', Himalaya Publishing House, Mumbai, Second Edition, 2007.
7. Principles of Risk Management and Insurance by George E. Rejda
8. Fundamentals of Insurance by P. K. Gupta.

**M.B.A. (Executive) Distance Mode SEM-IV
ELECTIVE - F : INDUSTRIAL MANAGEMENT
PAPER-IV : INDUSTRIAL MARKETING**

Unit 1 : Nature of Industrial Marketing : Introduction - Concept - of Industrial Marketing - Industrial Vs Consumer Marketing - Characteristics of Industrial Markets - Industrial Demand - derived demand, joint demand and Cross elasticity demand.

Unit 2 : Industrial Marketing Environment : Types of Industrial Customers - Classification of Industrial Products - Marketing Implications for different customers and Products - Analysis of environment in Industrial Marketing - Internal, External - Strategies of managing Industrial Environment.

Unit 3 : Industrial buying and buying Behavior : Buying objectives - buying Process - Buying Situations and Framework - Buying decision centre - Models of Industrial buying models - Contemporary practices in Industrial buying.

Unit 4 : Industrial Market - Segmentation, Target and Positioning : Market Segmentation - basis, Macro and Micro variated - Evolution of Segments - Target Marketing - Product Positioning.

Unit 5 : Industrial Product Strategies : Definition of Industrial Product - Industrial Product life cycle and Strategies - New product Development - Marketing of Industrial Services.

Unit 6 : Industrial Product distribution and Logistics : Nature of Industrial Channels - Selection of right channel of distribution - Physical distribution and marketing logistics.

Unit 7 : Pricing Strategies : Price - A Critical element - factors influencing pricing - pricing policies and methods - Terms and conditions - Role of Leasing.

Unit 8 : Sales Promotion and Communication Development professional Sales people - Developing professional sales people - recruitment, Training and compensating Sales force - Role of advertising - Direct marketing - Sales promotion.

M.B.A. (Executive) Distance Mode SEM-IV
ELECTIVE - F : INDUSTRIAL MANAGEMENT

PAPER-V : CASE STUDIES IN INDUSTRIAL MANAGEMENT

Unit 1 : Concept and types of Case, Steps in Case Analysis.

Unit 2 : Relevance and importance of Case Studies in Financial Management Industry.

Unit 3 : Steps for Case Solution, Analysis and Interpretation of Cases in Industry.

Unit 4 : Analysis and interpretation of short cases-examples.

Unit 5 : Analysis and interpretation of medium cases-examples.

Unit 6 : Analysis and interpretation of long cases-examples.

Unit 7 : Short and Medium cases for practice.

Unit 8 : Long cases for practice.

Books Recommended :

1. Journals in Industrial Management.
2. Books and Volumes in Industrial Management.

References

1. Harvey Maylor, 'Project Management', Financial Times - Pitman Publishing, Second Edition, 2000.
2. Narendra Singh, 'Project Management Control', Himalaya Publishing House, Mumbai, 2003.
3. S. A. Chunawala, 'Product Management', Himalaya Publishing House, Mumbai, Fifth Edition, 2005.
4. K. Aswathappa, 'Production Management', Himalaya Publishing House, Mumbai, First Edition, 1996.
5. K. Aswathappa and K. Shridhara Bhat, 'Production and Operations Management', Himalaya Publishing House, First Edition, 1999.
6. S. A. Chunawala and D. R. Patel, 'Production and Operation Management', Himalaya Publishing House, Sixth Edition, 2006.
7. K. S. Chandrashekhar, 'Product Management - Text and Cases', Himalaya Publishing House, Mumbai, First Edition, 2002.
8. M. E. Tukaram Rao, 'Industrial Management', Himalaya Publishing House, Mumbai, Second Edition, 1999.
9. Sherlekar, Heredia, Paranjape & Bhende, 'Industrial Organisation and Management', Himalaya Publishing House, Mumbai, 1981.
10. Dr. S. Shajahan, 'New Product Strategy and Management', Himalay Publishing House, Mumbai, First Edition, 2001.

M.B.A. (Executive) Distance Mode SEM-IV
ELECTIVE - G : MANAGEMENT OF HIGHER EDUCATION
PAPER-IV : GOVERNANCE & QUALITY OF HIGHER EDUCATION

4.1 : Quality Management of HE.

- a) Meaning Concept and Issues.
- b) Different Approaches to Quality.
- c) Total Quality Management : Concept and Development.
- d) Quality Management : Philosophies of Quality Management of Edward Deming, Joseph, Juran, Cosby.

4.2 : Quality Assurance :

- a) Institutional and Programme Accreditation by NAAC and NBA.
- b) International Network of Quality Assurance Agencies of H.E.

4.3 : Participatory Management and Team Work.

- a) Participatory Management - Meaning & Concept.
- b) Participatory Management and Team Building.
- c) Empowerment of Teams.

4.4 : Strategic Planning for Quality Management.

- a) Strategic Planning - Concept and Need.
- b) Determining Vision, Mission, Goals and Objective of the institution - Road Mapping.
- c) Institutional Planning for Implementation.
 - i) Academic ii) Administrative iii) Financial iv) Use of ICT.
- d) Autonomy/Academic flexibility.

4.5 : Evaluation in Higher Education.

- a) Students Feedback of : i) Teacher ii) Programme iii) Institution.
- b) Self Evaluation / Appraisal - Teaching, Non teaching staff.
- c) SWOT Analysis - Individual, Institution.
- d) Students Participation in Teaching and Learning Process.
- e) Quality Enhancement - Staff Academic Colleges, Faculty Improvement Programme, Students Remedial Coaching.

4.6 : Value Education

- a) Concept and Objective.
- b) Professional Ethics and Code of Conduct.
- c) Concept of World Citizenship & Multi Cultural Education.

4.7 : Open Universities - Distance Education.

- a) Concept and Objectives.
- b) Principles Underlying and Functions.
- c) Forms and Characteristics of D.E.
- d) Changing Attitude towards Learning and Teaching.

4.8 : Governance of HE Institutions.

- a) Leadership Qualities in HE.
- b) Governance of Support Services - (library, gymkhana, students council and various committees)
- c) Participation of NGO, Alumni and Parents.

M.B.A. (Executive) Distance Mode SEM-IV ELECTIVE - G : MANAGEMENT OF HIGHER EDUCATION PAPER V - CASE STUDIES IN HIGHER EDUCATION

Unit-1 : Concept and Types of Cases (short & long, open ended & close ended, analytical, arm chair), Steps in Case Analysis.

Unit-2 : Relevance and Importance of Case Studies in Mgt. of Higher Education.

Unit-3 : Steps for case solution - Analysis and Interpretation of Cases in Higher Education.

Unit-4 : Analysis and Interpretation of short cases - 2 examples.

Unit-5 : Analysis and Interpretation of medium cases - 2 examples.

Unit-6 : Analysis and Interpretation of long case - 1 example.

Unit-7 : Short and medium cases for practice.

Unit-8 : Long cases for practice.

Books for Reference :

1. Journals in Higher Education
2. Books and Volumes in Mgt. of Higher Education

References -

- ③ Janardhan Rao N. (2005) Knowledge Management in Education; ICFAI University, Press, Hyderabad.
- ③ Awad Ehas M. & Ghaziri Hassan M. (2003) Knowledge Management, Pearson Education (Singapore) Pvt. Ltd. Delhi.
- ③ National Knowledge Commission - Report to the Nation 2006, Government of India.
- ③ National Knowledge Commission - Report to the Nation 2007, Government of India.
- ③ University News - Special Issue - National knowledge Commission Report 2007 Vol. 45, No. 48. Nov. 26 Dec. 2002-2007 Association of Indian Universities, New Delhi.
- ③ Journal of All India Association for Educational Research, Vol. 19 Nos. 3 & 4, Sep. & Dec. 2007, Creative Offset, Bhubaneswar.

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