

**ACADEMIC REGULATIONS
&
SYLLABUS FOR
MBA PROGRAMME**

**BIJU PATNAIK UNIVERSITY OF TECHNOLOGY
ORISSA, ROURKELA
2007-2008**

REGULATIONS FOR MBA PROGRAMME

1.0 Duration of Curriculum and Calendar.

1.1 MBA Programme is of two years duration. Each year shall be divided into three trimesters. First & **Fourth** trimester shall ordinarily begin in August and end in **November**. Second & **Fifth** trimester shall begin in **December** and end in **February**. Third & **Sixth** trimester shall begin in **March** and end in **May**. In addition, there will be a Summer Term that shall ordinarily begin in **June** and end in July. Sometimes due to delay in admission formalities, if the First trimester (for fresh students) is delayed by few days, the subsequent Second and Third Trimester may be correspondingly delayed. But in no case the Summer Term duration shall be less than 6 weeks.

1.2 Each year, the University shall draw an Academic Calendar and the same shall be non-negotiable and strictly adhered to. The Academic Calendar for the First year shall be handed over to each admitted student along with his/her University Registration Card. Second year Academic Calendars shall be made available during registration for fourth trimester.

1.3 The Curriculum and Syllabus shall be modified with approval of Academic Council positively once in every three years to keep the same up-to-date. However, minor modifications can be done as and when necessary with the approval of the Vice-Chancellor. The modification so done shall be placed in the immediate next Academic Council Meeting for ratification.

2.0 Eligibility for Admission

2.1 The eligibility for admission to MBA Programme of the University shall be same as the one decided by AICTE from time to time.

2.2 A Student shall have to first get admission to the University as bonafide student as per University regulations before commencement of instruction in First Trimester. All admitted students will be issued Registration card by the University / **JEE Council**.

2.3 At the beginning of each trimester (except first), a student has to register for the subjects that he/she wishes to study. Only such registered students will be allowed to attend classes and appear at examinations.

2.4 Admission shall ordinarily close prior to the commencement of the instruction in First Trimester.

2.5 No inter-college transfer shall be allowed. Under extraordinary circumstances (closure of a college / withdrawal of recognition / affiliation by AICTE / University) however the University may transfer students from one affiliated institution/college to another in the same programme at any time during the continuation of the programme. The college / institution to which such candidates are transferred shall have to admit them and allow them to complete the programme.

3.0 Subject-wise Registration and Eligibility to Appear at Examinations.

- 3.1 All Registered Students of the University have to register for each of the subject they are required to study and appear at examination before commencement of a trimester. Except in the first trimester, where a student is automatically registered for all subjects of the trimester, a student has to apply to the University in a specified format for subject-wise registration for the term with prescribed fees through his/her college principal. The same will be scrutinized and registration confirmation will be given by the university to each student.
- 3.2 Registration for Electives: In the second year, students are required to register for subjects in the elective areas as per the schedule drawn for the program. No subject in the elective area will be allowed for registration if there are less than six students opting for the particular elective subject in a college/institute. University will not allow an elective subject to be registered if there are less than thirty students opting for the subject under the university. After the seventh day of the registration of students for the said trimester, the University will intimate the affected colleges if a particular elective subject will not be offered by the university under the above conditions along with the list of subjects that can be opted for registration. The affected colleges then will have to ensure the rectifications within three days with fresh registration under intimation to the university.
- 3.3 A student who has been promoted with back log (XP) shall first register his present trimester subjects and thereafter register his back log papers of the previous year for the corresponding trimester.
- 3.4 A student shall be eligible to appear in an examination provided he/she pursues a regular course of study in respective department and attends at least 75% of classes in each theoretical, practical and sessional subject, held during academic calendar of the trimester. The attendance shall be considered from the date of admission of the candidate in the institution/college. The Schedule of classes will be notified through a time table before the beginning of classes in the Trimester.
- The flying squad appointed by the Vice Chancellor shall make surprise inspection of the attendance records maintained in the college.**
- 3.5 Concessions: A student who has been absent for short periods on medical ground or due to participation in cultural, sports, other academic/official assignments in the interest of the institution/ college/ University/ government with prior written permission of the head of the institution/ college shall be permitted a maximum of additional concession of 10% in attendance and would be eligible for appearing in examination with a minimum of 65% of attendance in a trimester. No students shall be allowed to appear at University Examination/ Supplementary Examination with shortage of attendance below 65% in any of the registered subject.
- 3.6 A student who has been absent on medical ground may be allowed to appear at examination provided he/she has attended at least 65 percent of classes and (i) a medical board and (ii) the Principal recommended for such relaxation.

- 3.7 A student shall be admitted to any examination in a subject only if he/she has registered for that subject, paid necessary registration and examination fee in the beginning of the trimester.
- 3.8 A candidate shall be allowed in an examination only after he/she is issued an Admit Card for the relevant examination by the college. The college shall obtain clearance on eligibility from the University.

4.0 Grading System:

4.1 A letter grading system shall be followed in the University. The uniform Grading System to be followed for all Academic Programmes (except Ph.D and D.Sc) shall be as described below:

- i A Seven Point grading system of base of 10 shall be followed in the University. Categorization of the grades and their correlation shall be as under.

Qualification	Grade	Score on 100 Percentage Points	Point
Outstanding	'O'	90 & above upto 100	10
Excellent	'E'	80 & above but less than 90	9
Very Good	'A'	70 & above but less than 80	8
Good	'B'	60 and above but less than 70	7
Fair	'C'	50 & above but less than 60	6
Pass	'D'	35 & above but less than 50	5
Failed	'F'	Below 35	2

N.B. Grade C shall be considered as average, Grade D shall be Pass Grade for theory and Grade C shall be pass grade for other items.

4.2 A students level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:

TGPA- Trimester grade point average.
CGPA- Cumulative grade point average.

4.3 Definition of terms:

- a) POINT - Integer quawng each letter grade.
- b) CREDIT - Integer signifying the relative emphasis of individual course item(s) in a trimester as indicated by the Course structure and syllabus.
- c) CREDIT POINT- (b) X (a) for each course item.
- d) CREDIT INDEX- Σ CREDIT POINT of course items in a trimester.
- e) GRADE POINT- Credit Index
AVERAGE Σ CREDITS

TRIMESTER GRADE POINT AVERAGE (TGPA)

$$TGPA = \frac{\text{CREDIT INDEX}}{\Sigma \text{ CREDITS}} \quad \text{for a trimester}$$

CUMULATIVE GRADE POINT AVERAGE (CGPA)

$$\text{CGPA} = \frac{\sum \text{CREDIT INDEX of all previous trimesters}}{\sum \text{CREDITS of all previous trimesters}} \text{ upto a trimester}$$

5.0 Rules for Examinations

5.1 The MBA programme shall consist of following items.

1. Theory (Mid & End term tests)
2. Practical/Laboratory (including Personality Growth Lab)*
3. Project (Summer training)

The schedule for these items along with their credit points for each trimester shall be as per rules approved by Academic Council from time to time.

* There shall be no end term examination for Personality Growth Lab.

5.2 At the end of each trimester, there shall be an examination (herein after called end-term examination) conducted by the University.

5.3 A candidate securing F grade in an examination has to re-register for the same and appear at supplementary examination conducted in same year or End-term examination of subsequent years in the corresponding trimesters.

5.4 There shall be a Supplementary examination every year for MBA students as per the academic calendar in selected centres. Students who have secured grade F in subjects registered by them in previous year may avail this opportunity to clear a failed subject(s). However, no student shall be allowed to appear at University end-term examination/supplementary examination with shortage of attendance below 65% in any of the registered subject.

5.5 Evaluation of Theory Papers

The performance of a candidate in a theory subject shall be evaluated based on following components

- | | | |
|----|------------------------------------|-------------------|
| a) | End term comprehensive examination | 70 points |
| b) | Mid term of two hours duration | 30 points |
| | | 100 points |

- The mid term question paper shall consist of objective type and short essay type questions. The subject teacher shall evaluate the same, show the evaluated answer paper to the students and discuss the test problems in the class. The college shall maintain all records at least for one year for inspection by the University. The College shall send the score to the University by stipulated date.
- The answer papers of mid term tests shall be subject to surprise checks by the Dean and his team.
- The respective colleges shall be responsible for sending the question papers within 7 days from the close of the Mid Term Tests to the Dean of MBA in soft (CD) and hard copy.

5.6 Evaluation of Summer Project (During 4th trimester)

A summer project will be evaluated based on following components

- Understanding of the project, its scope and dimensions 20 points
- Analysis and its relation to literature 10 points
- Interpretation of results and recommendations 30 points
- Quality of Report 20 points
- Viva Voce 20 points

100 points

Evaluation will be done by a Committee at the College level.

The Chairman of the Committee shall submit a copy of the score to the Principal and the Principal shall forward the score to the University within the prescribed date. He/She shall also maintain all records for inspection by the University for at least for one year.

5.7 Evaluation of a Seminar Presentation and Comprehensive Viva (During 6th trimester)

a) Evaluation will be done on following points.

- Understanding the relevance, scope and dimension of the project 10 points
- Relation to literature/application 10 points
- Methodology 10 points
- Quality of Analysis and Results 10 points
- Interpretations and Conclusions 10 points
- Comprehensive Viva Voce 50 points

100 points

- b) The topics of the seminar paper shall be selected by a Committee comprising members of faculty and assigned to individual students
- c) The evaluation of seminar paper presentation and viva shall be carried out by a committee comprising the internal supervisor and external expert drawn from industry (not below the rank Manager) or academy (not below the rank of Asst. Professor/Reader).
- d) Minimum score for a Pass in Project item is 50 percentage points.
- e) The Committee shall submit the score within the prescribed date to the Principal who shall forward it to the University.

5.8 Evaluation of Laboratory Works

A Laboratory paper shall have minimum of 5 to a maximum of 10 assignments/experiments. Each assignment shall have equal percentage points. The teacher concerned shall evaluate each assignment/experiment based on quality of result, report and general understanding. On completion of each assignment/experiment, the evaluation shall be done. The score of the student will be sent to the University. Minimum score for a Pass

in Laboratory work shall be 50 percentage points. The concerned teacher shall maintain such records for a period of one year for surprise checks by the Dean and his team.

Evaluation of Personality Growth Laboratory: Personality Growth Laboratory shall be conducted on a continuous basis over the three trimesters of the 1st year and two trimesters (4th & 5th) of the 2nd year. The evaluation of the student will be carried out at the end of 3rd trimester and 5th trimester out of 100 points for 3 credit hours respectively in each year. The evaluation shall be undertaken by an external examiner from the field along with the internal examiner.

The Personality Growth Laboratory shall take care of the following aspects:

- Impromptu task assignment
- Vocabulary and Rhythm of Speech
- Conversation
- Presentation
- Group Discussion
- Interviews
- Psychometric tests
- Team Building
- Body Language
- Event Management

5.9 Evaluation Responsibility

- a) The teacher imparting instruction is solely responsible for evaluation of Class Tests and Practical works. He/She is also responsible for maintaining all records to justify his/her evaluation scheme and score thereof.
- b) Neither the Principal nor the Management shall have right to change the score assigned by a teacher. However, if the Principal is convinced that the scores assigned by a teacher is biased, he/she shall appoint a committee where that teacher concerned will be a member for review. The decision of the committee shall be final and binding. The decision with revised score shall be sent to the University for necessary action.
- c) The college is responsible for sending all the marks/grades of the mid-term tests and practical/Lab assignments/summer project/Seminar and Comprehensive Viva/the non-credit subjects to the University within the time stipulated for the purpose.

5.10 Pass in a Subject item

A candidate shall pass (clear) a subject if

- a) In a Theory Paper he/she has secured minimum of 37 percentage points taking the end term and mid term tests together. However, he / she should have secured minimum of 25 percentage points in the End Term Test of that particular paper. In other words, even if a candidate secures Zero(0) in any paper in the Mid Term Test but secures minimum 37 percentage points in End Term test alone, he/she shall be declared pass in the paper.

- b) In a Practical / Laboratory/ Project Paper / Viva-Voce, he/she has to secure minimum of 50 Percentage Points.

6.0 Promotion and Qualification for Degree

- 6.1 In order to pass a programme/course a candidate must secure at least Pass Grade in each of the Theory, Practical, Project and Viva Voce items and maintain a minimum level of overall performance as specified in the rules formulated by the Academic Council.
- 6.2 The promotional status shall be indicated on the credit card as per details below:
- a. **Passed and Promoted (denoted by P)** and indicating that
- The candidate has cleared every registered course items of the academic year.
 - He/She has no backlogs from the lower levels
 - He/She has secured CGPA of 6.0 or more
- b. Eligible for promotion with backlogs (denoted by XP) indicating that:
- The candidate is eligible for promotion with backlog (XP) provided:
 - For promotion to Second year: A candidate shall be eligible to be promoted to second year provided he/she has F Grade in not more than 6 papers with CGPA of 5.5 in all cleared subjects. The candidate shall register for the subjects with F grade in corresponding Trimester along with the next year batch to clear these subjects.
- c. Ineligible for promotion (denoted by X), indicating that
The candidate is NOT eligible for promotion to the next higher level due to non-fulfillment of stipulations governing eligibility for promotion to next level/year.
- 6.3 A candidate shall be eligible for promotion to the next higher level/year if he/she satisfies the conditions laid down under the rules formulated by the Academic Council.
- 6.4 The over all performance of a successful candidate for the award of a degree shall be based on the combined results of all the examinations of the concerned programme.
- 6.5 A student's level of competence shall be categorized in accordance with the cumulative Grade Point Average.
- 6.6 Degree requirements: A candidate shall be eligible to be admitted to the Master of Business Administration (MBA) degree of the University provided he/she.
- Has cleared the minimum prescribed credit requirements with minimum of Pass grade in each Theory subject and C Grade for other subject items.
 - Has secured minimum CGPA of 5.5 or above.
 - Has no disciplinary or court cases relating to college/University matters pending against him/her.
 - Has not been convicted for any cognizable offence.

- 6.7 Credit Requirement for the Degree: Credit Requirements for the Degree shall be Minimum of 121. The following Subject items shall constitute the total credit requirements.

Subject Items	Credits Minimum
• Environment (economic, business, social and cultural) related subjects.	22
• Qualitative and Quantitative Techniques Oriented Subjects	21
• Core Professional Subjects	30
• Professional Elective Subjects	30
• Summer Project	6
• Seminar presentation	6
• Personality Growth Lab	6
Total	121

In addition each student has to secure minimum of D grade in any one of the following subjects: NSS/Yoga/Athletics/Games/Cultural/Literary Debate/Quiz / First Aid / Fire Fighting for which she/he has to register at the time of joining the course at the college.

7.0 Award of Degree

- The degree certificate and the composite grade card shall be awarded to the successful candidates by the University. The degree shall be a general MBA degree. It will not mention any specialization. The transcript showing the subjects cleared will show the focus of the candidate.
- The composite grade card shall specify the TGPA of all the trimesters and the CGPA. It shall also contain interpretations of the grades obtained and the CGPA.

7.1 Maximum Time Limit: A student enrolled in the MBA program shall have to pass in all the subjects within a maximum period of 4 years from the date of entry into the program.

8.0 Time Table of Instructions.

Each constituent/affiliated college has to prepare Time table for the subjects (Theory and Practical) being offered in a trimester at least 15 calendar days before the course wise registration of students to that trimester. The time table must also mention the teacher who is handling a subject. If the subject is handled in more than one section, the names of the teachers handling all the sections should be given. Each constituent/affiliated college shall have to submit Time Table at least 10 calendar days before registration.

9.0 Registration of Teachers.

- a) Each regular faculty engaged in teaching of a theory paper, supervision of Practical and Project work shall be registered teacher of the University.
- b) A teacher of a constituent /affiliated college of the University has to get himself/herself registered in the University before he/she handles the formal instruction. The college

shall forward the registration form in prescribed format with necessary fees to the University.

- c) Only a registered teacher of the University shall be permitted to get involved in teaching, invigilation, examination and evaluation processes.
- d) The University reserves the rights to cancel the registration of a teacher, if the performance of a teacher is found to be unsatisfactory and his/her conduct is unbecoming of a teacher with out assigning any reason for the action.

Sd/-
Vice Chancellor &
Chairman Academic Council

COURSE STRUCTURE & DETAIL SYLLABUS

Trimester-I

Code	Subject	Credit
MPC-1001	Organization Structure & System	3
MPC-1002	Quantitative Methods for Managers	3
MPC-1003	Organizational Behaviour	3
MPC-1004	Managerial Economics	3
MPC-1005	Financial Accounting	3
HSS-1001	Communicative English	2
HSS-1901	Communicative Practice Laboratory	1
Total		18

Trimester-2

Code	Subject	Credit
MPC-1006	Marketing Management-I	3
MPC-1007	Human Resource Management-I	3
MPC-1008	Operation Management-I	3
MPC-1009	Financial Management-I	3
PCS-1001	Managerial Computing	3
PCS-2901	Managerial Computing Lab	2
HSS-1002	Business Communication	2
HSS-1902	Business Communication Lab	1
Total		20

Trimester-3

Code	Subject	Credit
MPC-1010	Business Research	3
MPC-1011	Human Resource Management-II	3
MPC-1012	Marketing Management-II	3
MPC-1013	Operation Management-II	3
MPC-1014	Financial Management-II	3
PCS-1002	Management Information System	3
PCS-2902	Management Information System Lab	2
HSS-1903	Personality Growth Laboratory	3*
Total		23
1st Year Grand Credit Total (18 + 20 + 23)		61

MPC-1001: ORGANISATION STRUCTURE & SYSTEM

Objective: *The objective of this paper is to make the students familiar with the general management concepts.*

Module – I Evolution of Management Thoughts (6 Hrs)

Contributions from Classical, Behavioral, Quantitative, Contingency, Systems and Modern theories; Managerial roles & skills, Management as a Science, Art or Profession.

Module – II Forms of Organisation (6 Hrs)

Nature of Organisation – Proprietorship, Partnership, Co-operatives and Statutory Corporations, Companies – Concepts of holding and subsidiary companies, Comparison and Choice of structures, Features of International Organisations and Multi-national Companies.

Module – III Organisational Structure (9 Hrs)

Formal & Informal Organisation - Line and staff organization, Delegation, Decentralization, Structural configurations of Functional, Divisional, Matrix, Network, Virtual and Learning Organisations; Federal decentralization, Principles underlying designing of a structure.

Module – IV Organisational Process (9 Hrs)

Management Process – Fundamentals of Planning, Organising, Co-ordination, Control; Technology – Environment – Process relationship; Woodward and Thompson model; Organisational Culture; Organisational Politics, Issues in power and authority.

Text Books:

1. Samuel C. Certo - Modern Management, Tenth Edition , Pearson Education/ , New Delhi/PHI Pearson, New Delhi.
2. Ricky W. Griffin – Management, Biztantra, New Delhi

Reference Books:

1. Hellriegel, Jackson & Slochm - Management – A competency based approach, Thomson Asia Pte Ltd, Bangalore
2. Brown – An Experimental Approach to Organisation Development, Seventh Edition , Pearson Education, New Delhi.
3. VSP Rao – Management Text & Cases, Excel Books, New Delhi
4. Robbins- Fundamentals of Management, 5th Edition, Pearson Education, New Delhi.
5. Mary Jo Hatch – Organisation Theory – Oxford
6. Jones – Organisational Theory, Design and change- Pearson Education
7. Koontz and Wehrich – Essentials of Management, Tata-McGraw Hill Publishing Company, New Delhi.
8. Basu.C.R.- Business Organization & Management, Tata McGraw Hill.
9. Hall, Richardt – Organizations: Structure, Processes and Outcomes, 8th Edn, PHI.
10. Giuseppe Bonazzi- How to study an Organization, S. Chand.

MPC-1002: QUANTITATIVE METHODS FOR MANAGEMENT

Objective: *The objective of this paper is to make the students familiar with some basic statistical and linear programming techniques. The main focus however is in their applications in business decision making.*

Module – I Basic Statistical Methods (6 hours)

Measures of Central tendency and Dispersion.

Module – II Decision Theory & Decision Tree (10 hours)

Probability – Definition and Rules of Probability, Baye’s Theorem; Probability Distribution – Discrete distribution – (Binomial, Poisson & Multinomial), Continuous distribution – (Normal & Exponential)

Module - III Statistical Tools & Techniques (6 hours)

Co-Relation & Regression; Single Linear Regression

Module –IV Forecasting Methods (8 hours)

Subjective Delphic, Nominal grouping and Jury of Opinion; Quantitative – Input-Output Model, Time Series Method, Moving Average, Exponential Smoothing, Linear Trend Line, Method of Least Square, Measuring error – MAD, MAPD, CE, MSE, MSPE.

Text Books:

1. Sharma J.K., Business Statistic, Pearson, New Delhi.
2. Gupta, S.C. Statistical Method, Himalaya Publication

Reference Books:

3. Levin, R.I. Statistics for Management, Pearson
4. R.S.Bharadwaj, Business Statistics, Excel Books.
5. P.N. Arora, Comprehensive Statistical Methods, S. Chand

MPC-1003: ORGANIZATION BEHAVIOUR

Objective: *To familiarize the students with basic concepts of behavioural process in managing manpower to bring about organizational effectiveness.*

Module-I Understanding and Managing Individual Behaviour: (7 hours)

Organization Behaviour: Concept, Nature and scope, S-O-B-C Model, Personality: Determinants and Theories, Matching Personality with Job, Perception: Meaning and Process, Learning Process, Attitude: Formation, Components, Characteristics & Measurement.

Module-II Person to Person Relationship and Small Group Behaviour: (9 hours)

Formation of groups, Theory and stages of group development, Types of groups, Group norms, Cohesiveness, Models of small group behaviour Group effectiveness, Team Building, Conflict and conflict resolution, Leadership Pattern – Leader, Followers and Situation and leadership effectiveness, Leadership Styles, Theories – Trait theory, Managerial Grid theory and contingency theory.

Module-III Motivation: (7 hours)

Motivation – Concept, Nature and Process, Theories of Motivation, Need priority Model, Theory X and Theory Y, Two Factor Theory, E.R.G. Model, Theory Z, Contingency Model.

Module-IV Organizational Climate and Culture: (7 hours)

Management of Stress: Potential sources, Consequences and coping strategies; Organizational culture, Concept, Types of culture organizational climate Vs organization culture, Factor contributing towards creating and sustaining culture ; Organisational Change- concept, process, Resistance to change and overcoming Resistance.

Text Books:

1. Robins & Sanghii – Organisational Behaviour, Pearson Education, New Delhi.
2. Aswathapa.K, Organisational Behavior, Himalaya. Publishing house.

Books for reference:

1. Rao & Narayan – Organisational Theory & Behaviour - Konark
2. P.G. Aquinas, Organisation Behaviour, Excel Books.
3. Kinicki & Kreither – Organisational Behaviour, TMH.
4. Hellriegel – Organisational Behaviour – Thomson Learning
5. Jex – Organizational Psychology : A scientist – Practitioner Approach John Wiley .
6. Lawrence – Applied Management Science - John Wiley
7. Luthans - Organisational Behaviour - TMH
8. Udai Pareek – Understanding Organisational Behaviour, Oxford
9. Hersey & Blanchard – Management of Organization Behaviour, PHI
10. Uma Sekharan – Organisational Behaviour – TMH
11. Fincham & Rhodes – Principles of Organisational Behaviour- Oxford
12. Robbins- Essentials of Organisational behaviour – Pearson Education/PHI
13. Greenberg – Behaviour in Organisations: Understanding and Managing the Human side of Work – Pearson Education
14. R. S. Dwivedy – Human Relations and Organizational Behaviour – Macmillan
15. M.Gregory, Managing People & Organization, Biztantra
16. S.S. Khanka, Organizational Behaviour, S. Chand.

MPC-1004: MANAGERIAL ECONOMICS

Objective: *To familiarizes the students with micro and macro economic behaviour in an organizational setup.*

Module-I Demand and Supply Analysis:(8 hours)

Introduction to ME, Demand Analysis for Decision Making-Determinants of demand, Law of demand, Law of supply; movement and shift of supply curve; elasticity of demand, demand estimation, demand forecasting. Production Analysis, Laws of Return to scale, (Emphasis to be given on analyzing managerial implications and solving simple numerical problems)

Module-II Cost and Pricing Analysis: (8 hours)

Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Fixed and Variable, Sunk, Controllable and uncontrollable cost), short run and long run cost functions, Price and output decisions under different markets (Perfect, monopoly monopolistic and oligopoly).

Module-III Macroeconomic policy:(7 hours)

An overview of macro economic policy, a circular flow of Income, Methods of measuring national Income, Concepts of consumption, savings and investment. Determinants of consumption and savings.

Module-IV Business Cycle:(7 hours)

Causes of Inflation and Deflation,; Business cycle, consequences and measures to solve the problems of business cycle. An introduction to International Trade, Foreign exchanges.

Text Books:

1. Peterson, Jain - Managerial Economics- Pearson
2. Maheswari, Y. – Managerial Economics, PHI.

Reference Books:

1. D.N. Dwivedi, Managerial Economics, Vikas Publishing House
2. P.L.Mehta - Managerial Economics, Sultan Chand
3. Samuelson- Economics, Tata-McGraw Hill.
4. Shappiro - Macro Economics, Tata Mcgraw Hill.
5. R. P. Hooda – Statistics for Business and Economics – Macmillan
6. Suma Damodaran - Managerial Economics, Oxford Publication.
7. Keat - Managerial Economics: Economic Tools for Today's Decision Makers, Pearson Education.
8. Mithani.D.M – Managerial Economics: Theory and Application, Himalaya
9. Varshnay and Maheswari - Managerial Economics, Sultan Chand
10. Sumitra Pal - Managerial Economics – Macmillan.
11. Atmanand ,Managerial Economics, Excel Books
12. H.L. Ahuja, Managerial Economics, S. Chand
13. William Boyes, The New Managerial Economics, Biztantra.

MPC-1005: FINANCIAL ACCOUNTING

Objectives : *I) The students are to be familiarised with the basic conceptual frame work of Financial Accounting i.e., from recording of transactions to preparation of Financial Statements .II) The students are required to learn the basic methodology to analyse and interpret the Financial Statements .*

Module – I (5 hrs)

Introduction to Financial Accounting

Concepts and Conventions of Accounting: the language of business, Accounting: an Information System, Users of Accounting information, Accounting Principles and Standards.

Module – II (10 hrs)

Basic Accounting Procedures

Accounting Equation, Transactions and their effects on Accounting Equation, Classification of Accounts : Assets, Liabilities, Owners Equity, Revenues and Expenses, Double Entry system, The Accounting Process: The Journal & its Sub-division, The Ledger, The Trial Balance, The Financial Statements , Computerised Accounting (Learning to use Tally Package)

Module – III (10 hrs)

Financial Statement Analysis:

The tools of analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis, Accounting Standards for Financial statements.

Module – IV (5 hrs)

Special Topics in Accounting

Fixed Assets: Accounting and Depreciation, Inventory Accounting, Recent Trends in corporate reporting.

Text Books

1. Gupta- Financial Accounting for Management: An Analytical Perspective – Pearson.
2. Ashok Banerjee, Financial Accounting – Excel

Reference Books :

1. Bal. Sahu & Das , A New Approach to Accounting - S.Chand & Co.
2. Jain & Narang, Financial Accounting – Kalyani
3. Sehgal & Sehgal, Fundamentals of Financial Accounting – Taxman
4. Narayanswamy, Financial Accounting – A Managerial Perspective- PHI
5. Jawaharlal & Srivastava – Financial Accounting Principles and Practices- S. Chand
6. Horngren – Introduction to Financial Accounting – Pearson.
7. Foster- Financial Statement Analysis, Pearson.
8. Jones- Investments:Analysis and Management-John Wiley
9. A.K.Bhattacharyya, Essentials of Financial Accounting, PHI

HSS-1001 COMMUNICATIVE ENGLISH (2-0-0)

Objectives: *This is a practice-oriented, need-based, functional-communicative course. It seeks to develop the student's skills of communication in listening, speaking and writing. Reading, though formally not included, is still a recommended activity. The student is advised to cultivate the habit of reading newspapers, magazines and books in a free, extensive manner to consolidate the skills already achieved. A more interactive process of teaching/learning is called for in order to achieve the skills of effective communication.*

The course attempts to

- a) Familiarize the student with the sounds of English in a nutshell, particularly long and short vowels, some consonants, stress and intonation.
- b) Provide adequate listening and speaking practice so that the learner can speak with ease, fluency and reasonable clarity in common everyday situations and on formal occasions.
- c) Use grammar in meaningful contexts.
- d) Things with words, i.e to perform functions like ordering, requesting, inviting and so on

Unit-I Communication (6 hours)

Verbal and non-verbal spoken and written, Language functions: descriptive, expressive and social, To inform, enquire, attract, influence, regulate and entertain. Bias-free and plain English, Formal and informal style.

Unit-2 Communicative Grammar (9 hours)

Time, tense and aspect, Verbs of states and events, Statements, questions and responses, Omission of information, Expressing emotion and attitude: hope, pleasure, disappointment, regret, approval, surprise.

Unit-3 The Sounds of English (9 hours)

Length of vowels-Long vowels/ / I:, a:, ʌ, U:, ɜ: / as in feel, card, court, food and first respectively.

Short vowels / e, x, n / as in pen, bag, and sun respectively

Consonants / f, v, Q, x, s, z,-----/ as in fine, vast, thought, them, song, zoo, shame, pleasure and judge respectively.

Stress pattern;Intonation-Rising and falling

Friendly communication- greetings, farewells, introductions, thanks, apologies, regrets, good wishes, congratulations, condolences, offers.

Unit-4 Doing things with words (6 hours)

To ask for information, help, permission

To instruct, command, request, accept, refuse, prohibit, persuade, promise.

Text Books :

1. Geoffrey Leech and Jan Svartvik, A communicative Grammar of English, Pearson Education
2. John Sealy, Oxford Guide to Writing and Speaking, OUP.

Reference Books :

1. J.D. O'connor, Better English Pronunciation, ELBS
2. J.K. Chand and B.C.Das, A Millennium Guide to writing and Speaking English, Friends' Publishers
3. Nagarjan – Learn Correct English : Grammar, Composition and usage – Pearson
4. M.Osborn & S.Osborn, Public Speaking, Biztantra
5. Scot Ober, Contemporary Business Communication, Biztantra.

HSS-1901 COMMUNICATIVE ENGLISH LABORATORY-I (0-0-2)

Some tasks:

Make a list of nonverbal communication

How body language is culturally conditioned?

Take passages of descriptive, expressive and social functions and analyse them.

Expressive (for exposing feelings) language in English and your mother-tongue

Avoiding sexist language (e.g. poetess, chairman)

Mentally retarded should be replaced by mentally challenged. Make a list of similar expressions

- Say formulae's expressions (Thank you, sorry, hello, that's right) with proper Intonation.
- Make a list of words which should be avoided because they sound pompous. Which words would you use instead of them.
- How to express pleasure, regret, approval ?
- Time and tense are not the same. Give some examples.
- Take similar vowels and consonants and practice them in pairs of words
- Practice, stress and intonation in connected speech.
- Conversation practice in familiar situations (Play the role of a tailor and a customer, for example)
- Ask for specific information (can you tell me where the railway station is ?)
- Making a request (can I borrow your scooter, please ?)
- Asking for permission (Do you mind if I smoke ?)
- Say the following pairs of words
 - a) Beg, bag, full, fool, sit, seat, same, shame, judge, jazz, major, measure.
 - b) Progress as noun verb, similarly, object, record, supplement, perfect (adj), perfect (v.)
 - c) Say the following words with correct stress. teacher college, village, building, ago, above, apart, accuse, advice, education, examination, individual (The list is only illustrative and not exhaustive).

TRIMESTER-II

MPC-1006 MARKETING MANAGEMENT-I

Objectives:

The course will help participants understand the major concepts and tools of marketing, the environment and how savvy marketers make quick decisions, make adjustments to rapidly changing market conditions, lower costs and build relationships. In that process, they ensure share of the market, share of the mind and add to the bottom line.

Module-I Marketing Concepts & Challenges:(7 hours)

Nature and scope of Marketing Management, Marketing process, Marketing environment, Marketing Organizations, Marketing Challenges, Marketing in 21st Century(Concepts of Green Marketing, Social Marketing), Marketing Mix. (Case Study: Case study related to any topic of Unit-I)

Module-II Marketing Planning & Control (8 hours)

Marketing Planning and Marketing Competitiveness, Customer Value, Marketing Planning Process, Identifying and analysing the competitors, Defining the competitive strategy and Marketing Control- Control process.
(Case Study: Case study related to any topic of Unit-II)

Module-III Understanding Customer and Marketing Information System: (8 hours)

Types of Consumers, Factors influencing consumer behaviour, Consumer Decision making Process, MIS-subsystems, Conducting Marketing Research and Demand forecasting. (Case Study: Case study related to any topic of Unit-III)

Module-IV Marketing Strategy: (7 hours)

Market Segmentation, Targeting and Positioning, Brand Equity and Crafting Brand Positioning. (Case Study: Case study related to any topic of Unit-IV)

Text Books:

1. Kotler & Armstrong , Principles of Marketing, Pearson Education./PHI
2. Rajan Saxena, Marketing Management.,TMH

Reference Books:

1. Arun Kumar, N Meenakshi, Marketing Management,VIKAS
2. V.S. Ramaswamy & S. Namkumari, A Text Book of Marketing Mangt., Macmillan
3. Philip Kotler,Keller,Koshy & Jha, Marketing Management, Pearson Education
4. Sharad Kumar, A Text Book of Marketing Management.
5. Srinivasan, Case Studies in Marketing-Indian Context-PHI.
6. Etzel,Walker,Stanton & Pandit , Marketing: Concepts and Cases, TMH
7. Kotler – A Framework for Marketing - Pearson
8. Solomon, Marketing Real People Real Choices, Pearson.
9. S.H.H.Kazmi, Marketing Management, Excel Books.
10. Adrian Palmer, Introduction to Marketing, Oxford
11. Sahwartz, Marketing-A Basic Approach., Hartcourt Brace Jovanovich, USA
12. Stanton, Fundamentals of Marketing, McGraw Hill
13. Armstrong, Kotler – Marketing : An Introduction – Pearson
14. Sherlekar – Marketing Management ,Himalaya.
15. William M.Pride, Marketing: Concepts & Strategies, Biztantra.

MPC-1007: HUMAN RESOURCE MANAGEMENT-I

Objectives: *The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.*

Module-I Introduction to Human Resource Management: (4 hours)

Concept, Nature and scope of Human Resource Management, growth and development of Human Resource Management in India, Emerging trends of HRM in Globalized economy.

Module-II Creating the Human Resource base (10 hours)

Concept of equal employment opportunity, Recruitment & Selection-Concept & Objective Concept of affirmative action (Reservation for priority categories), Selection: Procedure, Tests and Interviews Orientation, Promotion: Bases of Promotion, Transfer: Types of Transfer, Separations, Outplacement.

Module-III Developing Human Resources (7 hours)

Training & Development-Concept, Training Vs Development, Learning Principle, Training need assessment, Types of training programmes, on-the-job and off-the-job, In basket Training, Transactional Analysis, Sensitivity Training, Grid training, Apprenticeship training; Evaluation of Training Programmes.

Module-IV Monitoring and Evaluation (7 hours)

Performance Management- Performance Appraisal – objectives, uses, methods, Traditional vs. Modern Methods, Management by objectives (MBO), Assessment center, 360 Appraisal, BARS, TQM, Kaizen, JIT and QC.

Text Books:

1. Garry Dessler – Human Resource Management, Pearson / PHI
2. V.S.P. Rao – Human Resource Management, Excel Books

Reference Books :

1. C.S. Venket Ratnam & B.K.Srivastav – Personnel Management & Human resource.
2. Mamoria ,Gankar – Personnel Management, Himalaya .
3. Gomez-Mejia, Balkin & Cardy-Managing Human Resources, Pearson.
4. Subba Rao, Personnel & Human Resource Management, Text and Cases, HPH.
5. D. Bhattacharya, Human Resource Management, Excel Books.
6. W.F.Cascio – Managing Human Resources, TMH
7. Jyothi Venkatesh. – Human Resource Management – Oxford
8. Mathies and Jackson – Human Resource Management, Thomson
9. Aswathapa, - Human Resource & Personnel Management, TMH
10. A.M. Sheikh, Human Resource Development & Management, S. Chand.
11. Fisher & Shaw, Human Resource Management, Biztantra.

MPC-1008 OPERATIONS MANAGEMENT-I

Objective: *The course is designed to acquaint the students with decision making in planning, scheduling and control of production and operation functions in both manufacturing and services productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.*

Module-1 Nature and Scope of Operations Management (4 hours)

Manufacturing and Service Operations - Operations Function: Transformation & Value addition; Primary topics in Operations Management (Overview); Strategic Decisions in Operations, Vertical Integration; Process Design Decisions: Manufacturing and Services; Learning Curve.

Module-II Facilities Planning & Capacity (8 hours)

Location - Principles and Factors; Location decision models (Location Factor Rating, Centre of Gravity Technique, Brown & Gibson Model) Layout - Basic Principles; Classical Layouts - Process Layout (Block Diagramming, Relationship Diagram, Computerized Layout Solutions, Service Layout); Product Layout - Line balancing; Fixed Position Layout. Hybrid Layouts – Cellular, FMS (Flexible Manufacturing System) Capacity Planning - Concept of Capacity, Determination of capacity requirements, Considerations in adding capacity, Capacity alternatives, Economies and Diseconomies of Scale, Capacity Planning in Services VSI Manufacturing

Module-III Work Study (6 hours)

Procedures, Major Techniques - (Flow process Charts, Man-machine Charts, Motion Study, Micro-motion study); Work Measurement – (Stop-watch Time study, Work Sampling, Determination of required number observations, Normal time and Standard time using the above techniques);
An introduction to Synthetic Time Study; Management of Productivity - Concept, Measures improvement.

Module-IV Basics of Operation Research (10 hours)

Linear Programming Problem (Graphics & Simplex Method); Transportation Problem; Project Management - Network Principles-CPM, PERT, Time and Cost Trade off.

Text books:

- 1 Chase, Jacobs, Aquilano, Agarwal, - "Operations Management", TMH
- 2 Krajewski, Ritzman, Kansal, - "Operations Management", Pearson

Reference Books:

- 1 Aswathappa & Sridhar Bhat, - "Production and Operations Management", HPH
- 2 Everette. Adam Jr., Ronald J. Ebert, - "Production and Operations Management", PHI
- 3 Buffa & Sarin, - "Modern Production / Operations Management", J.Wiley & Sons
- 4 Schroeder, - "Operations Management", McGraw Hill.
- 5 Chunawalla & Patel, - Production & Operations Management, Himalaya
- 6 Paneerselvam, - Production Operations Research, PHI
- 7 Kanti Swarup- Operations Research- Sultan Chand
- 8 Roberta S. Russell & Bernard W. Taylor III, - "Operations Management", Pearson/ PHI
- 9 S.N.Chary, - "Production and Operations Management", TMH
- 10 Bedi, Kanishka, - "Production & Operations Management", Oxford
- 11 Kachru, Upendra, - Production & Operations Management, Excel Books.
- 12 Martinich – Production and Operations Management – John. Wiley
- 13 N. D. Vohra- Quantitative Techniques in Management, TMH
- 14 J. K. Shrama-Operations Research- Macmillan
- 15 Martin K.Starr, Production & Operations Management, Biztantra

MPC-1009: FINANCIAL MANAGEMENT-I

Objectives: *The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit. It will start by introducing the concept of valuation and their measurement and determination of economic utility of a project.*

Module I: Introduction (7 hours)

Nature and scope, Finance functions, financial objectives, roles and responsibilities of the finance manager, introduction to Indian financial system, Sources of finance: Equity capital, debenture, preference capital and term loans-relative merits and demerits.

Module II: Cost of capital (8 hours)

Time value of money, Concept of risk and return, Cost of capital: concept, measurement of cost of capital, WACC and MCC, Valuation of stocks and bonds, Case analysis

Module III Capital budgeting (8 hours)

Introduction, project appraisal, techniques, Determination of cash flow streams, capital rationing and conflicts in NPV and IRR, capital budgeting under risk and uncertainty, Case analysis

Module IV: Corporate financial structure (7 hours)

Leverage: Operating, financial and combined leverage, Capital structure: Theories of capital structure (Net income approach, net operating income approach, MM approach, traditional approach), determinants of capital structure, EBIT-EPS relationship.

Text Books

1. Khan & Jain, Financial Management, Tata McGraw Hill.
2. I.M. Pandey, Financial Management, Vikas publishing.

Reference Books:

1. Brigham & Houston, Fundamental of Financial Management, Harcourt
2. I.M. Pandey, - Cases on Financial Management ,
3. R.P. Rastogi - Cases on Financial Management.
3. Keown - Financial Management : Principles and Applications –Pearson
4. P. C. Chandra – Financial Management- Tata McGrawhill.
5. Van Horne – Fundamentals of Financial Management- Pearson
6. Sharan - Fundamentals of Financial Management- Pearson
7. Rajesh Kothari – Contemporary Financial Management – Macmillan
8. Paresh P.Shah, Financial Management, Biztantra.

PCS-1001: MANAGERIAL COMPUTING

Objectives: *The purpose of this course is to acquaint the students with the basic concepts of computers used in business. The entire paper is meant for making the students of management understand basic concepts and its usefulness in business environment without the technical details.*

Module I (8 hrs)

Introduction to Computers: Role of Computers in modern business and in various functional areas of business.

Basic Computer Concepts, Organization and Architecture: Evolution, Components: *Software, Hardware, Firmware, Basic Computing Architecture*; Classification: *Palm PC/IDA Note books/Laptops, Desktops, Workstations, Servers, Mainframes & Super Computer*; Types, Applications, limitations, Functional Units: *CPU, Memory, Types of memory*, Input & Output devices, **Operating Systems:** Functions, Types: Multi-programming, Basics of Multi-processing, Multi-tasking, Multi-threading, Real-time OS.

Module II (8 hrs)

Problem Solving using Programming Skills: Evolution of Programming, Language, Classification, Generation, Features and Selection of programming language, Software – Definition, Relation with Hardware, Software categories: System software, Application software and Terminology. Flow chart and its importance, Symbol, Structures and limitations, Algorithm Definition and properties.

Module III (7 hrs)

Usage of application in Decision making: Database management systems, Multimedia applications, Graphics applications, Managerial applications of these packages. Fundamentals of E-Commerce, ERP, Data-ware Housing and Data Mining.

Module IV (7 hrs)

Basic concepts of Computer Networks & Internet: Introduction to networks: LAN, WAN, Data Communication, Transmission Media and transmission infrastructure, Network Devices: hubs, routers, switches, repeaters etc., **Introduction to Communication Protocol:** TCP/IP, OSI Model, Communication connectivity: DSL, Dial-up, Broadband.

Internet and its Applications: Evolution of Internet, Basics of working of Internet. Common services provided by Internet: E-mail, Telnet, FTP, WWW.

Text Books:

1. Introduction to Computer Science. ITL Education Solutions Ltd, Pearson Education.
2. Introduction to Computers, Peter Norton, TMH Publication.

Reference Books:

1. Basundhara B. S., Computers Today, Galgotia Publication.
2. Fundamentals of Computers, V. Rajaraman, PHI Publication.
3. Introduction to Information Technology, ITL Education solutions Ltd., Pearson Education
4. D.P. Nagpal, Computer Fundamentals, S. Chand.

PCS-2901: MANAGERIAL COMPUTING LABORATORY (0-0-3)

Introduction to OS: Windows, LINUX/UNIX, Working with files and folders, **MS Office Practice: MS Word:** word basics, mail merge etc., **MS Excel:** Spreadsheet basics, functions, Model Building and Analysis with spreadsheets etc., **MS Power Point:** Presentation basics, Animation effects, etc. use of **SPSS** for simple frequency analysis. Internet browsing and its use for research. **Practical use of Internet applications:** E-mail, Telnet, FTP, WWW, and Newsgroups etc.

Text Books :

- 1 A First Course in Computers by Sanjay Saxena –VIKAS PUBLICATION
- 2 Using Microsoft Excel, Nossiter Josh, PHI Publication.
- 3 Computer Practice I, Jeyapoovan, T., Sanjay Saxena, VIKASH Publication

HSS-1002: BUSINESS COMMUNICATION (2-0-0)

Objectives: *The objectives are to prepare the student to*

- Produce written communication of different forms such as paragraph, report, letter, etc.
- Make notes/ Summarize from a given passage
- Organise Meetings, prepare agenda, draft resolutions and write minutes.
- Make presentations and face interviews.
- Document sources and prepare bibliographies.
- The objectives of managerial oral communication; Improving the facility of oral communication. Both Transmission and reception in six managerial situations such as.

(i) Information sharing (ii) Conversation (iii) Interview (iv) Committee (v) Negotiation (vii) Presentation.

Module-I WRITING-I (7 hours)

Paragraph writing – topic sentence, cohesion and coherence – sentence linkers (so, but, however etc.), Preparation of a business report – writing a business proposal – format, length, structure.

Module-II WRITING-II (7 hours)

Preparing notes: writing business letters and E-Mail messages, Documentation: References, notes and bibliographies.

Module-III WRITING-III (7 hours)

Writing a curriculum vitae (both chronological and functional) along with an application for a job, Public relations: concept and relevance, PR in a business organization: handling the media.

4. Meeting and presentation (9 hours)

Organising a meeting: preparing an agenda, chairing a meeting drafting resolutions, writing minutes, Making an oral Presentation, Facing an interview.

Text Books:

1. Meenakshi Raman, Prakash Singh – Business Communication – Oxford
2. Bovee et al, Business Communication Today, Pearson Education.

Reference Books:

1. John Sealy, Oxford Guide to Writing and Speaking English, OUP.
2. Taylor – Communication for Business – Pearson
3. O'Rourke – Management Communication : A case Analysis Approach – Pearson
4. Rai and Rai, Business Communication, Himalaya Publishers
5. Chand J.K. and B. C. Das, A Millennium Guide to Writing and Speaking, Friends Publisher
6. The Chicago manual of style (Part 2 Section 15) Prentice-Hall of India.
7. Bahl Sushil, Business communication Today, Sage Publications.
8. Samant C.R., More than Words, Dips Communication Centre
9. Fitzgerald – Business Data Communications and Networking – John. Wiley
10. Scot Ober, Contemporary Business Communication, Biztantra.

HSS-1902: BUSINESS COMMUNICATION LABORATORY (0-0-2)

Some Tasks:

1. Write a paragraph with the topic sentence “Protection of environment should not be at the cost of development”. Identify the supporting details and sentence connectors.
2. Make notes from a given passage.
3. Prepare a short bibliography on the list of books prescribed in this course.
4. Write a letter complaining to a firm, which supplied defective computers.
5. Write a functional CV of your own.
6. Prepare an agenda of Mock meeting.
7. Imagine that you are chairing the meeting. How would you go about it?
8. How would you propose a vote of thanks?
9. make an oral presentation on a new product your company has brought out/make a seminar presentations.
10. Make a checklist for preparing for an interview.
11. Hold a mock job interview.
12. Prepare the agenda for a meeting you are organizing.
(The list is only illustrative and not exhaustive).

TRIMESTER-III

MPC-1010: BUSINESS RESEARCH

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

Module – I Business Research Basics (6 hours)

Nature and scope of Business Research; Identification of Research Problem; Statement of Research Objective & Hypothesis; Formulation Research Question; Types of Business Research and Process; Research Designs – Exploratory, Descriptive, Experimental, Observational Studies & Survey.

Module – II Methods of Data Collection and Data Analysis (8 hours)

Research Tools – Questionnaire, Check List, Interview Schedule; Measurement & Scaling – Attitude Measurement, Sampling Methods – Probabilistic & Non Probabilistic Sampling, Sample Design & Procedures- Sample size Estimation, etc.

Module – III Data Analysis (12 hours)

Data Analysis and Interpretations: Frequency Distribution, Cross Tabulation and Hypothesis Testing, Descriptive Statistics, Univariate ('t' & 'z'), Bivariate (Anova, Chi-square), multiple regression, Factor analysis, Multi-Dimensional Scaling.

Module – IV Research Documentation (4 hours)

Purpose (Research Application) and Types of Research Report; Structure of Research Report; Report Writing, Use of Tables and Figures.

Test Books:

1. Cooper & Schindler, Business Research Methods, Tata & McGraw Hill,
2. Krishnaswamy K.N., Sivakumar, Mathirajan, Management Research Methodology, Pearson,

Reference Books:

1. Boyd, Westfall-Marketing Research,
2. Kothari, C.R., Research Methodology, New Age Interval Publishers, 2004
3. Paneerselvam, R. Research Methodology, PHI, New Delhi
4. D. K. Bhattacharya – Research Methodology – Excel Books
5. Business Research and Methods- Oxford
6. S.L. Gupta-Marketing Research-Excel
7. Easwaran & Singh- Marketing Research: Concepts, Practice and Cases – Oxford
8. Pati D., Marketing Research, Universities Press.
9. William MK Trochim, Research Methods, Biztantra.

RESEARCH LAB:

- Use of SPSS in Business Research
- Variables specification and Data Entry
- Descriptive Statistics
- Test of Significance of group differences
- Multivariate Analysis.

Text Book: 1. George, Darren and Mallery Paul; -SPSS for Windows Step by step, Pearson

MPC 1011: HUMAN RESOURCE MANAGEMENT-II

Objective: *The objective of this course is to sensitize students to the various facts of managing people and to create an understanding of the various policies and practices of human resource management.*

Module-I (10 hrs.) Introduction to Compensation Management (Wages & Salary concepts, components of wages, criteria of wage fixation, Job evaluation – Concept, Methods, Methods of wage determination in India, wage differential, Methods of payment, Broad-banding, Executive compensation, Incentive based pay system, Emerging trends of compensation management in service & I.T industries.

Module-II (6 hrs.) Industrial Relations: Concept, values and scope, Approaches to Industrial relations; Unitary, Pluralistic, Systems and Radical approaches, Industrial Relation System, Role of State in IR, Role of State and Industrial relations.

Module-III (8 hrs.) Trade Unionism: Concept, function and structure, union registration and recognition, Present Trade Unionism in India, Industrial Disputes: Concept, forms and types, causes, procedure for settlement of disputes in India.

Module-IV (6hrs.) Collective Bargaining: Nature, scope and functions, Stages & Bargaining Process, Theories of bargaining, Workers' participation in Management: Concept, scope and objectives, Workers' participation in Indian Industries.

Text Books:

1. Venkat Ratnam C.S -Industrial Relation, Oxford.
2. Sinha, Sinha & Shekar, Industrial Relations, Trade union and Labour Legislation, Pearson.

Books for Reference:

1. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations in India, Himalaya.
2. Gary Dessler, Human Resource Mgt., Pearson/PHI
3. V.S.P. Rao, Human Resource Management, Excel Book
4. G.P. Sinha and P.R.V. Sinha – Industrial Relations and Labour Legislation in India, Himalaya
5. P.L. Rao, Human Resource Management, Excel Books.
6. Baron – Strategic Human Resources : Framework for general Managers- John Wiley
7. S. C. Gupta – Text Book of International HRM – Macmillan
8. Greer – Strategic Human Resource Management – Pearson
9. Mamoria and Mamoria – Dynamics of Industrial Relation, Himalaya Publishing
10. Venkat Ratnam. – Globalization and Labour Mgt. Relations, Sage Publications, New Delhi
11. Gerhart and Rynes, Compensation – Theory, evidence and strategic Implications, Response.
12. A.M. Sharma – Understanding Wage systems, Himalaya
13. A.M. Sharma – Industrial relations conceptual and legal framework, Himalaya
14. Arun Monnappa – Industrial Relation - TMH
15. B.R. Patil – Collective Bargaining
16. N.G. Nair & L. Nair, Personnel Management & Industrial Relations, S. Chand
17. Griffin & DeNisi, Human Resource Management, Biztantra.

MPC 1012: MARKETING MANAGEMENT – II

Objective : *The course will help the students to formulate marketing strategy for the corporate enterprise. It is also designed to serve as a terminal course for marketing management for those students who would not like to opt for Marketing as an area of specialization.*

Module – I (8 hrs) Product:

Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product Mix Decisions, Branding, Packaging and Labeling Decisions.(Case Study: Case study related to any topic of Unit-I)

Module – II (7 hrs) Price:

Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes. (Case Study: Case study related to any topic of Unit-II)

Module – III (6 hrs) Promotion:

Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Propaganda. (Case Study: Case study related to any topic of Unit-III)

Module – IV (9 hrs) Distribution:

Designing and managing Marketing Channels- selection, cooperation, Vertical and Horizontal Integration, Channel Conflict Management, Value Analysis, Competitive advantage, Physical Distribution System & Logistic Management. (Case Study: Case study related to any topic of Unit-IV)

Text Books:

- 1 Kotler,Keller,Koshyjha, Marketing Management , Pearson Education.
- 2 Rajan Saxena, Marketing Management.,TMH

Reference Books:

- 1 Kotler & Armstrong, Principles of Marketing, Pearson/PHI
- 2 Solomon, Marketing Real People Real Choices, Pearson.
- 3 Arun Kumar, N Meenakshi, Marketing Management,VIKAS
- 4 V.S. Ramaswamy, Namkumari, A Text Book of Marketing Management, Macmillan
- 5 S.H.H.Kazmi, Marketing Management, Excel Books.
- 6 Adrian Palmer, Introduction to Marketing, Oxford Press
- 7 Sharad Kumar, A Text Book of Marketing Management.
- 8 Hunt, Shelby, Foundation of Marketing Theory, PHI
- 9 Srinivasan, Case Studies in Marketing-Indian Context-PHI.
- 10 Etzel & Others, Marketing: Concepts and Cases, TMH
- 11 Kerin & Others Marketing, 8th evaluation, TMH.
- 12 Kotler – A Framework for Marketing - Pearson
- 13 Sahwartz, Marketing-A Basic Approach., Hartcourt Brace Jovanovich, USA
- 14 Stanton, Fundamentals of Marketing, McGraw Hill
- 15 Sherlekar – Marketing management ,Himalaya.
- 16 Mukesh Pandey, Contemporary Indian Cases in Marketing, Biztantra.

MPC-1013: OPERATIONS MANAGEMENT-II

Objective: *The course is designed to acquaint the students with decision making in planning, scheduling and controlling of production and operation functions in both manufacturing and services, productivity improvement in operations through layout engineering and quality management.*

Module-I New Product Planning: (12 hours)

New product design and development - Form design, Functional design, Production design, Service design; Concurrent design, Reverse Engineering, Reliability; Interaction between product design and process design, product life cycle and process life cycle; Business process reengineering; Aggregate Planning: Relevant Costs; Evaluation of Strategic Alternatives - Level Production, Chase Demand, Mixed Strategy

Module-II Inventory Management: (6 hours)

Concept of inventory with independent demand: Inventory cost structure
Deterministic inventory model - EOQ models, instantaneous receipt, delivery over a period of time, Periodic review and continuous review inventory model; Principles of Material Requirement Planning; Selective Inventory Control - ABC and other major classification

Module-III Quality Management (6 hours)

Concept of quality; Quality of design, Conformance & performance; Cost of poor process performance and quality. Statistical Quality Control - Process Control (X, R & P chart), Product control-acceptance sampling and OC curve. Concept of TQM.

Module-IV Maintenance Management: (7 hours)

Importance of Maintenance; Major forms of Maintenance - Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance); Group & Individual Replacement-Quantitative Analysis

Text books:

1. Chase, Jacobs, Aquilano, Agarwal, - "Operations Management", TMH
2. Krajewski, Ritzman, Kansal - "Operations Management", Pearson

Reference Books:

1. Aswathappa & Sridhar Bhat, "Production and Operations Management", Himalaya Publishing
2. Everette. Adam Jr., Ronald J. Ebert, "Production and Operations Management", PHI / Pearson
3. Buffa & Sarin, "Modern Production / Operations Management", J.Wiley & Sons
4. Schroeder, "Operations Management", McGraw Hill.
5. P. B. Mahapatra, Computer - Aided Production Management, PHI
6. Roberta S. Russell & Bernard W. Taylor III, "Operations Management", Pearson/PHI.
7. S.N.Chary, Production and "Operations Management", TMH
8. Bedi,Kanishka, "Productions and Operations Management", Oxford
9. Kachru,- Productions and Operations Management , Excel.
10. Paneerselvam – Production and Operations Research, PHI.

MPC-1014: FINANCIAL MANAGEMENT II

Objectives: *The purpose of this course is to acquaint the students with the process of financial decision-making in the areas of profit allocation and short-term investment. It also introduces the Indian financial system to the students.*

Module I: Dividend policy (7 Hours)

Introduction, forms of dividend, stability of dividends, theories of dividend policy (Relevance and irrelevance theories), determinants of dividend decision, implication of bonus issue, rights issue, share split and buy back of shares.

Module II: Working capital management-I (8 Hours)

Concept, Significance, Operating cycle, Estimation, risk-return tradeoff, Determinants, Working capital policies: Current asset policy and financing policy, working capital financing: banking committee norms, Case analysis

Module III Working capital management-II (8 Hours)

Cash management: cash flow planning and control. Receivables management: credit policy variables, credit decisions and use of NPV, monitoring and control of receivables, Inventory management: Planning and control, Case analysis.

Module IV: Indian financial system (7 Hours)

Introduction, primary market: instruments, players, regulation and IPO, Secondary market: Functions, listing procedure and advantages of listing and market indicators, SEBI: organization and functions. Stock exchange and other financial intermediaries (in brief)

Text Books:

1. Khan & Jain, Financial Management, Tata McGraw Hill.
2. I.M. Pandey, Financial Management, Vikas publishing.

Reference Books:

1. P.Chandra, Financial management, Tata McGraw Hill
2. Sathye – International financial management – John Wiley.
3. Sharma and Gupta- Financial Management-kalyani Publishers
4. S. K. Gupta and N. Agarwal- Financial Services- kalyani Publishers
5. H. Bhattacharya, Working capital management, Pearson.
6. M.Y. Khan , Indian financial system, Tata McGraw Hill.
7. V.K. Bhalla, Working capital management, Anmol publication
8. Mishkin- Financial Markets and Institutions, Pearson.
9. Fabozzi- Foundations of Financial Markets and Institutions, Pearson.
10. Rajesh Kothari – Contemporary Financial Management – Macmillan

PCS-1002: MANAGEMENT INFORMATION SYSTEMS (3-0-0)

Objective: *The objective of this course is to familiarize the students with the management information system in the business world.*

Module I (8 hrs)

Fundamentals of Information Systems, Systems approach to Problem Solving, Developing IS Solutions, Case studies.

Module II (8 hrs)

Corporate Databases: Data Organization, Data Arrangement and Access, Creating the Database, Database Management, DBMS Components, Data Models, Data Security. Case studies.

Module III (8 hrs)

Transaction Processing System, Decision Support System, Executive Information Systems, Expert Systems, Information Systems in Marketing, Manufacturing, HRM, Accounting and Finance. Case studies.

Module IV (6 hrs)

Information Resource Management, Planning, Implementing & Controlling Information Systems, Computer Crimes, Security, Privacy, Ethics & Social issues. Case studies.

Text Books:

1. Management Information Systems, O'Brein & Marakas, TMH Publication.
2. Management Information Systems, Effy OZ, Thomson Publication.

Reference Books:

1. Management Information Systems, Laudon, Pearson Education/PHI.
2. Management Information Systems, Davis & Olson, TMH Publication.
3. Management Information Systems- Strategy and Action, Parker, C.S.
4. Management Information System : Managing the Digital Firm, Laudon, Pearson.
5. Management Information System, Jaiswal & Mital, Oxford University Press.
6. Management Information System, Arora and Bhatia, Excel.
7. Information Systems: Foundation of E-Business, Alter, Pearson.
8. A.K. Gupta, Management Information Systems, S. Chand.
9. GV Satyasekhar, Management Information System, Excel

PCS-2902: MANAGEMENT INFORMATION SYSTEMS LAB. (0-0-3)

MS Access: Introduction, A business example, basics for creating an Access database including tables with data, queries to retrieve data, forms to enter data and reports to display and summarize data.

HSS-1903: PERSONALITY GROWTH LAB (1st Year)

Objective: *This is an extra-syllabic component of the MBA programme, central to the individual pursuing this course for a future managerial position in the corporate world. This involves identification and re-identification of a self in both space and time making allowances for the situational dynamics under the pressure of formal and structural changes in society and Government from time to time: For a static human condition is experientially illogical. Hence, personality of an individual is not a mask but an expressive face that changes contours and eye-focus, redefining the individual's vision of reality. This flexibility of response to his space time is reflected in the individuals' choice of words, gestures, expressions and particularly in the rhythm of his speech, action or/and writing, also in his inter personal relationship. Therefore the following aspects are seminal to a personality, which believes in goal-setting and accomplishment without any interference from his private and personal space-time.:*

Trimester-I: Primary Consciousness:

Self Analysis, Actions and Intentions, Thoughts and Feelings, Perceptions and Memories, Location, Attitude and stance

Trimester-II: Rising above the primary consciousness to an objective level of consciousness:

Perceptual Experience, Goal Orientation-Goal Setting, Goal Realization and Self Motivation, Decision Making Skill, Leadership Skill, Crisis Management Skills, Team Building.

Trimester-III: The Maskless Personality:

The 'no-subject' or 'no-ownership' view of the self, Developing the all-inclusive self (Particularly in the corporate world), Emotional Equilibrium, Empathetic Communication, Debating skills, Group Decision.

The Mythic pattern of Consciousness:

- Departure from self (Cartesian ego) to goal-realization or target achievement
- Fulfillment – Objectives, Corporate or otherwise, and
- Return to Self
- Identifying the self with the other and redefining personality-Role Playing

To achieve the above stated objectives the Personality Development Component will be spread over two years. In the first year the following shall be emphasized:

- Types of personalities-Choleric, Phlegmatic Balanced
- Body language and verbal expressions-Finding Synchronicity
- Proper vocabulary and a workable knowledge of reality-local and universal
- Structure Modulation and Rhythm of speech and writing
- Manners and Morals-
- One to one communication (Conversation)
- One and Many Communication (Presentation)
- Arguing out a point relevant to the corporate situation (Discussion/debate)
- Facing a panel (Interview)

- (Developing panache)
- Partying- reception and farewell
- Cultural refinement and etiquette

Books Recommended:

1. A course in listening and speaking (with CD) by V. Sashikaran et al, (Cambridge House, India)
2. In Search of Excellence by Tom Peters & Robert H. Waterman Jr. Viva Books, Delhi
3. Lateral Thinking by De Bono, Penguins
4. Transforming your Workplace by Adryan Bell (University Press, Hyderabad).
5. Group discussion by Ravi Chopra (Radhika Publication, Delhi)
6. Andrew,J.DuBrin, Leadership-Research Findings, Practice & Skills, Biztantra.

For Advanced Reading

1. The Seat of the soul by Gary Zukav
2. The Sane Society by Eric fromm
3. The New Reality by Peter Drucker
4. The Chomsky Reader, Ed. James Peek (Panthem Books)
5. Powershift by Alvin Toffler
6. The Clash of Civilizations and the Remaking of World Order by Samuel Huntington.
7. The Proper Study of Mankind by Isaih Berlin.

SECOND YEAR SYLLABUS FOR MBA PROGRAMME

4th Trimester		
Code	Subject	Credit
MPC 2015	Cost and Management Accounting	3
MPC 2016	Strategic Management	3
MPC 2017	Summer Project Presentation	6
MAJOR ELECTIVE	Three Papers of any One Major Group (Group I to V)	9
MINOR ELECTIVE	One Paper from a Group other than the Major Group chosen.	3
	Total	24

5th Trimester		
Code	Subject	Credit
MPC 2018	Business Law	3
MAJOR ELECTIVE	Two papers from the Major Group as chosen in Fourth Trimester	6
MINOR ELECTIVE	One paper from the same Minor Group chosen in 4 th Trimester	3
SECTORAL ELECTIVE	One Paper from a Sectoral Group(*)	3
HSS-1904	Personality Growth Laboratory (#)	3
	Total	18

6th Trimester		
Code	Subject	Credit
MPC 2019	Business Ethics & Corporate Governance	3
MPC-2020	Economics Environment of Business	3
MAJOR ELECTIVE	One paper from the same Major Group as chosen in 4 th Trimester.	3
SECTORAL ELECTIVE	One paper from the same Sectoral Group as in Fifth Trimester(*)	3
MPC 2021	Seminar Presentation and Comprehensive Viva-voce (**)	6
	Total	18
2nd Year Grand Credit Total (24 + 18 + 18)		60

* In lieu of Sectoral electives, a student may opt two papers in 5th & 6th Trimester from the same Minor group chosen.

** Experts (from Industry or academician of eminence outside BPUT) to conduct the Seminar paper evaluation and viva.

The three credit hours mentioned against Personality Growth Laboratory should be distributed among 4th & 5th Trimester of the 2nd year.

An External examiner shall be invited by the Principals of the respective colleges to evaluate a candidate.

2ND YEAR MBA

Particulars		4 th Trimester	5 th Trimester	6 th Trimester
Core		Cost and Management Accounting	Business Law	Business Ethics & Corporate Govnc.
		Strategic Management		Economics Environment of Business
Major Electives (Choose one Group)	Marketing Management	Consumer Behaviour	Services Marketing	Pharmaceutical Marketing or
		Sales and Distribution Management	Retail Management	International Marketing or
		Product and Brand Management		Advertising Management
	Financial Management	Security Analysis and Portfolio Mgt.	Financial Derivatives	International Finance or
		Financial Services	Financial Institutions & Mkts.	Corporate Tax Management or
		Project Appraisals		Merger & Acquisition
	Human Resources Management	Human Resource Planning	Training & Development	Industrial Law or
		Compensation Management	Human Resource Development	Cross Cultural and Global HRM or
		Performance Management		Organizational Change & Dev.
	Operations Management	Manufacturing Planning and Control	Material Management	Project Planning and Control or
		Supply Chain Management	Service Operation Mgt.	Management of Physical Assets
		Quality Management		
	Systems and IT	Decision Support Systems	Object Oriented Prg. with Java	Information Security & Risk Mgt. or
		Prog. in C With Data Structures	System Analysis & Design	Electronic Commerce or
		Relational Database Mgt. System		Software Engineering
Minor	Two Papers	One Paper from a Group other than the Major Group	One Paper from the Group chosen other than the Major Group	
Sectoral (*)	One Group to be chosen (*)	Group-A:	Mgt. of Travel Business	Managing Hospitality Services
		Group-B:	Rural Resources & Dev.	Rural Marketing
		Group-C:	Banking Management	Insurance Management

* In lieu of the Sectoral Group, A student may opt for 2 papers in 5th and 6th Trimester from the same Minor Group chosen by him/her.

ELECTIVES (Group-I to Group-V) & Group-VI Sectoral Management

4TH TRIMESTER

Group-I	Marketing Management
MPE 2011	Consumer Behaviour
MPE 2012	Sales and Distribution Management
MPE 2013	Product and Brand Management
Group-II	Financial Management
MPE 2021	Security Analysis and Portfolio Management
MPE 2022	Financial Services
MPE 2023	Project Appraisals
Group-III	Human Resources Management
MPE 2031	Human Resource Planning
MPE 2032	Compensation Management
MPE 2033	Performance Management
Group-IV	Operations Management
MPE 2041	Manufacturing Planning and Control
MPE 2042	Supply Chain Management
MPE 2043	Quality Management
Group-V	Systems and IT
MPE 2051	Decision Support Systems
MPE 2052	Programming in C With Data Structures
MPE 2053	Relational Database Management System

5TH TRIMESTER

Group-I Marketing Management

MPE 2014 Services Marketing
MPE 2015 Retail Management

Group-II Financial Management

MPE 2024 Financial Derivatives
MPE 2025 Financial Institutions and Financial Markets

Group-III Human Resources Management

MPE 2034 Training & Development
MPE 2035 Human Resource Development

Group-IV Operations Management

MPE 2044 Material Management
MPE 2045 Service Operation Management

Group-V Systems and IT

MPE 2054 Object Oriented Programming with Java
MPE 2055 System Analysis & Design

6TH TRIMESTER

Group-I Marketing Management

MPE-2016 Pharmaceutical Marketing
MPE 2017 International Marketing
MPE 2018 Advertisement Management

Group-II Financial Management

MPE 2026 International Finance
MPE 2027 Corporate Tax Management
MPE 2028 Mergers and Acquisitions

Group-III Human Resources Management

MPE 2036 Industrial Law
MPE 2037 Cross Cultural and Global Human Resource Management
MPE 2038 Organisation Change and Development

Group-IV Operations Management

MPE 2046 Project Planning and Control
MPE 2047 Management of Physical Assets

Group-V Systems and IT

MPE 2056 Information Security & Risk Management
MPE 2057 Electronic Commerce
MPE-2058 Software Engineering

Sectoral Management (Group-VI)

GROUP: A

MPE 2071 Management of Travel Business
MPE 2072 Managing Hospitality Services

GROUP: B

MPE 2073 Rural Resources & Development
MPE 2074 Rural Marketing

GROUP: C

MPE 2075 Banking Management
MPE 2076 Insurance Management

TRIMESTER-IV

MPC 2015: COST AND MANAGEMENT ACCOUNTING (3-0-0)

Objective: *The objective is to acquaint the students with cost and management accounting system for effective discharge of managerial activity of prime importance.*

Module – I : Introduction to Cost & Management Accounting - (5 hours)

Difference between Financial Accounting, Cost Accounting & Management Accounting, and their Scopes, Role of Management Accountant in Decision Making, Variable Cost & Fixed Cost, Segregation of cost into variable and fixed cost.

Module – II : Cost Determination & Analysis (10 hrs)

Statement of Cost : Total Cost & Unit Cost , Prime cost & Conversion Cost , Product Cost & Period Cost, Preparation of Cost sheet. Cost Allocation, Allocation of Support Costs & Common Costs. Marginal Costing, Break even analysis and CVP analysis, Application of Marginal Costing in Managerial Decision Making. Relevant Cost for Decision Making .

Module – III : Cost Accumulation System - (7 hrs)

Job Costing, Job Cost sheet, Profit determination of a Job, Contract Costing, Process Costing: Process Accounts,(Equivalent process costing excluded), Joint Product & By – Product.

Module – IV : Planning & Control Techniques - (8 hrs)

Responsibility Accounting: Meaning and objectives, Types of Responsibility Centers, Variance Analysis: Evaluation of Cost & Sales Variances, Variance & Management Control. Budgetary Control System: Flexible Budget, Master Budget, Business Decision Cases.

Text Books:

1. Arora,M., - Cost and management accounting , Vikash
2. Horngren, Datar & Foster, - Cost Accounting – A Managerial Emphasis, Pearson /PHI

Reference Books:

1. Khan & Jain , - Management Accounting – TMH
2. Dutta, M., Cost Accounting – Principles & Practice, Pearson
3. Jain & Narang , Cost Accounting – Principles & Practice – Kalyani
4. Ravi M. Kishore – Cost & Management Accounting Taxman
5. Jawahar Lal - Advanced Management Accounting , S. Chand
6. Nigam & Jain – Cost Accounting: Principles& Practices, PHI.

MPC-2016: STRATEGIC MANAGEMENT

Objectives: The objective of this course is to understand the nature and significance of strategic management as a distinct field of scholarly study. Further it aims at developing an understanding about strategic management processes and techniques and their impact on a firm for intelligent decision-making.

Module 1: Basic Concept (7 hours)

Concept, Components – Purpose, Vision, Mission, Objectives, Goals, Policies and Programme strategies, Stimulus for strategy, Mintzberg's Model, Strategic Management Process, Benefits of Strategic Management.

Module II: Company Resources and Capabilities (8 hours)

Environmental Scanning, Competition analysis, Porter's Approach, Strategic groups, Types of Strategies, Value chain analysis.

Module III: Strategy Choice and Formulation (8 hours)

Business Strategy, Strategic factors analysis summary (SFAS), Generic competitive strategies, Corporate Strategy, Strategic alliances, Directional strategy, Growth, Stability, TOWS Matrix, Hofer's analysis, BCG, GEC Analysis.

Module IV: Strategy Evaluation & Control (7 hours)

Nature, Importance, Participants, Barriers in evaluation, Requirements for effective evaluation, Strategic Control, Premise Control, Implementation Control, Strategic surveillance, Special alert control, Techniques of strategic evaluation and control – Strategic Momentum Control and Strategic leap control, Balance scorecard evaluation.

Text Books:

1. Srinivasan R., Strategic Management – The Indian Context, PHI.
2. Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw-Hill- 2nd Edition.

Reference Books:

1. Wheelen T.L./Hunger J.David – Essential of Strategic Management, PHI.
2. Wheelen, Rangarajan- Concepts in Strategic Management and Business Policy- Pearson
3. Hamel G. and Prahalad C.K., Competing for future, HBS Press
4. Thompson A. and Strickland A., Strategic Management, Tata McGraw Hill
5. Hitt. M.I. and Ho Skinssan, R.E. Strategic Management, Thompson Asia
6. Gupta, gollakota and srinivasan; Business Policy and strategic management, PHI.
7. VSP Rao, V Harikrishna - Strategic Management – Excel
8. U. C. Mathur – Text Book of Strategic Management – Macmillan
9. Kachru, Strategic Management, Excel Books.
10. Karne, Mathai- Global Strategic Management- Oxford
11. C. M. Sontaki- Strategic Management- Kalayani Publishers
12. Porter M, Competitive Strategy, Free Press
13. Porter M, Competitive Advantages of Nation, Mcmillan
14. Fitzroy - Strategic Management : Creating value in Turbulent Times – John Wiley.
15. Subba Rao – Business policy and Strategy Management, Himalaya
16. Cherunilam - Strategic management, Himalaya.
17. Ghosh P.K. – Strategic Planning & Management – Sultan Chand & Sons.
18. David F.R. – Strategic Management – Concepts & Cases – 11th – PHI.
19. Hill & Jones, Strategic Management, An Integrated Approach, Biztantra.

TRIMESTER-V

MPC-2018: BUSINESS LAW

Objective : *To offer students a first hand exposure to the legal aspects of business, so as to enable them to face the real-life world with a positive mind-set.*

Module – I (9 Hours) Law Of Contract:

Contract Act: Offer and Acceptance, Consideration, Free consent, Legality of object and consideration, Performance and Discharge of contract, quasi contract, Contract of Guarantee, Bailment (rights and duties of bailor and bailee), Agency (various modes of creating agency, rights and duties of agents and principal).

Module – II (6 Hours) Law of Sales :

Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods. Performance of contract of sale, Rights of an unpaid seller.

Module – III (6 Hours) Economic Laws :

Competition Act 2002: Definition, Prohibition and regulation of combinations, Duties, Powers and Functions of Competition Commission, Penalties, unfair trade practices
Consumer Protection Act 1986.

Module – IV (9 Hours) Company Law :

Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors, Meetings of Directors & Shareholders of Companies.

Text Books:

1. S.S.Gulson, Marcantile Law, Excel Books.
2. N.D. Kapoor – Business Law, Sultan Chand & Sons

Reference Books:

1. M.C. Kuchhal - Business Law, Vikas Publishing House Pvt. Ltd
2. Bulchandani - Business Law for Management, Himalaya Publishing House
3. Palle Krishna Rao- WTO Text & Cases, PSG, Excel Books
4. Baindridge – Introduction to Computer Law – Pearson
5. A. Pathak - Legal Aspects of Business, Tata-McGraw Hill Co. Ltd
6. Pillai and Bhagabati- Business Law, S.Chand & Co.
7. Billai & Bagavathi, Business Law, S. Chand.
8. P.K. Goel, Business Law for Managers, Biztantra.

TRIMESTER-VI

MPC-2019: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives: *To orient students into the ethical orientation in various functional areas of management decision making.*

Module – I (10 hrs) Ethics in Business:

Ethical Theories and Approaches – Teleological, Deontological, Virtue and system development theories; Conflict between moral demands and interest and Ethics in work. Ethical Aspects in Marketing, Finance, HRM and Ethics in Global Business .

Module – II (6 hrs) Corporate Governance:

What is Corporate Governance – Definition, Market model of governance, OECD emphasis, issues in corporate governance, need for and importance of corporate governance and benefits of good governance to companies.

Module – III (7 hrs) Role Players:

Role of Board of Directors, Role of auditors, SEBI and Government. Growth of Corporate governance in India.

Module – IV (7 hrs) Business Ethics and Corporate Governance :

Introduction , Importance and need for Business Ethics in Indian Context, roots of unethical behavior and issues, Corporate governance ethics, How ethics can make corporate governance more meaning full.

Text Books:

1. Fernando A.C - Corporate Governance : Principles, Policies and Practices – Pearson
2. Murty CSV – Business Ethics : Himalaya

Reference Books:

- 1 Velasquez – Business Ethics: Concepts and cases – Pearson/PHI
- 2 Hartman - Perspectives in Business Ethics, Tata-McGraw Hill Publishing Company, New Delhi
- 3 S.K. Chakraborty - Management by Values, Oxford University press, New Delhi
- 4 Christians – Media Ethics : Cases and Moral Resoning – Pearson
- 5 B.P.Banerjee, Foundation of Ethics in Management, Excel Books.
- 6 Satish Modh – Ethical Management – Macmillan
- 7 Boatright – Ethics and the conduct of Business – Pearson
- 8 Singh - Corporate Governance, Excel Books, New Delhi
- 9 J.A.Petrik and J.F. Quinn - Management Ethics, Response.
- 10 S.K. Chakraborty - Ethics in Management, Oxford University press, New Delhi
- 11 Solomons – Corporate Governance and Accountability – John Wiley
- 12 Kesho Prasad – Corporate Governance, PHI.
- 13 Bajaj & Agrawal, Business Ethics-An India Perspective, Biztantra
- 14 S.Parthasarathy, Corporate Governance, Biztantra.

MPC-2020: ECONOMIC ENVIRONMENT OF BUSINESS

Objectives: A sound understanding of economic environment is essential for the long term success of any business. In a fast changing and dynamic environment of today, it is essential for students to relate the factors (internal/external) and gain better exposure in view of the changes.

Module I (8 hours) Economic environment:

Nature of Economic Environment, Economic factors, Strategies for corporate growth, basic economic system, Objectives and assessment of Indian economic planning, National Income and Per capita income, Population, New economic policy – Liberalization, Privatization, Globalization Stabilization.

Module-II (7 hours) Global environment:

Nature, why do companies go global, Manifestations of globalization, Benefits from MNCs, Strategies in Globalization, Functions of WTO, GATT, GATS, and Implication for India.

Module III (7 hours) Investment environment:

Capital market, capital market institutions, Stock Indices, Convertibility – current and capital account, Foreign investment, its need, implications, Destination India.

Module IV (8 hours) Social-Cultural environment:

Nature of culture and impact of culture on business; ecology considerations including pollution, de-forestation, vehicular traffic, sustainable development, consumerism and rural development, social audit.

Text Books:

1. Aswathappa, K., Business Environment and Strategic Management, HPH
2. Paul, Justin-Business Environment, Tata McGraw Hill Company.

Reference Books:

1. Shaikh, Salim, Business Environment, Pearson, New Delhi.
2. Adhikari, M., Economic Environment of Business, Sultan Chand
3. Mittal, V., Business Environment, Excel Books.
4. Misra & Puri, Economic Environment of Business, Himalaya Publishing House.
5. Agrawal, R., Business Environment, Excel Books.
6. Shaikh Saleem, Business Environment, Pearson.
7. Misra & Puri, Economic Environment of Business, Himalaya Publishing House
8. Agarwal, R., Business Environment, Excel Books.
9. Sundaram and Black, International Business Environment, Pearson
10. Bedi, Business Environment, Excel Books
11. Oberoi, N.K., Environmental Management, Excel Books.
12. Cherunilam, Francis –Business Environment, Himalaya Publishing House.
13. Sundaram & Black – The International Business Environment: Text & Cases, PHI.
14. H.L. Ahuja, Economic Environment of Business-Macroeconomic Analysis, S.Chand.

HSS-1904: PERSONALITY GROWTH LAB (2nd Year)

Objective: *This is an extra-syllabic component of the MBA programme, central to the individual pursuing this course for a future managerial position in the corporate world. The involves identification and re-identification of a self in both space and time making allowances for the situational dynamics under the pressure of formal and structural changes in society and government from time to time: For a static human condition is experientially illogical. Hence, personality of an individual is not a mask but an expressive face that changes contours and eye-focus, redefining the individual's vision of reality. This flexibility of response to his space time is reflected in the individuals' choice of words, gestures, expressions and particularly in the rhythm of his speech, action or/and writing. Also in his inter personal relationship. Therefore the following aspects are seminal to a personality, which believes in goal-setting and accomplishment without any interference from his private and personal space-time:*

Trimester-IV: Felicity Articulateness:

Facility of expression stemming from clarity of thought, Unity of Thought-Speech-Action, Negotiation Skills, Presentation Techniques, Telephonic Conversation, Preparing CV, One to one discussion / consultation, Facing an Interview and Interviewing Skills, Job Interviews + Taking an Interview

Trimester-V

- Panel discussion-monitored / anchored, Group discussions with a leader or controlling authority, Open forum-discussions, Presentations at a Seminar / AGM etc., Stress Management, Effective Selling Techniques.
- Facing an irate mob, Crisis Management, Event management, Taking a Press Conference, Power Etiquette, Wit & Humour.

To achieve the above stated objectives the Personality Development Component will be spread over two years. In the second year the following shall be emphasized:

Second year

- One to one discussion / consultation /
- Job Interviews + Taking an Interview
- TV Interview
- Panel discussion-monitored / anchored
- Group discussions with a leader or controlling authority
- Open forum-discussions
- Presentations at a Seminar / AGM etc.
- Facing an irate mob
- Crisis Management
- Event management
- Taking a Press Conference

Books Recommended:

1. A course in listening and speaking (with CD) by V. Sashikaran et al, (Cambridge House, India)
2. In Search of Excellence by Tom Peters & Robert H. Waterman Jr. Viva Books, Delhi
3. Lateral Thinking by De Bono, Penguins
4. Transforming your Workplace by Adryan Bell (University Press, Hyderabad).
5. Group discussion by Ravi Chopra (Radhika Publication, Delhi)

For Advanced Reading

1. The Seat of the soul by Gary Zukav
2. The Sane Society by Eric fromm
3. The New Reality by Peter Drucker
4. The Chomsky Reader, Ed. James Peek (Panthem Books)
5. Powershift by Alvin Toffler
6. *The Clash of Civilizations and the Remaking of World Order* by Samuel Huntington.
7. The Proper Study of Mankind by Isaih Berlin.

ELECTIVES

Marketing Management

Trimester-IV:

- MPE 2011 Consumer Behaviour (CB)
- MPE 2012 Sales & Distribution Management (SDM)
- MPE 2013 Product & Brand Management (PBM)

Trimester-V:

- MPE 2014 Service Marketing (SM)
- MPE 2015 Retail Management (RM)

Trimester-VI:

- MPE 2016 Pharmaceutical Marketing (PM)
- MPE 2017 International Marketing (IM)
- MPE 2018 Advertising Management (AM)

MPE 2011 CONSUMER BEHAVIOUR

Objective: *The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms*

Module – I (8Hrs) Nature and scope of consumer behavior, the application of consumer behavior principles to strategic marketing., Consumer Decision Making: four views of consumer decision making- Economic man, Cognitive man, Emotional man, Passive man Consumer Decision process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model.

Module – II (6Hrs) Individual determinants of behavior: Personality, perception, Attitudes (Structural models of attitudes: Tri-component attitude model, multi attribute model, the measurement of attitudes-scaling techniques and projective techniques), learning and motivation

Module–III(10Hrs) Group influence (the influence of Culture & sub culture, Characteristics of Culture, The measurement of culture), Social Class: The measurement of social class, reference group and family, Family life Cycle (FLC), Lifestyle profiles of the social class(AIO & VALS), Consumer Psychographics: Constructing a psychographic inventory, application of psychographic analysis, Opinion Leadership Process : Measurement of opinion leadership.

Module – IV (6 Hrs) Consumer Research, Diffusion of Innovations: The diffusion process, the adoption process, A profile of the consumer innovator. Consumer Behavior Applications for Profit and Not - For - Profit organization.

Text Books:

1. Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.
2. Batra & Kazmi, Consumer Behavior, Excel Books.

Reference Books:

1. Hawkins, Best & Concy, Consumer Behaviour, Tata McGraw Hill.
2. Peter. D. Bennett Harold H. Kassarian: Consumer Behaviour (PHI).
3. Srivastava, Khandoi, Consumer Behaviour, Galgotia publications.
4. M.S.Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.
5. Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill,
6. Soloman, Consumer Behaviour: Buying, Having and Being, Pearson / PHI.
7. Kardes, F.R. Consumer Behaviour and managerial Decision making, Pearson
8. Nair – Consumer Behaviour and Marketing Research , Himalaya.
9. H.Assael, Consumer Behavior, Biztantra.
10. Jain & Bhatt, Consumer Behaviour, S. Chand.
11. Alok,Sinha & Sharma, Customer Relationship Management, Biztantra.

MPE 2012 SALES AND DISTRIBUTION MANAGEMENT

Objective: *The purpose of this paper is to acquaint the students with the concepts in developing a sound sales and distribution policy in organizing and managing sales force and marketing channels.*

Module – I (6 Hrs) Introduction:

Definition, objectives, Functions and classification of Sales Management, Selling under the Marketing concept, Interdependence of Salesmanship and Advertising. The Sales Organisation: Purpose, principles and policies of sales organisation, setting up of the sales organisation, typical sales organisation structure, planning of the selling factors.

Module – II (10 Hrs) Sales Forecasting

Sales strategies and policies determining the size of the sales force, sales territories, routing and scheduling, controlling the selling effort sales budget and budgeting procedures quota setting and administration.

Management of sales force : Personnel problems of sales management, recruiting and selecting, training and development, motivating salesman, sales meetings and contests, compensating sales personnel, evaluation and supervising salesmen.

Module – III (7 Hrs) Distribution:

Design of Distribution Channel, Management of Channels and Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems. Wholesaler, Retailing and Retailer Marketing Decisions.

Module – IV (7 Hrs) Physical Distribution :

Objectives, Order Processing, Warehousing Inventory, Transportation, Organising for Physical Distribution, Emerging trends in Distribution : Supply Chain management

Text Books :

1. Still, Cundiff & Govoni, - Sales Management: Decision Strategies & Cases, Pearson/PHI.
2. Panda & Sahdev,- Sales and Distribution Management, Oxford University Press.

Reference Books:

1. Acharya and Govekar, Marketing and Sales Management, Bombay: Himalaya Publishing House.
2. Ballou – Business Logistics / Supply Chain Management- Pearson
3. Blanchard-Logistics Engineering and Management- Pearson
4. Chopra – Supply Chain Management – Pearson
5. Coughlall etc., Marketing Channels, PHI
6. Coughlan, _Marketing Channels- Pearson
7. D. K. Agarwal – Text book of Logistics and Supply Chain Management- Macmillan
8. Havaldar & Cavale – Sales and Distribution Management,
9. Jobber – Selling and Sales Management-Pearson
10. Johnson, Kurtz and Schedving - Sales Management, Concept Practice and Cases.
11. Kapoor & Konshal, Basics of Distribution Management, PHI
12. Lobo - Sales Distribution Management, Global Business Press, New Delhi.
13. Ramneek Kapoor – Fundamentals of Sales Management – Macmillan
14. Rustom S. Davar, Sohrab R. Davar, Salesmanship and publicity, Vikas Publishing House, New Delhi.
15. S.L. Gupta, Sales and Distribution management, Excel Books
16. Stern & El-Ansary, Marketing Channels, Pearson.
17. Venugopal, Marketing Channel management, Sage
18. Watuba, Thomas R., Sales Management - Texts and Cases, Business Publication Inc.
19. Dasgupta, V.- Sales Management : Indian Perspective, PHI.

MPE 2013 PRODUCT AND BRAND MANAGEMENT

Objective: *The course is designed to familiarize the students with the concepts of product development strategies in both the conventional product types and the high-tech.com types. It also intends to delve into the areas of branding exercises and branding importance in creating brand equity.*

Module-I (8 Hrs) Product: Basic concept, product planning and development: New Product Development process, Research techniques used in the process, Product development strategies: Idea generation, Concept testing, Concept evaluation, Product testing, Pre-test Marketing and Test Marketing, Launching strategies for new product.

Module-II (6 Hrs) Product lifecycle Management, Product Portfolio Analysis and Management, Product line Management, Industrial Products and Services, Consumer Products & Services(Durables & FMCG), Marketing and Management of information products and services.

Module-III (8 Hrs) Branding: Concepts, functions, branding decisions, brand positioning & extensions, brand prism (Joel Noel Kapferer), brand hierarchy, brand rituals & culture.

Module-IV (8 Hrs) Brand leveraging strategies, Brand identity system, Brand valuation and equity, Building strong brands in Indian and international contexts, Importance of Branding in terms of product success, Strategic changes to gain competitive advantage through branding, Failure of brands.

Text Books:

1. Varma Harsh. V, Brand Management, Excel Books.
2. Lehman Donald, winer Russell, Product Management, TMH

Reference Books:

1. YLR Moorthi, Brand Management, Vikas Publishing House Pvt. Ltd
2. David Aakers, Managing Brand Equity, New York; Free press.
3. Jean Noel Kapferer, Strategic Brand Management, New York: Free press.
4. Lynn B. Upshaw, Building Brand Identity.
5. David Aaker, Building Strong Brand.
6. Wheelright, Steven C. and Clark, Kim B, Revolutionizing Product Development
7. Kahn, New product planning, Sage
8. Tapan K. Panda- Branding-Paradigms and Prognostications-ICFAI University press
9. Keller Kevin, Strategic Brand Management, Pearson Education.
10. Sengupta Subroto, Brand Positioning, TMH
11. Chunawalla S.A., Product Management, Himalaya Publishing House
12. Gupta S.L - Brand Management, Himalaya
13. Mazumdar, Ramanuj, Product Management in India., PHI
14. R.K.Srivastav, product Management & New Product Development, Excel Books.
15. Debasis Pati- Branding concept and process- Macmillan
16. T. K. Panda-Building Brands in Indian Market-Excel
17. Choudhry.P.K, Gupta Ajay; Successful Promotions build Successful Brands, University Press.

MPE 2014 SERVICES MARKETING

Objective : *The course is designed to develop insights into emerging trends in the service sector in a developing economy and deal with issues involved in management of services on national basis.*

Module – I (6 Hrs) Services marketing: Origin, growth and classification of services, the emergence of Service Economy; Nature of Services, Goods and Services Marketing; Marketing Challenges in service business, Marketing framework for service business.

Module – II (8 Hrs) Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Triangle, Service Vision and Service Strategy, Service delivery, Service blueprint, servicescape .

Module –III (8 Hrs) Service Quality: Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management; Advertising, Branding and Packaging of Services, Pricing of services.

Module –IV (8 Hrs) Services failure, service recovery, Customer retention, Customer Relationship management, Designing of service strategy, Concepts of Marketing of financial services, tourism services, health services.

Text Books:

1. Lovelock, Writz, Chatterjee. - Services Marketing: People, Technology , Strategy, Pearson Education, New Delhi
2. Rajendra Nargundkar, Services Marketing, Tata Mcgraw Hill

Reference Books:

1. P.Srinivasan, Services Marketing. PHI
2. Zeithaml, V. A and Bitner, M. J. Services Marketing. New York, McGraw Hill,
3. Bhattacharjee, Services Marketing, Excel Books
4. Apte, Govind, Services Marketing, Oxford University Press.
5. Nargundkar – Service marketing , TMH.
6. Nimit & Monika Chowdhary, Text book of Marketing of Services: The Indian Experience, MacMillan India Limited
7. Jha – Service Marketing , Himalaya.
8. Andersen & Kotler, Strategic marketing for Non Profit Organisations, PHI/Pearson
9. Kotler, Bowen & Makens, Marketing for Hospitality and Tourism, Pearson.
10. McDonald, Malcom and Payne, A Marketing Planning for Services, Butterworth, Heinemann,
11. Verma, H. V. Marketing of Services, New Delhi, Global Business Press, 1993.
12. B.Balaji, Services Marketing and Management, S.Chand. Publications.
13. T K Panda- Customer Relationship Management in Service Industry-Excel
14. Zikmund : Customer Relationship Management, John Wiley & Sons.
15. Rama Mohana Rao, K., Services Marketing, Pearson Education
16. Newton M. P. Payne, A. The Essence of Services Marketing. New Delhi, Prentice Hall of India
17. Ravi Sankar, Services Marketing, Excel Books.
18. B.Balaji, Services Marketing & Management, S. Chand.
19. Clow & Kurtz, Services Marketing, 2e, Biztantra.

MPE 2015 RETAIL MANAGEMENT

Objective: *The course is designed to focus on the perspectives of manufacturers on retailers and understanding of retail business. It is further aimed at throwing more light on the practice of retailing for the students.*

Module – I (8 Hrs) An introduction to the Retailing System. Retailing definition structure, different formats; Franchising, Direct Marketing / Direct Selling - Exclusive shops - Destination stores - Chain Stores - Discount Stores and other current and emerging formats - Issues and options; Concepts in retailing - Retailing mix

Module – II (8 Hrs) Social forces - Economic forces - Technological force - competitive forces, Consumer purchase behaviour - Cultural and social group influence on consumer purchase behaviour.

Module – III (8 Hrs) Retail store location - Traffic flow and analysis - population and its mobility - exteriors and layout - Customer traffic flows and pattern - Creative display; Merchandise Planning - Stock turns. Retail branding, Store image management
Credit Management, Retail Pricing, Return on per sq. feet of space - Retail promotions - Staying ahead of competition. CRM in retailing

Module – IV (6 Hrs) Supply Chain Management – Warehousing, Wholesaling and market logistics, Role of IT in supply chain management; Retail Equity, Technology in Retailing - Retailing through the Internet, Consumerism & Ethics in retailing, Future of retailing.

Text Books:

1. Gilbert David, Retail Marketing Management, Pearson.
2. Bajaj, Tuli, Srivastava, Retail Management. Oxford University Press, New Delhi

Reference Books:

1. Berman Barry & Evans Joel R., Retail Management: A Strategic Approach, Pearson./PHI
2. Levy, Michael & Barton A. Weitz, Retailing Management, TMH.
3. Pradhan Swapna, Retailing Management (Text & Cases), TMH
4. Philip Kotler, Principles of Marketing, Pearson Education
5. Ogden & Ogden – Integrated Retail Management, Biztantra.
6. Drake, Mary Francis, J. H. Spooone and H. Greenwald, Retail Fashion, Promotion, Advertising, Macmillan, NY, 11992.
7. Diamond, Jay and Gerald Pintel, Retailing, Prentice Hall, NJ,
8. Morgenstein, Melvin and Harriat Strong, Modern Retailing, Prentice-Hall, NJ,
9. Zikmund : Customer Relationship Management, John Wiley & Sons.

MPE-2016 PHARMACEUTICAL MARKETING (3-0-0)

Objective: *The course is designed to acquaint the students with a well defined and comprehensive understanding of the pharma industry. Further the students interested in making a career in Pharma area will be definitely benefited with the scope of the course.*

Module- I [8 hours]

Introduction to Pharmaceutical Marketing-Understanding the marketing environment, many dimensions of the market, market segmentation theory. The served market concept, Market opportunity Analysis, and strategic options. A brief history of Indian Pharmaceutical Market, Bundle of Paradoxes.

Module- II [7 hours]

The Product- the Product and Augmented Product Concept, Product and Market Life Cycles, Managing new product-NPD process, Product portfolio analysis, product positioning and branding decisions, protection of International Patents and IPR.

Module – III [6 hours]

Price – Is price an element of Pharmaceutical Marketing Mix?, Bases for pricing strategies, Psychological effects of Pricing, Price control.

Module – IV [9 hours]

Place And Promotion – The manufacturer, the Physician, the wholesaler, the retailer, Pharmaceutical distribution channels. Trade United, NOC and LOC, AICOD physical distribution., Promotion- Personal Selling, Super sales person, medical representatives' role: Four key areas, Prescription – Studying prescribing behavior, prescription research. Public relations in Pharma marketing, The principles of Medical advertising, CRM in Pharma Marketing.

Text Books:

1. Subba Rao Chagasti, Pharmaceutical Marketing in India, Excel Books.

Reference Books:

1. Zikmund : Customer Relationship Management, John Wiley & Sons.
2. Ramaswamy, Naamkumari-Marketing Management I & II, MacMillan.
3. P. K. Rao- WTO-Excel books
4. Adrian Palmer, Introduction to Marketing, Theory and Practice, Oxford.
5. Ryder, Intellectual Property Law, Macmillan
6. Prabuddha Ganguly, Intellectual Property Rights, TMH

Notes: Institutes offering this course must ensure that executives from Pharma Industries be involved in case analysis, seminars or guest lecture series on regular basis. All modules must have a case analysis.

MPE 2017 INTERNATIONAL MARKETING

Objective: *The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.*

Module – I (6 Hrs) Conceptual frame work of International Marketing: Basic differences between domestic and International marketing International Marketing Environment. EPRG frame work in International marketing, stages of development into Global Marketing.

Module – II (6 Hrs) **Indian** Foreign Trade : Indian Trade Policy - Recent trends in India's Foreign trade - Export Assistance, Institutional Infrastructure for Export Promotion in India.

Module – III (10 Hrs) Identification of Foreign Markets: Product Planning for Exports - Export pricing - Market Entry and Overseas Distribution System - Promoting products internationally.

Module – IV (8 Hrs) Overseas Market Research: Marketing Plan for Exports - New Techniques in International Marketing, International subcontracting Joint Ventures, Counter trade Arrangements, Multinationals. Exports finance, risk export documents and procedure.

Text Books:

1. Joshi R.M, International Marketing, Oxford University Press.
2. Keegan - Global marketing management, Pearson./PHI

Reference Books:

1. Rathore & Rathore - International Marketing, Himalaya Publishing.
2. Vasudeva, International Marketing, Excel Books.
3. P. Sarvanavel, International Marketing, Himalaya Publishing, New Delhi.
4. Gitman, Global marketing, Pearson
5. Kotabe & Helseb, Global Marketing management, Willey.
6. Lee Kiefer & Carter Steeve, Global Marketing Management, Oxford Press.
7. Shenkar – International Business with Geodiscoveries-John Wiley
8. Kumar – International Market Research – Pearson
9. Palle Krishna rao – WTO, Excel
10. Rajagopal – International Marketing , Vikas
11. Ambler and Styles, A Silk Road to International Marketing, Pearson.
12. Srinivasan, International Marketing, PHI
13. Varney, International Marketing: Sultan Chand & Sons.
14. Albaum - International Marketing and Export management – Pearson
15. Onkvisit - International Marketing : Analysis and Strategy- Pearson/PHI.
16. D.N.Lascu, International Marketing, Biztantra.

MPE 2018 ADVERTISING MANAGEMENT

Objective: *This paper will appraise the students of the concepts, techniques for developing an effective advertising and sales promotion program.*

Module – I (6 hrs) Introduction: Definition, objectives, Functions and classification of advertising, Advertising Agency : Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.

Module-II (8 hrs) Advertising as communication: advertising versus other forms of mass communication, planning the communication program, the communication mix, building of advertising program: Creative strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.

Module – III (8 hrs) Advertising media, General and special characteristics of different media: Media planning, selection and evaluation, Measuring advertising effectiveness: The rationale of testing- pretesting, concurrent testing & post testing, opinion recognition and recall, inquiries and sales measures, measurement of print media E-Advertising.

Module – IV (8 hrs) Advertising Budget : Approach and procedures for determining the size of the budget character of items to be charged to advertising, Administration and control of budget. Regulation of Advertising - Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, E-advertising.

Text Books:

1. Kazmi & Batra, - Advertising and Sales Promotion, Excel Books
2. Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI

Reference Books:

1. Clow & Baack, Integrated advertising, Promotion, Marketing communication and IMC plan, Pearson Education/PHI
2. Wells, Burnett, Moriarty, Advertising: Principles and practice , Pearson
3. Parag Diwan, Advertising Management, Deep & Deep Publications.
4. Manendra Mohan, Advertising Management, New Delhi, TMH, 1995.
5. Chunawalla, Sethia, - Advertising: Theory and Practice, Himalya Publication House.
6. Russel and Lane, Kleppner's Advertising Procedure, New Delhi : Prentice Hall of India.
7. Belch & Belch - Advertising and Promotions: An integrated marketing communication perspective, TMH.
8. Jethawaney & Jain, Advertising Management, Oxford University Press.
9. Wells, Advertising : Principles and Practice, Pearson / PHI
10. Jefkins, Advertising, Pearson.
11. Sharma, Singh – Advertising: Planning and Implementation, PHI.

ELECTIVES

FINANCIAL MANAGEMENT

Trimester-IV:

- MPE 2021 Security Analysis & Portfolio Management (SAPM)
- MPE 2022 Financial Services (FS)
- MPE 2023 Project Appraisals (PA)

Trimester-V:

- MPE 2024 Financial Derivatives (FD)
- MPE 2025 Financial Institutions & Market (FIM)

Trimester-IV:

- MPE 2026 International Finance (IF)
- MPE 2027 Corporate Tax Management (CTM)
- MPE 2028 Merger & Acquisition (MA)

MPE-2021: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: *The objective of this course is to acquaint the students with the fundamentals of investment and the concept of equilibrium in the market.*

Module I: (8 hours)

Introduction to investment environment, Portfolio Analysis: Analyzing risk and return of individual security and portfolio, portfolio selection: Markowitz and Sharpe model, the concept of efficient frontier, Case analysis

Module II: (8 hours)

Bond Analysis, Bond portfolio management, Equilibrium Models of asset pricing: Capital asset pricing model, and Arbitrage pricing model, Case analysis

Module III: (7 hours)

Fundamental analysis: Economic analysis, Industry analysis and company analysis, Technical analysis: The Dow Theory, Predicting the individual stock movement, predicting the general market movement, Case analysis

Module IV: (7 hours)

Efficient market hypothesis: Weak form and random walk, semi-strong form, strong form and tests of various forms of efficiency, Portfolio revision, performance measurement of managed portfolios, Case analysis

Text Books:

1. Alexander, Sharpe & Bailey, Fundamentals of Investment, PHI
2. Fisher & Jordan, Security Analysis and Portfolio Management, Pearson.

Reference Books:

1. Jones- Investments: Analysis and Management-John Wiley
2. Ranganathan- Investments: Analysis and Portfolio Management-Pearson
3. P.Chandra, Security Analysis and Portfolio Management, TMH
4. S. Kevin, Portfolio Management, PHI
5. Bodie, Kane, Marcus and Mohanty, Investments, TMH
6. D. K. Khatri- Investment Management and Security Analysis(Text and cases)- Macmillan
7. V.K. Bhalla, Investment Management, S. Chand.

MPE-2022: Financial Services

Objective: *To familiarize the students with various financial services rendered to the beneficiaries by agencies authorized to render such services.*

Module- I (7 hours): NonBanking Financial Companies:

Origin, Scope and Functions , Role of NBFCs in rendering Financial Services- RBI regulations, Categories of NBFCs, Housing Finance, Bills Finance and Venture Capital Finance by NBFCs, Risks, limitations and restrictions faced by NBFCs, Prudential Norms for NBFCs

Module-II (8 hours): Merchant Banking:

Nature and scope of Merchant Banking - Regulation of Merchant Banking Activity - Structure of Merchant Banking Industry - Primary Markets, Procedural Aspects of Primary Issues - SEBI Guidelines for Public Issues. Introduction to Secondary Market and Stock Broking,

Module-III (7 hours): Leasing:

Origin of leasing, Development of Leasing in India, Classification, Financial Lease and Operating Lease, Advantages and Disadvantages of Leasing, Hire Purchase: Lease and Hire Purchase Distinguished - Effective Interest Rate - Legal Aspects - Tax Implications Factoring: Concept and Forms of Factoring - Factoring and Bills Discounting Distinguished - Factoring vis-à-vis Forfeiting - Legal Aspects of Factoring, Venture capital financing

Module- IV (8 hours): consumer Finance

Plastic Money: Credit, Debit Cards, Merits and Demerits - Settlement Procedure - Uses of Credit Cards - Member Establishments - Member Affiliates and their Benefits, Credit Rating: Concept Use and Importance of Credit Rating - Credit Rating Agencies & their Activities - Emerging Avenues of Rating Services - Securitization / Mortgages: Securitization - Mortgages and Mortgage Instruments - Concept, Securitization as a Funding Mechanism.

Text Books:

1. M.Y. Khan, Financial Services, TMH
2. Gordon and Natrajan, Financial Market and Services, Himalaya Publishing

Reference Books:

1. C. M. Kulshrestha, Mastering Mutual Funds, Vision Books
2. J. C. Verma, A Manual of Merchant Banking, Bharat Law House
3. Premlal Joshi, Leasing Comes of Age: Indian Scene, Amrita Prakashan
4. Nabhi Publications, SEBI Guidelines
5. Clifford E Kirsch, The Financial Services Revolution, McGraw Hill
6. Nalini P Tripathy, Financial Instruments and Services, PHI
7. Meir Kohn, Financial Institutions and Markets, Oxford

MPE-2023: PROJECT APPRAISALS

Objective - *To focus on the acquiring knowledge and application of various financial concepts into the appraisals of a project.*

Module – I Project Identification and Formulation (6 hrs)

Project characteristics, Taxonomy of projects, Project Identification, Preparation, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation.

Module – II Project Appraisal: (8 hrs)

Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Social Cost benefit analysis, Project risk analysis.

Module – III Project Financing: (10 hrs)

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Sources of financing, Role of Financial Institutions in project financing, Covenants attached to lending, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Apportionment of contingency provision towards fixed assets, Apportionment of preliminary and pre-operative expenses.

Module – IV Project Evaluation and post Audit: (6 hrs)

Project evaluation, Objectives, Evaluation Methods, Post project evaluation objectives, Phases of post audit, Type of post audit, Agencies for project audit Indian scenario.

Text Books :

1. Nagarajan, K. – Project Management, New Age International.
2. Chandra, P., Projects – Planning, Analysis, Selection, Financing – Tata McGrawHill.

Reference Books

1. Clements, Gido – Effective Project Management, Thomson.
2. Choudhury, S., Project Management, Tata Mcgraw Hill.

MPE-2024: Financial Derivatives

Objective : *This course is a sequel to Derivative securities . It is based on understanding and pricing derivative securities. The emphasis in this course is application, risk management using option modeling in firm's decision making.*

Module – I Financial Derivatives : (7 hrs)

Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives. Financial Derivatives Market in India.

Module – II Future Market, Contracting & Pricing : (8 hrs)

Introduction, Financial Futures contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, Theories of Future prices. Hedging Concepts – Long, Short, Cross.

Module – III Forward and Swap Market: Pricing and Trading Mechanism: (7 hrs)

Introduction, Forward contract, Features of Forward contract, Classification of Forward Contracts, Forward prices Vs Future prices. SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps.

Module – IV Financial Option : (8 hours)

Introduction, concept, Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing , Black – Scholes option pricing model, Binomial Option pricing model , Trading with option, Hedging with option.

Text Books:

1. Gupta, S.L. **Financial Derivatives : Theory , Concept and Problems , PHI**
2. Hull, Options, Futures and other Derivatives, Pearson

Reference Books

1. Vohra, N.D. and Bagri, B.R. , Futures and Options , TMH
2. David A. Dufresne and Thomas W. Miller , J.R. Derivatives : Valuation and Risk Management, Oxford .
3. Kumar, Financial Derivatives, PHI.
4. Marshall & Bansal: Financial Engineering, a complete guide to Financial Innovation, PHI.
5. Mishra, Bishnupriya, Debasis, S, Derivatives and Risk Management, Excel Books.

MPE-2025: Financial Institutions and Markets

Objective: *Students are to be familiarized with various financial institutions rendering financial services and their status.*

Module-I (8 hours): Financial Markets:

Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market-Indian and Global Financial Markets.

Module-II (8 hours): Financial Institutions:

Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Financial Services Institutions, Functions and structure introduced,

Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures.

Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions.

Module-III(7 hours): Financial Instruments:

Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures,

Module-IV (7hours): Indian Financial Institutions:

Commercial Banks- Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Investment Policy, Regulatory Authority

Text Books:

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House

Reference Books:

1. R.M. Srivastava, Management of Indian Financial Institutions, Himalaya Publishing
2. LM Bhole, Financial Institutions and Markets, TMH
3. Meir Kohn, Financial Institutions and Markets, Oxford.

MPE-2026: INTERNATIONAL FINANCE

Objective: *The job of a Finance Manager has become more challenging & quite exciting in a fast changing global economic environment. The topic intends to build a strong foundation on certain fundamental & conceptual issues in Finance to enable the prospective managers to successfully face the challenges of operating in dynamic global business environment.*

Specific objectives are:-

- To introduce the theoretical & conceptual aspects of international finance and their relevance for international business.
- To give an in-depth & analytical view of foreign exchange markets & operations including managing the risk.
- To know about institutional frame work & instruments for resourcing & international investment.

Module -1: International Financial System & Market for Foreign Exchanges. (7 hours)

Growing Importance of International Finance & Global Financial Environment, International Monetary System & Evolvement of Floating Rate Regime, Foreign Exchange Markets, Spot, Forward, Swap Markets, Currency Futures & Option Market, Foreign Exchange Market in India

Module-II: Determination of Exchange Rates & International Parity Conditions.(7 hours)

An Introduction to Exchange Rates, Inter-Bank & Merchants Rates, Determinants of Exchange Rates, International Parity conditions, Purchasing Power Parity, Interest Rate Parity & Concept of Covered interest Arbitrage, Balance of Payment, Exchange Rate Forecasting.

Module-III: Managing Foreign Exchange Risk.(8 hours)

Types of Foreign Exchange Exposure & Risk, Transaction Risk, Transaction Risk & Operating Risk; Corporate approach to Currency Risk Management & Hedging Philosophy; Management of Transaction Exposure, Internal & Contractual Hedge; Strategic Management of Operating Exposure; Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.

Module-IV: International Investment & Financing.(8 hours)

Euro Currency Market; Financing the Global Firms, Availability & Cost of Capital; Sourcing Equity Globally, ADRs/GDRs,etc.; International Debt Market, Structuring International Debt; Foreign Investment Decisions, FDI & Portfolio Investment; International Trade Finance.

Text Books:

1. International Financial Management, PG Apte, Tata Mc-Graw Hill.
2. Sathye- International Financial Management-John Wiley

Reference Books:

1. International Finance MD Levi, Mc-Graw Hill
2. Multinational Business Finance Eitman, Stonehill, Mofett Pearson
3. Madhu Vij, International Financial Management, Excel Books.
4. International Financial Management, V.Sharan, PHI
5. Srinivasan & Janakiram, International Financial Management, Biztantra.

MPE-2027: CORPORATE TAX MANAGEMENT

Objective: The objective of the course is to acquaint the students with the implication of tax structure and corporate profit planning is operational as well as strategic terms.

Module-I: (5 Hours)

Basic concepts, Residential Status & Tax incidence and Tax incidence, Income exempt from tax from Companies point of view, Deductions relief, rebates, exemption

Module-II: (10 Hours)

Profit & gain of business and professions, allowable expenditure on companies point of view, Set off & carry forward of losses, Tax Deduction and Collection at Source, Capital gain and tax planning, Taxation of companies

Module-III: (10 Hours)

Tax planning for Business Restructuring (Amalgamation, Demerger, conversion of sole proprietary business into company, conversion of firm into company, foreign companies and foreign collaboration), Advance payment of tax and penal interest.

Module-IV: (5 Hours)

Basic knowledge / understanding of Wealth Tax, Fringe benefit Tax, Securities Transaction Tax, Banking Cash Transaction Tax.

Text Books:

1. Singhania, Vinod and Kapil, Corporate tax Planning and Management, Taxman Publication.
2. Lall- Direct Tax: Income Tax, Wealth Tax and Tax Planning-Pearson

MPE-2028: MERGERS AND ACQUISITIONS

Objective: Powerful change forces and dramatic events in the field of mergers, acquisitions and restructuring have been particularly prominent in the last part of 20th century and early part of 21st century. This course is intended to sensitize student to the aspects.

Module I (7 hours)

Takeovers, mergers and Acquisition: Nature & objective, Forms of Corporate restructuring, Types of Merger, Reasons for merger take over and Acquisitions, Legal and Procedural Aspects, Tax Implication. Cross border acquisitions and International acquisitions.

Module II (8 hours)

Valuation: Financial Methodology, DCF valuation, Principle of valuation, Increasing value of the organization, calculating growth rate.

Module III (7 hours)

Restructuring: Merger and divestitures, Theory of mergers, Tender offer, Empirical test of alternative theory.

Module IV (8 hours)

M & A strategies: Joint venture, ESOPS and Management Leveraged, use and leverage of ESOP and advantage of Management Leveraged, leveraged buy outs-operations, norms for financing leverage buyouts, Bank finance and LBO in India, Reasons for International mergers, Share Repurchase.

Text Books:

1. Sudarshanam, Mergers & Acquisition, PHI
2. Weston, Siu & Johnson, Takeovers, Restructuring and Corporate Governance, Pearson, 2002.

Reference Books:

1. Shiva Rama, Strategic alliances, Response Books.
2. Weston, Chung, Hoag, Mergers, Restructuring & Corporate Control, PHI
3. Marshal J.F., Bansal V.K., Financial Engineering, PHI

ELECTIVE

HUMAN RESOURCE MANAGEMENT

Trimester-IV:

- MPE 2031 Human Resource Planning (HRP)**
- MPE 2032 Compensation Management (CM)**
- MPE 2033 Performance Management (PM)**

Trimester-V:

- MPE 2034 Training & Development (TD)**
- MPE 2035 Human Resource Development (HRD)**

Trimester-VI:

- MPE 2036 Industrial Law (IL)**
- MPE 2037 Cross Cultural and Global HRM (CCGH)**
- MPE 2038 Organizational Change & Development (OCD)**

MPE 2031: HUMAN RESOURCE PLANNING

Objective : *The objectives of this paper is to develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR information, Preparing report on HR performance, measuring the value of human resource and evaluating the effectiveness of HR functions.*

Module-I (6 hrs) Human Resource Planning: Approaches to Human Resource Planning, Concept, importance, objectives Types of HR plan, Dimensions of Human Resource Planning Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach.

Module-II (4 hrs) Human Resource Information System, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS, Human Resource Reporting, Computerised HRIS.

Module III (10 hrs) Human Resource Planning Process, Methods of demand forecasting and supply forecasting at micro level, Managing surplus and shortage, Evaluating human resource planning Effectiveness.

Module IV (10 hrs) Career planning-Concept, objective, Career planning vs. human resource planning, career planning vs succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

Text Books:

1. Bhattacharya, Dipak Kumar – Human Resource Planning, Excel Books.
2. Aswathapa, Human Resource and personnel management Text & Case, TMH.

Reference Books:

1. Strategic Human Resource Planning – Vivek Paranjpee (Allied Publisher)
2. Gordon MC Beath – Man Power Planning
3. D.T. Bell – Planning Corporate Man Power
4. HRP – Gareth Stainer – Manpower Planning
5. Jyothi Venkatesh – Human Resource management, Oxford.

MPE 2032: COMPENSATION MANAGEMENT

Objective : *The objective of this paper is to promote understanding of issues relating to the compensation for human resources in organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.*

Module-I (8 hours) **LABOUR MARKET AND COMPENSATION MANAGEMENT :** Labour Market: Structure, Characteristic & Recent Trends, Conceptual Framework of Compensation Management: Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Bargaining theory, Criteria of wage fixation.

Module-II (7 hours) **WAGE DETERMINATION :** Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems, Knowledge based pay system & market based pay system, Brad bonding.

Module III (8 hours) **WAGE ADMINISTRATION IN INDIA :** Wage Policy in India, Methods of wage determination in India, wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The minimum wages Act, The Pay Commission, Methods of payment. Payment of Wages Act & Payment of Bonus Act.

Module IV (7 hours) **EMPLOYEE BENEFITS:** Incentive Payment and types of incentive plans. Compensation practices of multinational and global organizations. Incentive based pay systems, Executive compensation Practices of MNCs.

Text Books:

1. Milkovich & Newman : Compensation - TMH
2. Sinha P.R.N. – Wage Determination in India

Reference Books:

1. Henderson – Compensation Management in knowledge based world, Pearson.
2. Martocchio – Strategy Compensation , Pearson.
3. Pramod Verma –Labour Economics and Industrial Relations
4. Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,
5. Micton , Rock . Hand Book of Wage & Salary Administration, Helen.
6. K.N. Subramarniam , Wages in India
7. Sharma A.M. – Understanding Wage System – Himalaya
8. Henderson- Compensation Management in a Knowledge Based world- Pearson

MPE 2033 PERFORMANCE MANAGEMENT

Objectives : *The purpose of this course is to provide an in depth understanding of the role of performance management and to manage performance evaluation system effectively.*

Unit – I (7 hrs) Performance Management (PM) Conceptual Frame Work:

Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning , Role Analysis and Evaluating Performance Management.

Unit – II (8 hrs) Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches of performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal interview, Potential Appraisal.

Unit – III (7 hrs) Performance Management Application & Improvement: Performance Management and development, Performance Management and pay, Performance Management for Teams, Performance Management in practice, Analysing performance problems.

Unit – IV (8 hrs) Competency Mapping, 360 feedback, Assessment centers, performance reviews, coaching and counseling, Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for improving performance.

Text Books:

1. Chadha, Prem. , Performance Management, Macmillan, New Delhi
2. Armstrong, Michael and Baron, Angela, Performance Management, Jaico Pub. House , Mumbai

Reference Books:

1. Aguinis – Performance management , Pearson
2. Colenso, Michael , Kaizen strategies for improving team Performance, Pearson Education , New Delhi
3. Srinivas R. Kandula – Performance Mgt., Strategic, Interventions, Drives – PHI
4. Sahu R.K., Performance Management System, Excel Books.
5. Rao , T.V. Performance Management and appraisal systems .
6. Cardy, Robert L. performance Management , PHI , New Delhi
7. Rao T.V -360° Feedback & PM, Vol-I, II & III, Excel Books.
8. Srivastava K. Dinesh, Strategies for Performance Management, Excel Books.

MPE-2034: TRAINING & DEVELOPMENT

Objective *The purpose of this course is to provide an in-depth understanding about the role of training and developing human resources and to manage training system and process effectiveness.*

Module – I (7 hrs) Training and Development Conceptual Framework :
Conceptual Framework: Importance, objectives of Training, Learning environment, learning principles. It's relevance to Improving training design . Cross cultural training in Global perspective .

Module – II (8 hrs) Training Need Analysis:
Definition and purposes of training needs Assessment, level & Components of needs assessment, its Advantages, Task – performance – competency analysis.

Module – III (7 hrs) Training Design & Delivery and Methods:
Designing Training Programmes, types of training and methods –Implementing training programmes both on-the –job and Off-the-job . Executive Development, Transfer of training.

Module – IV (7 hrs) Evaluation of Training :
Evaluating effectiveness of training and development, Evaluation Criteria, Evaluation design, Problems and pitfalls in training and development, Training practices in organizations.

Text Books:

1. Lynton and Pareekh . Training for Development 2nd Edn.- Vistar Publications.
2. R.K.Sahu, Training for Devolopment, Excel Books.
3. B.Janakiram, Training & Development, Biztantra.

Reference Books:

1. Dolan, L. Simon and Schuler S. Randal – Human Resource Mgt. Melson Canada .
2. Gomez Mejia – Managing Human Resources – Pearson
3. Khanka S.S. – Human Resource Mgt ., S. Chand & Comp.
4. Cascio-Managing Human Resources TMH
5. Decenzo and Robbins, Human Resource Mgt. John Wiley & Sons.
6. Bernadin, John – Human Resource Mgt – TMH
7. Pareek – Training for HRD and OD
8. Buckley R & Caple Jin – The theory and Practice of Trg., London, Kogen page.
9. Wills, Mike-Managing the Training Process, McGraw Hill, London.
10. Blanchard & Thacker – Effective Training: Systems, Strategies and Practice, PHI.

MPE – 2035 HUMAN RESOURCE DEVELOPMENT

Objective : *The objectives of this paper is to develop a conceptual as well as a practical understanding of Human Resource Development in Organisations.*

- Module-I** (7 hrs) - Evolution & Concept of HRD, System concept, Role of HRD, Professionals, HRD climate & its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers & supervisors in HRD .
- Module – II** (10 hrs) Assessing HRD needs, Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD , HRD intervention : Designing & implementing HRD Programme.
- Module – III** (7 hrs) Implementing HRD Programmes, on the job, JIT, Job designing job rotation, job enrichment, job enlargement, coaching, mentoring & empowerment, Creating HRD environment, Evaluation frame work ; collecting , data for evaluation, research design, issues concerning evaluation, assessing impact of HRD .
- Unit – IV** (6 hrs) Organisational Culture & HRD , Work force diversity & HRD Labour Market changes, Equal Employment Opportunity, adapting demographic changes & gender issues , HRD practices in manufacturing and services sector

Text Books:

1. Desimone & Harries – Human Resource Development – Thomson Learning
2. T.V. Rao Human Resource Development Oxford IBH Publication

Reference Books:

1. Pareek & TV Rao – Designing & Managing HR System – Oxford IBH
2. Rao, Silvera and Vidyasagar- HRD in the New Economic Environment, THH
3. Rao, Verma, Khandelwal and Abraham (ed)- Alternative Approaches and Strategies of human Resource Development, Rawat Publication.
4. Kohli and Goutam (ed)- HRD and Planning Process in India, Vikash Publishing.
5. Pareek. U- Training Instruments in HRD and OD, TMH.
6. Biswanath Ghosh , HRD & Mgt, Vikash .
7. Srinivas R. Kandula – Strategic Human Resource Development, PHI .
8. Mangaraj, S.-Human Resource Development Practices, Himalaya Publishing.
9. Sheikh – Human Resource Development and management , S.Chand

MPE 2036 : INDUSTRIAL LAW

Objective : *Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The paper aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour management issues.*

Module-I (8 hours) **Labour Legislation :** Need, objectives scope, growth of labour legislation in India. Legislations on working conditions-Factories Act, 1948, Mines Act, 1952, Contract Labour (Regulation & Abolition) Act, Child Labour (Prohibition & Regulation Act-1986, Interstate Migrant Workmen (RECS)-1979.

Module-II (7 hours) **Legislations concerning wages-** Minimum wages Act, 1948, Payment of wages Act, 1936, payment of Bonus Act 1965, Equal Remuneration Act, 1976.

Module III (7 hours) **Social Security Legislations:** The workmen's compensation Act, 1923, Employees' state insurance Act, 1948, The Employees Provident Fund Act, 1952, Maternity Benefit Act 1961, payment of Gratuity Act 1972, EPF Act-1952 and 1995.

Module IV (8 hours) **Industrial Relations Legislations:** Indian Trade Union Act 1926, Industrial Employment standing order Act 1946, Industrial Dispute Act 1947.

Text Books:

1. Sinha, Sinha, & Shekar – Industrial Relations, Trade union and Labour legislation, Pearson
2. Kapoor N.D – Labour Laws, Sultan chand.

Reference Books:

1. Malhotra O.P. – The law of Industrial Disputes – Vol –I and II,
2. Mallik P.L. – Hanbook of Industrial Law, Eastern Book .
3. Ratna Sen - Industrial Relation in India – Macmillan.
4. Saini, Debi S- Redressal of Labour Grievances Claims and Diputes, Oxford& IBH.
5. A.M. Sharma – Industrial Jurisprudence & Labour Legislation, Himalaya
6. Mamoria and Mamoria – Dynamics of Industrial relation Himalaya.
7. S.C. Srivastava – Industrial Relation and Labour Laws- Vikash Pubs.
8. P.K.Padhi – Labour and Industrial Law, PHI.

MPE 2037 CROSS CULTURAL AND GLOBAL HRM

Objective : *The objective of the course is to develop a diagnostic and conceptual understanding of the actual and related behavioural variables and human aspects in the management of global organization Managing cross cultural diversity will also be included in text.*

Module-I (7 hours) Global Business Environment and Human Component : Global Business Environment and Human and Cultural variables and Cross cultural differences and managerial implication; cross cultural research methodology and Hofstede study.

Module-II (7 hours) Cross Cultural management : Cross Cultural Leadership and Decision making, Cross Cultural Communication and negotiation.

Module III (8 hours) International human resource management: Approaches; International Recruitment and Selection, Performance Management and Training and Development, International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

Module IV (8 hours) Key issues in International Labour Relations : Labour Unions and International Labour Relations, HRM practices in countries specially in Japan, Germany, Netherlands, Scandinavian Countries, USA.

Text Books:

1. Doweing , P.J. – International Dimensions of Human Resource Mgt. End Edition Words Worth
2. G. Hofstede – Cultures Consequence ; International Differences in Work related Values – Sage

Reference Books:

1. Deresky- International Management, PHI/Addision Wesley.
2. Aswathappa, Human Rosource & Personnel Mgt., TMH
3. Meraic, D and Puffer, S. Management International cross Exercises and Reading St . Paul . West Publish .
4. Mangaraj, S., Globalization and Human Resource Management, Excel Books.
5. S. C. Gupta- Text book of International HRM-Macmillan
6. Tayeb- International HRM- Oxford
7. Dowling, Welch & Schuler, International H.R.M . Excel Books

MPE-2038: ORGANISATIONAL CHANGE & DEVELOPMENT

Objective : *To familiarize the students with basic organizational processes to bring about organizational change, development and effectiveness.*

Module-I (8 Hours) **Organisational Change:** Concept, Forces demand organizational change - External and Internal, Recognizing the need for change, problem diagnosis, Identifying alternate change techniques , Resistance to change, Managing resistance to change, The process of organizational change.

Module-II (7 hours) **Managing Change :** Managing Change and Transformation: Planning, Creating the support system, managing the transition, organization restructuring, reorganizing work activities, strategies, process oriented strategies, competitor and customer oriented strategies.

Module III (7 hours) Organisational change and process Consultation, Organisation Development - OD process, OD Interventions, Action Research orientation, Evaluating OD Effectiveness.

Module IV (8 hours) Managers as change agents, Internal and external change agents, Organizational change and its management in manufacturing and service sectors- SAIL & power sector.

Text Books:

1. K. Hari gopal , Management of Organization changes , Response Book
2. Kavita singh, Organisation Change & Development, Excel Books.

Reference Books:

1. Robins P.Stephen – Organization Behariour , Pearson
2. Bennis W.G. Benue KD and Chains R (Ed) – The Planning of change
3. Ivan cevich J.M. , Donndly james H. Jr and Gibson J.L. – Management Principles, and functions.
4. N. Sengupta and M. Bhatta - Managing change in the organization, Pearson
5. French , Organisation Development , Pearson
6. Jones- Organisational theory, design and change-pearson
7. Brown- An Experiential approach to Organisational Development-Pearson

ELECTIVE

OPERATIONS MANAGEMENT

Trimester-IV:

MPE 2041

MPE 2042

MPE 2043

Manufacturing Planning & Control (MPC)

Supply Chain Management (SCM)

Quality Management (QM)

Trimester-V:

MPE 2044

MPE 2045

Materials Management (MM)

Service Operation Management (SOM)

Trimester-VI:

MPE 2046

MPE 2047

Project Planning & Control (PPC)

Management of Physical Assets (MPA)

MPE-2041 MANUFACTURING PLANNING AND CONTROL

Objective: *The Course aims at enhancing the understanding of operations function and techniques of planning, scheduling and controlling applied in manufacturing activities of an organization.*

Module –I (8 hrs) Manufacturing Systems:

Characteristics of Job shops, Flow shops and continuous Manufacturing systems, Make-to- Stock, Make-to-Order, Engineer-to-Order and Project Systems of Manufacturing. Choice of Manufacturing Strategy: Centralized Vs. Distributed Manufacturing, Outsourcing, Agile Manufacturing, World Class Manufacturing

Manufacturing Planning: Manufacturing Planning and Control System and its Components: Demand Management, Aggregate Planning, Master Production Scheduling, MRP, Shop Order and Purchase Order Management Systems. Workflow and Information Flows in Manufacturing Planning and Control Systems.

Module –II (6 hrs) Demand Management:

Demand Forecasting: Moving average and Exponential smoothing method. Order Booking, Order Management, Distribution Requirements Planning (DRP), Production Requirements Planning, Fundamentals of Advanced Planning System.

Module –III (9 hrs) Materials Requirement Planning:

Concept and logic of MRP-I and MRP II, Capacity Requirement Planning, Shop Order and Purchase Order Generation, Material Reservation System, Available To Promise (ATP) System and Order Management, Advantages and Limitations of MRP, Handling Uncertainties in MRP. Scheduling lot sizes: Wagner-Within, Silver-Meal and Part Period Balancing.

Just in Time (JIT) System: JIT Flow Control; Philosophy, Kanban System, Advantages and Limitations of JIT.

Module – IV(7 hrs) Optimized Production Technology (OPT):

Theory of Constraints: Goldratt's 10 Principles, Managing Bottlenecks, DBR Scheduling, Lot Streaming, Advantages and Limitations of OPT.

Scheduling of Jobs: Scheduling Vs. Sequencing of Jobs, Measures of Effectiveness, Gantt Chart, Horizontal and Vertical Scheduling, Sequencing of Jobs in single, 2 and 3 machines in Series and in Parallel, Dynamic Job Shop Scheduling.

Text Books:

1. Vollmann, T.E., Berry, W.L and Whybark, D.C. "Manufacturing Planning and Control, for Supply Chain Management" Tata McGraw Hill, 2005, 5th Edition.
2. Mukhopadhyay, Production Planning & Control: Text & Cases, PHI.

Reference Books:

1. Bedworth & Bailey, "Integrated production Control Systems – Management Analysis & Design", Wiley.
2. Buffa & Miller, "Production Inventory Systems, Planning & Control", Irwin
3. Silver, E.A., Pyke, D.R and Peterson, R., "Inventory Management, Production Planning and Scheduling", Wiley, 1997.

MPE 2042 SUPPLY CHAIN MANAGEMENT

Objective: *The course aims at acquainting the students with different components of a supply chain, their structure and interactions, the strategies and tactics of managing it efficiently and effectively.*

Module I (6 hrs) Supply Chain Foundations:

Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities.

Module –II (8 hrs) Customer Orientation:

Customer Satisfaction oriented Supply Chain Management strategy, Customer segmentation, Customer requirements analysis, Aligning supply chain to customer needs: Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications.

Procurement Logistics: Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases. Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

Module –III (8 hrs) Manufacturing Logistics Management:

Lean and Agile Manufacturing, Virtual Manufacturing, Just-in-Time Manufacturing, Lead-time Components and their Compression, Lot Streaming.

Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Carrier Selection, Vendor Consolidation, Vehicle Loading and Vehicle Routing Methods.

Module –IV (8 hrs) Important Issues in SCM:

Reverse Logistics, Green Logistics, Global Logistics, Competitive Cooperation, Bull-Whip Effect and its Management.

Technology Driven SCM: Information sharing amongst Channel Partners, Point of Sales Information Sharing, Inventory and Production Information Sharing, Technology Partnership, Global Positioning System and its uses, Managing Inventory in Transit.

Text Books:

1. DKAgarwal-Text Book of Logistics and Supply Chain Management-Macmillan
2. Ballou,, “Business Logistics/ Supply Chain Management”, Pearson

Reference Books:

1. Bowersox D, Closs D, and Mixby Copper, M., “Supply Chain Logistics Management”, McGraw Hill, 2002.
2. Simchi - Levi, Kaminsky, Simchi – Levi, “Designing & Managing the Supply Chain”, 2nd Edition, Tata McGraw Hill.
3. Bozarth-Introduction to operations and Supply Chain Management-Pearson
4. Bowersox, D.J., “Logistical Management”, McGraw Hill, 2000.
5. Ballou, Remald H., “Business Logistics Management”, PHI
6. Christopher Martin, “Logistics & Supply Chain Management: Strategies for Reducing Costs and Improving Services”, Pitman Publications
7. Gartona and Watters “Supply Chain Management”, Mc Millan Press
8. Sunil Chopra, Peter Meindl, “Supply Chain Management, Strategy, Planning, and Operations”, 2nd Edition, Pearson.
9. Altekar: Supply Chain Management: Concepts & Cases, PHI.
10. Chopra & Meindl: Supply Chain Management: Strategy, Planning & Operation, PHI.
11. Mohanty & Deshmukh, Supply Chain Management, Biztantra.

MPE 2043 QUALITY MANAGEMENT

Objective: *This course aims at exposing the students to various facets of quality, its relevance to business and its management.*

Module –I (8 hrs)

Quality: Concept and its relevance to business competitiveness, Product design, Services, Profitability and Cost.

Product Design: Customer Requirements Assessment, Quality Function Deployment, House of Quality, Offline Design of Parameters and Specifications: Taguchi Method, Production Design, Online and Offline testing.

Module –II (7 hrs)

Statistical Quality Control: Principles of Control Charts: Control Charts for attributes and variables, Acceptance Sampling Techniques, Seven basic tools of quality.

Module –III (8 hrs)

Total Quality Management: Juran’s and Deming’s Principles, Small group activities : Quality Circle, Suggestion Scheme, Continuous Improvement, Project Team approach, Total Productive Maintenance, Design and monitoring of small group activities.

Module –IV (7 hrs)

Quality Systems: ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Tata Excellence and JIPM Award Systems, Role of Consultants.

Test Books:

1. Frank M, Gryna, Richard C. H. Chua, Joseph A. Defeo, “Juran’s Quality Planning & Analysis for Enterprise Quality”, 5th Edition, Tata McGraw Hill.
2. S.Nigama, Total Quality Management, Excel Books.
3. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield-Sacre, “Total Quality Management”, 3rd Ed. Pearson

Reference Books:

1. Pete Pande and Larry Holpp, “What is Six Sigma?”, Tata McGraw Hill.
2. Gittow, H, Openheim A and Oppenheim R., “Quality Management”, McGraw Hill, 2004
3. Zaidi, A., “SPC: Concepts, Methodologies and Tools”, Pearson
4. Kanishka Bedi, “Quality Management”, Oxford
5. Montgomery, D.C, “Introduction to Statistical Quality Control”, John Wiley and Sons, 1996
6. Mukherjee, Total Quality Management, PHI.
7. B.Wakhlu, Total Quality, S. Chand.
8. Martin K Starr, Production & Operation Management, Biztantra.

MPE 2044 MATERIALS MANAGEMENT

Objective : *To expose the students to an integrated view of materials management, its functions, the latest concepts, tools and techniques, and the practices prevalent in various organizations.*

Module-I (7 hours)

Materials Management: An Overview; Objectives; Evolution; Strategies; Functions; Profit Making Potential; Costs.

Module-II (7 hours)

Inventory Management: Stages; Selective Control; Demand Forecasting; Lead-time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; MRP and JIT systems; Inventory Valuation.

Module III (8 hours)

Purchasing: Objectives; Types of Materials; Important Aspects; Procedures; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying; Capital Equipment Purchases. Warehousing and Transportation: Warehouse Location; Transportation; Receiving, Issuing and Store Keeping.

Module IV (8 hours)

Spare Parts Planning and Control, Material Logistics and Supply Chain Management.

Text Books:

1. Gopalakrishna and Sundaresan: "Materials Management", Tata McGraw Hill.
2. A. K. Datta, "Materials Management: Procedures, Text and Cases", Pearson.

Reference Books:

1. Menon K. S., "Purchasing and Inventory Control", Wheeler
2. Sridhar K. Bhat, "Production and Materials Management", Himalaya Publishing House. Lee and Dobler: "Materials and Purchasing Management"
3. Christopher Martin: "Logistics Management",
4. P Gopalakrishnan, "Handbook of Materials Management", PHI
5. Gupta & Chital – Materials Management; Text & Cases, PHI.

MPE 2045 SERVICE OPERATIONS MANAGEMENT

Objective: *This Course aims at acquainting the students with Decision Making in Planning, Design, Delivery, Quality and Scheduling of Operations including Field Service Operations.*

Module –I (8 hrs)

Service Operations Concept: Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction.

Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

Module –II (8 hrs) Field Service Management:

Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management.

Module –III (8 hrs) Service Manpower Planning and Scheduling:

Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Queuing effect, Service Level Considerations and Cost Considerations in Manning, Linear Programming and other models of planning and scheduling.

Module –IV (6 hrs) Customer Relationship Management:

Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation.

IT enabled Customer Service: Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.

Text Books:

1. Fitzsimons, A.J., Fitzsimons M.J., “Service Management Operations, Strategy and Information Technology”, Tata McGraw Hill, 2006.
2. Haksever C., Render, Russell R S., Murdick R G., “Service Management and Operations” Pearson

Reference Books:

1. Hill, A.V., “Field Service Management : An Integrated Approach to Increasing Customer Satisfaction”, Business One Irwin/ APICS
2. Heskett J., “The Service Profit Chain”, Simon and Schuster
3. Davis M and Heinke, J., “Managing Services”, McGraw Hill, 2003.
4. Schemenner, R, “Service Operations Management”, Prentice Hall
5. Kalakota R. & Whinston A. B., “Electronic Commerce – A Manager’s Guide”, Pearson
6. Brown S.A., “Breakthrough Customer Services : Best Practice of Leaders in Customer Support”, John Wiley
- 7.

MPE 2046 PROJECT PLANNING AND CONTROL

Objectives: *The basic purpose of this course is to understand the framework for evaluation of capital expenditure proposals, their planning and management in the review of the projects undertaken.*

Module – I

Basic Concepts: (7 hrs.)

Concept of a Project; Categories of projects; Project Life Cycle Phases; Role and responsibility of project managers; Project organization; Team building; Contract tendering and Selection of Contractors.

Module – II (7 hrs.)

Project Formulation:

Feasibility report – areas of study; Project selection models – Non-numeric and Numeric; preparation of cost estimates; Time estimation; Project evaluation under high uncertainty – preliminary ideas.

Module – III (8 hrs.)

Project Planning and Scheduling:

Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM), Resource allocation

Module – IV (8 hrs.)

Project Monitoring and Control:

Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control.

Project Performance:

Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor.

Text Books:

1. Meredith & Mantel, “Project Management – A Managerial Approach”, John Wiley.
2. S Choudhury, “Project Management”, Tata McGraw Hill.

Reference Books:

1. H. A. Levine, “Project Management – Using Micro Computer”, McGraw Hill.
2. Desai Vasant, “Project Management”, Himalaya Publishing House
3. H. Karzner, “Project Management – A System Approach to Planning, Scheduling and Controlling”, CBS Publishers & Distributors, Delhi.
4. P. Chandra, “Project Appraisal”, Tata McGraw Hill.
5. Kelkar. S.A. – IT Project Management – a concise study, PHI.
6. Randolf and Posner – Effective Project Planning & Management – Getting the job done, PHI.

MPE 2047 MANAGEMENT OF PHYSICAL ASSETS

Objective: *This course aims at developing skill and competence in acquisition, maintenance and disposal of plant, machinery and other physical assets.*

Module I (8 hrs)

Plant Acquisition: Technological alternatives - Generation and Selection, Life Cycle Costing and Womb-to-Tomb approach to Equipment Selection, Technological Obsolescence Consideration, Defender-Challenger Concept and Dynamic equipment policy.

Inspection and Condition Monitoring: Inspection and routine maintenance, Preventive Maintenance and Replacement, Condition Monitoring Techniques: Vibration Analysis, SOAP, Thermographic Analysis etc., Condition Based and Reliability Centered Maintenance.

Module II (7 hrs)

Failure Data Analysis:

Failure data collection and statistical analysis: Failure density function, Reliability function, Hazard Rate function, Bath-tub-Curve, MTBF and MTR calculations.

Module III (7 hrs)

Preventive Maintenance Models:

Block, Age and Group Replacement Policies, Opportunistic Replacement Policies, Choice of Replacement Policy.

Module IV (8 hrs)

Maintenance Planning:

Maintenance Crew size planning, Scheduling of maintenance activities, Failure Mode and Criticality Analysis, Fault Tree Analysis, Prioritizing the Maintenance Activities, Scheduling of Activities during Planned and Forced shutdowns.

Spares Parts Provisioning:

Spare parts Classification: VED, FSN and ABC Classification, Insurance Spares provisioning, Repairable and Non-repairable Spares, Optimal Rotable Spare Parts Planning, Continuous review One-for-One replacement strategy, Inventory Policy for slow moving spares.

Text Books:

1. Jardine AKS., "Maintenance, Replacement and Reliability", Pitman.
2. Kelley, F.P., "Maintenance Planning and Control", Butterworth, 1984

Reference Books:

1. Apte, S S., "Spare Parts Management", Prentice Hall
2. Gopalkrishnan P., "Purchasing and Material Management", Tata McGraw Hill

ELECTIVE

INFORMATION SYSTEM

Trimester-IV:

- MPE 2051 Decisions Support System (DSS)
- MPE 2052 Programming in C with Data Structure (PC)
- MPE 2053 Relational Database Management System (RDMS)

Trimester-V:

- MPE 2054 Object Oriented Programme with Java (OOPJ)
- MPE 2055 Systems Analysis and Design (SAD)

Trimester-VI:

- MPE 2056 Information Security & Risk Management (ISRM)
- MPE 2057 Electronics Commerce (EC)
- MPE 2058 Software Engineering (SE)

MPE-2051 : DECISION SUPPORT SYSTEMS

Objective: *The course has been designed to develop an understanding of the concepts and application of information technology based on decision support system.*

Module I (8 Hours)

Decision Making, System Modeling and Support :Systems, Models, Modeling Process, Decision Making (Intelligence Phase, Design Phase, Choice Phase, Implementation Phase), How Decisions are supported.

Decision Support System Overview : DSS configurations, what is DSS, Characteristics & capabilities of DSS, Components of DSS (Data Management subsystem, Model Management subsystem, Knowledge based Management subsystem, User Interface (Dialog) Subsystem. The User, DSS Hardware, Distinguishing DSS from Management Science and MIS, DSS classifications.

Module II (6 Hours)

Data warehousing, Access, Analysis, Mining and Visualization :Nature and sources of data ; Data Collection (Problems & quality), The Internet and Commercial Database Services, DBMS in DSS, Concepts of (Data Warehousing, OLAP, Data Mining, Data Visualization and Multidimensionality.)

Modeling and Analysis :Modeling, Static & Dynamic models; Treating Certainty, uncertainty & Risk, Influence diagram, MSS modeling using spreadsheets, Heuristic Programming, Simulation, Model Base Management.

Module -III (7 Hours)

Decision Support System Development :

Traditional System Development Life Cycle (SDLC), Alternate Development Methodologies, Prototyping, DSS Technology Levels and Tools, DSS Development Platform, DSS Development Tool Selection, Team Developed DSS, End-user Developed DSS, Integration of DSS Development, DSS Research Directions and DSS of the future.

Collaboration Computing Technologies – Group Support Systems :

Group Decision Making, Communication Support, Collaboration Support, Group Support Systems technologies, GSS Meeting Process, Distance Learning, Creativity and Idea Generation.

Module -IV (9 Hours) Enterprise Decision Support System :

Concepts, definitions, Evolution of ESS, Executive Roles and their Information needs, Characteristics & capabilities of ESS, Comparing and integrating EIS & DSS, Organizational DSS, Supply and Value Chains and Decision Support.

Knowledge Management : Knowledge, Organizational Learning & Organizational Memory, Knowledge Management and its development, methods, technologies and tools, Knowledge Management & AI, Knowledge Management issues and the future.

Implementation & Integrating MSS; Impacts of Management Support Systems :

Integrating EIS, DSS, ES & Global Integration, Intelligent DSS, MSS Support to Business Process Reengineering (BPR), Impact on Individuals, Productivity, Quality & Competitiveness, Issues of Legality, Privacy & Ethics.

Text Book:

1. Turban & Aronson : Decision Support Systems and Intelligent Systems, Pearson Education.
2. Janakiraman & Samkesi – Decision Support Systems, PHI.

Reference Books:

1. Mallach, Decision Support and Data Warehouse Systems, TMH
2. Keen and Mortan - MSS, Decision Support System and Organizational Perspective,
3. Debowski - Knowledge Management, John Wiley & Sons.
4. Tiwana, Amrit - The Knowledge Management Tool Kit: Practical Techniques for Building A Knowledge Management System, Pearson Education.

MPE- 2052: PROGRAMMING IN C WITH DATA STRUCTURES

Objective: *The objective of the course is to be familiar with fundamentals of programming language using C and its Fundamental Data Structure.*

Module I (8 hrs) ‘C’ Language fundamentals; Character set, Identifiers, Keywords, Data types, Constant and Variables, Statements, Expressions, Operators, Precedence of operators, Input-Output Assignments, Control Structures, Decision Making and Branching, Decision making & looping, Functions: functions category, function prototype, parameter passing, Recursion.

Module II (4 hrs)

Arrays: One- and Multidimensional and their applications, Declarations, Manipulation & Strings: String-handling functions.

Module III (8 hrs)

Pointer variable and its importance, Pointer arithmetic, passing parameters by reference, Structures: Declaration of structures, pointer to pointer, pointer to structure, pointer to function, unions and file management.

Module IV (10 hrs)

Data Structures: Linear Data Structures

Stacks and Queues: representation and applications, Linked List: singly linked lists, Linked stacks and queues, Doubly linked lists, Circularly linked lists.

Binary Trees:

Linear search Vs. Binary search, Binary Search Trees, Sorting Techniques: Selection, Bubble Sort, Insertion, merge, heap, quick, Radix Sort, .

Text Books:

1. Gottfried, Schum Series, - Programming in C, TMH
2. Kanetkar, Y - Let Us C, BPB Publications

Reference Books:

1. E. Balaguruswami- Programming in C, TMH
2. H. Schildt- C The Complete Reference, TMH
3. Sahani- Fundamental of Data Structure, CBS publishers.
4. Augenstein, Tanenbaum, - Data Structures using C, Pearson Education,
5. Seymour Lipschutz, - Data Structures, TMH.
6. Kamthane, - Introduction to Data Structures in C, Pearson Education.

Programming in C with Data Structures Laboratory

‘C’ programming on variables and expression assignment, simple arithmetic Loops, If-else, Case statements, Break, continue, goto,
Single & Multidimensional arrays
Functions, recursion, file handling in C
Pointers, address operator, declaring pointers and operators on pointers
Address of an array, structures, pointer to structure, dynamic memory allocation.
Problems in Stack, Queues & Linked Lists

MPE-2053 : RELATIONAL DATABASE MANAGEMENT SYSTEM

Objective: *The objective of the course is to familiarize the students with the design, development, application of a RDBMS..*

Module I (10 hrs)

Introduction, Data Models:Network, Hierarchical, Relational, Database Languages, SQL, Database Design and ER Modeling, Normalization , Relational Database Design, Application Design and Development.

Module II (6 hrs)

Storage & File Structure, Indexing & Hashing, Query Processing, Query Optimization.

Module III (8 hrs)

Transactions, Concurrency Control, Database Security & Authorization, Recovery System, Data Analysis & Data Mining, Information Retrieval.

Module IV (6 hrs)

Database System Architecture, Parallel Databases, Distributed Databases, Object Based Databases.

Text Books:

1. Silberschatz, Korth, Sudarshan, - Database System Concepts, Mc Graw Hill
2. Elmasri, Navrathe, Somayajulu, Gupta, - Fundamentals of Database Systems, Pearson Education

Reference Books:

1. Ramakrishna R., - Database Management System, TMH
2. Gerald - Database Management System, TMH
3. Leon, - Database Management System , Vikas Publication.
4. Kahate - Introduction to Database Management System, Pearson Education
5. Ullman, - Principles of Database management, Galgotia Publications
6. Narang: Database Management Systems, PHI.
7. Pannerselvam: Database Management System, PHI.

RDBMS LAB

Use of SQL & PL/SQL:

DDL: CREATE, ALTER, DROP, etc.

DML: INSERT, UPDATE, DELETE, MERGE, TRUNCATE.

Retriving & Transforming Data: SELECT Clause, FROM Clause, WHERE Clause, GROUP BY & HAVING Clause,

Multi Table Queries: Inner Joins, Outer Joins.

SQL Functions & Operators.

Simple PL/SQL Programs.

MPE 2054 :Object Oriented Program with Java

Objective : *In this paper, the students will learn object oriented programming with Java. The focus will be on learning java syntax and Object Oriented approach to programming.*

Module I (7 hrs) Object Oriented Concepts :

Concept of objects, Concept of Messages, Concept of Classes, Concept of Inheritance.

Module II (8 hrs) Java Programming Language :

Variables and data types, Operators, Expressions, Control Flow Statements, Arrays and Strings.

Module III (7 hrs) Object and Classes :

Introduction to classes : members and methods, Constructors and Destructors, Life cycle of an object, Creating and Using Objects.

Module IV (8 hrs) Advanced Feature of Classes :

Inheritance, Interfaces, Packages, Object Oriented Design Principles

Text Books :

1. Balaguruswamy E.,- Programming with Java : A Premier, Tata McGraw Hill
2. Ken Arnold, Gosling, Holmes; The Java Programming Language – Pearson Education.

Reference Books :

1. Horstmann Cay, - Computing Concept with Java 2 Essentials, John Wiley.
2. Deitel & Deitel, - Java : How to Program , Pearson Education.
3. Radha Krishna P.- Object Oriented Programming through Java: Universities Press.

Java Practice LAB

Variables and data types, Operators, Expressions, Control Flow Statements, Arrays and Strings, classes : members and methods, Constructors and Destructors, Life cycle of an object, Creating and Using Objects, Packages.

MPE-2055 : SYSTEM ANALYSIS & DESIGN

Objectives: *The objective of the course is to familiarize the students with the various concepts of system analysis, design and planning.*

Module I (4 hrs)

System Concepts and Information Systems Environment, System Development Life Cycle, Role of System Analyst.

Module II (10 hrs)

System Planning and initial Investigation, Information Gathering, Tools of Structured: DFD, DD, Decision Tree, Decision Table, Structured English, Pseudocode, Analysis, Feasibility Study, Cost/Benefit Analysis.

Module III (8 hrs)

Process and Stages of System Design, Input/Output and Forms Design, File Organisation and Database Design.

Module IV (8 hrs)

System Testing & Quality Assurance, Implementation and Software Maintenance, Hardware and Software Selection and Computer Contract, Project Scheduling and Software, Security, Disaster/ Recovery, and Ethics in System Development.

Text Books:

1. Elias M Awad, - System Analysis & Design, Galgotia Publication
2. Hopper, George, Valacich, Panigrahi, - Modern System Analysis and Design, Pearson Education.

Reference Books:

1. James A Senn, - Analysis & Design of Information Systems, Tata McGraw Hill
2. Rajaraman, Analysis & Design of Information Systems, PHI.
3. Whitten, Bentley, Dittman, - System Analysis & Design Methods, TMH

MPE-2056: INFORMATION SECURITY & RISK MANAGEMENT

Module I (8 hrs)

Introduction to Security Management, Need for Security, Security Policies, Models, Security Management Principles, Types of Risks, Risk Identification, Risk Management Processes, Approaches, Threats & Vulnerabilities, Risk Analysis and Assessment.

Module II (6 hrs)

Cryptographic Techniques: Plain Text & Cipher Text, Encryption & Decryption, Symmetric & Asymmetric Key Cryptography, Steganography, Data Encryption Standards, Digital Signature, Public Key Infrastructure: Digital Certificates, Public Key Cryptography Standards.

Module III (8 hrs)

Internet Security Protocols: Basic Concepts, Secure Electronic Transaction, Electronic Money, Email Security, User Authentication Mechanisms: Authentication Basics, Passwords, Tokens, Biometric authentication, kerberos, Network Security: Brief introduction to TCP/IP, Firewalls, IP Security, Virtual Private networks.

Module IV (6 hrs)

Standards and Security Certification Issues, National/International Security Laws and Ethical Issues, Case studies on Security.

Text Books:

1. Cryptography and Network security By Atul Kahate-TMH
2. Introduction to Information Security Risk Management-NUT, PHI Publication.

REFERENCES

1. Security in Computing Third edition Charles P. Pfleeger, Shari Lawrence P.
2. Pfleeger PHI Publication! Pearson Education.
3. Computer security by Matt Bishop-Addison Wesley-2003
4. Cryptography and Network security by William Stallings Pearson Education.
5. Digital Signature: Network Security Practice, Gupta, Agarwala, PHI.

MPE-2057: ELECTRONIC COMMERCE

Module 1(4 hrs)

Electronic Communication: PCs and Networking, E-Mail, Internet, Intranet, Extranet.

Module II (10 h,rs)

Introduction to E-Commerce, Types of E-Commerce: B2B, B2C, C2C, G2G, G2E, G2C, E-Business Models & Markets, Techniques and Tools, E-Commerce Providers and Vendors.

Module III (8 hrs)

Building Blocks for E-Commerce: Electronic Data Interchange, Business Processes Reengineering, Management of Change, Mobile Electronic Commerce.

Module IV (8 hrs)

Legal Issues, Cyber Security, Cyber Crimes, Information Technology Act, Public Key Infrastructure, Electronic Payment System & Internet Banking. Case Studies & Examples of Commercial Websites.

Books Suggested:

1. E-Commerce K. K. Bajaj, Debjani Nag, TMH.
2. Global Electronic Commerce – Theories and Case studies; J. Christopher Westland, Theodore HK Clark – University Press.

REFERENCES

1. Electronic Commerce Greenstein / Feinman TMH Publication.
2. e-Commerce David Whitely McGraw Hill.
3. Frontiers of Electronic Commerce, Kalakota, Whinston, Pearson Education. .
4. E-Commerce Management, S. Krishnamurty, Thomson Publication.
5. E-commerce – An Indian Perspective – Joseph, PHI.
6. Brahm Canzer, E-Business & Commerce-Strategic Thinking & Practice, Biztantra.

E- Commerce LAB

Designing & Building e-Commerce Web Sites: E Commerce Website Creation, Selecting an ISP to host the Web Site, Managing all kinds of Payment.

MPE 2058 : SOFTWARE ENGINEERING

Objective: *The objective of the course is to familiarize the students with the various conception soft engineering and its use in software project development and reliability tests.*

Module I (6 hrs)

Introduction to Software Engineering: Programs vs software products, High-level language programming, Control flow-based design, Data structure-oriented design, Data flow-oriented design, Software life cycle models, Iterative waterfall model, Prototyping model, Evolutionary model, Spiral model.

Module II (10 hrs)

Software Project Management: Management of software workflows, Project management concepts, Project Planning, Project metrics, Project estimation techniques, COCOMO, Staffing, Scheduling, Risk Management, Software Quality Assurance, Software Configuration Management.

Module III (7hrs)

Object Oriented Methods of Software Engineering: Use case diagrams, class diagrams, Activity diagram, Sequence diagram, Collaboration diagram, State-transition diagram.

Module IV (7hrs)

Testing for Software Quality, Reliability, and utility Management:
Unit testing, Black-box and White-box testing, Integration Testing and System testing, Software Reliability, Software Quality:ISO9000,ISO9001,SEI CMM,CASE environment.

Text books:

1. Sommerville,- Software Engineering , Pearson Education
2. Pressman, - Software Engineering Practitioner's Approach, TMH
3. Behforooz & Hudson,- Software Engineering Fundamentals, Oxford University Press.

Reference Books:

1. Vliet, - Software Engineering Principles & Practice, John Wiley.
2. Rajib Mall, - Fundamentals of Software Engineering, Prentice Hall of India
3. Jawadekar Wamans. - Software Engineering Principles and Practice., TMG-Hill
4. Jalote,- An Integrated Approach to Software Engineering, Narosa
5. S Pfleeger,- Software Engineering Theory & Practice, Pearson Education.
6. Sajan Mathew, Software Engineering, S. Chand.

SECTORAL MANAGEMENT

GROUP: A

MPE 2071 Management of Travel Business (MTB)

MPE 2072 Managing Hospitality Services (MHS)

GROUP: B

MPE 2073 Rural Resources & Development (RRD)

MPE 2074 Rural Marketing (RM)

GROUP: C

MPE 2075 Banking Management (BM)

MPE 2076 Insurance Management (IM)

Sectoral Group – A

MPE 2071: MANAGEMENT OF TRAVEL BUSINESS

Objective: *The sectoral studies in Hospitality & tourism aims at familiarizing a prospective MBA student in the rapidly growing Tourism & Hospitality Industry. The curriculum for this sector has been designed to provide a basic overview of the Industry & its various components. The view has been to offer basic orientation in the business of Hospitality and Tourism so that the student is able to take an informed carrier decision of Toning the Trade.*

Module-I (6hrs): Travel Agency & Tour Operation Business: history and Functions, Setting up a travel agency & Tour Operation Unit, type of Income of a travel Agency, Tour operation, The wholesaler and retailer, Tourism industry in India.

Module-II (8hrs) Itinerary planning and package tour: Type of Itinerary, importance of Itinerary, planning of Itinerary, relationship between packaging and Itinerary planning, Type of packages, Development of packages, FIT & GIT in packages.

Module-III (8hrs) Multinational regulations: Freedom of Air functions, ICAO, IATA, Air transport: Air India, Indian Airlines, other private air carriers like Sahara & Jet Airways, Air Decan. Rail transport: Major railway systems of world like Amtrak, Euro Rail, Japanese rail, Darjeeling rail, Palace on wheel, oriental express, Indian railway & its different schemes for promotion of tourism.

Module-IV (8hrs) Travel Documents: Passport, Visa, Health regulations, customs, credit card, Forex: Documentations and general guide lines, purpose, requirements.

Text Books:

1. Travel Agency and Tour Operation, Concepts and Principles-J.M.S Negi
2. T.K.Panda – Tourism Industry in India, Excel

Reference Books:

1. Transport for tourism-Stephen Page
2. Tourism System=Mill, R.C. & Morrison
3. Professional Travel Agency Mgmt.-Chunk, James, Dexter & Boberg
4. The Business of Travel Agency Operations and Management-D.L.Foster
5. Travel Industry-Chunk Y. Gee.
6. T.K.Panda, Tourism management – Social Political and Ecological Perspective, Universities Press, Orient Longman

MPE 2072: MANAGING HOSPITALITY SERVICES

Objective: *The objective of the course is to familiarize the students with the tourism and hospitality industry.*

Module-I (6hrs) Introduction to the Hospitality Industry:

Definition and structure of Hospitality Industry (introduce include all sub-sectors of hospitality industry), Organisation structure of a large hotel in the luxury category (Make special explores on department & staff hierarchy), Hotel classification on-size, ownership & star classification system, International Trends in hotel and resort development (Illustrate through appropriate case studies and discussions).

Module-II (8hrs) The Rooms division

Functions of the Rooms Division & Orgn. Structure (A overview of Front Office dept. and Housekeeping dept.), Types of Rooms and in-room facilities in various categories of hotels, Basis of charging room rates, mechanics of pricing and issues that influence pricing decision, Managing customer satisfaction through quality services by different depts.. of the hotel.

Module-III (8hrs) The Food & Beverage Division

Functions and organization chart of the F & B Dept, Types of food service and catering establishments types of restructures, fight catering, institutional catering school mid-day meals, industrial catering; Food & Beverage cost controls: Introduce the control function, budgeting and cost-volume-profit analysis.

Module-IV (8hrs) Hospitality Law and Hospitality Automation

Objectives, need for law, principal & secondary sources, Sarai Act-1867, Consumer protection Act-1986, the prevention of food Adulteration Act-1954, The water (prevention and control of pollution) Act-1981, Licenses and permits for hotels & restaurant, procedures renewal, suspension & termination. The application of computer in various departments of the Hotel, The case study on the Automation of the Hospitality Industry: F.O, H & K & F & B.

Text Books:

1. Hotel Management Theory-Dr. B.K.Chakravarti APH Publishing Corporation.
2. The Hospitality Industry, Tourism & Europe-Rhodri Teare with Debra Adams.

Reference Books:

1. Marketing in Hospitality and Tourism-Richard Teare, Joset A. Mazanec, Simon Creawford Information Technology in the Hospitality Industry Martin Peacock
2. New directions in Hospitality and tourism-Richard teare.
3. Managing Projects in Hospitality Organizations-Richard Teare with Debra Adams
4. The management of food service operations-Peter Jones & Paul Merricks
5. Kamra, Mill & Kaushil, Hospitality Operations & Management, Wheeler Publishers.

Sectoral Group B

MPE 2073: RURAL RESOURCES AND DEVELOPMENT

Objective: *The basic objective of this course is to provide an in-depth understanding of the problems and process of rural development, ecology, resources and major developmental issues.*

Module – I (7 hrs) Rural economy, Income, Resource distribution and gaps

Module – II (8 hrs) Rural ecology, Irrigation, Water Supply and Habitation: Land Holdings, Assets Distribution and Land Reforms : Land Utilisation and Cropping Pattern, Agricultural Productivity: Technology inputs- Water, Electrification, Fertilizers, Seeds, Implements, Plant Protection and subsidies.

Module – III (7 hrs) Manpower: Employment, Migration: Rural Women : Status, Role and Participation.

Module – IV (8 hrs) Forest Resources and Social Forestry: Special Areas Developmental Programmes, Wastelands Developments; Public Services and Extension Services.

Text Books:

1. Arora, R.C. "Integrated Rural Development". 1979. S. Chand, New Delhi
2. Bansali P.C. "Agriculture Statistics in India". 1974. Arnold Heinemann, New Delhi.

Reference Books:

1. Hoshi, Ved. "Migrant Labour and Related Issues" 1987. Oxford and IBH, New Delhi.
2. Khusro, AM "The Economics of Land Reforms and Farm Size in India". Institute of Economic Growth, Delhi.
3. Katar Singh Bhatnagar, Rural Development
4. Gupta A. " Ecology and Development in the Third World" 1988. Routledge, London.
5. Hanumatha Rao, C. "Agricultural Production" Functions Costs Returns in
6. Joshi, PC. "Land Reform in India".1975. Institute of Economic Growth, Delhi.

MPE 2074 : RURAL MARKETING

Objective: *The objective of the course is to explore the students to rural market environment and emerging challenges in the globalization of the economics.*

Module – I (7 hrs) Nature, Characteristics and the potential of rural markets in India, Socio-Cultural economic & other environmental factors affecting rural marketing.

Module – II (8 hrs) Attitudes and Behaviour of the rural consumers and farmers; Marketing of Consumer durables and non-durable goods and services in the rural markets with special reference to product planning, Media Planning, Planning of Distribution channels and organizing personal selling in rural markets in India.

Module – III (7 hrs) Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors; organization and functions of agricultural marketing in India. Classification of Agricultural products with particular references to seasonality and perishability, Marketing Structure and Performance. Processing facilities for different agricultural products.

Module – IV (8 hrs) Role of Warehousing; Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of Central and State Governments. Institutions and Organizations in agricultural marketing. Unique features of commodity markets in India. Problems of agricultural Marketing ; Nature, scope and role of Co-operative marketing in India.

Text Books:

1. Arora, RC. Integrated Rural Development, 1979. S. Chand, New Delhi
2. Kashyap & Raut, The Rural Marketing, Biztantra.

Reference Books:

1. Rudra, Ashok. Indian Agricultural Economics. Myths and Realities. 1982. Allied, New Delhi.
2. Stalk, George. Competing Against Time. 1990 Free Press, New York.
3. Mishra, SN, Politics and Society in Rural India. 1980. Inter India, Delhi
4. Porter, Michael E. Competitive Strategy. 1980. Free Press, New York.
5. Desai, Vasnat, Rural Development. 1988, Himalaya, Bombay.

Sectoral Group-C

MPE-2075: BANKING MANAGEMENT

Objective: *This course aims at honing the skills of students with a special aptitude in Financial sector dealing with banking.*

Module-I (9 hrs) Origin of Banking, Indigenous Bank & Money Lender, Banking System in India-(Central Bank, Commercial Bank, Introduction to new private banks. Co-operative Banks, Regional Rural banks, Foreign banks, Banker & customer relationship, Customer's right & obligations, Banker's rights & Obligations.

Module-II (8 hrs) Various banking products & Services, Value added facilities associated with deposit products, Deposits and Savings Schemes, Loans & Advances-Principles of sound tending, Secured advances-Modes of creating Charges, Letter of credit, Guarantees.

Module-III (7 hrs) Introduction, Traditional vs E. Banking, Emergence of Electronic banking Products, ATM, Tele-banking, Internet banking, Electronic Fund Transfer, Electronic Cheque, Real time group settlement System (RTGS).

Module-IV (6 hrs) Reserve Bank of India & functions, Credit policy of RBI, Credit rating agencies, Basle-I & II, Merchant banking, Foreign currency dealing, Merchant banking (Pre issue and post issue)

Text Books:

1. Varshcy P.N-Banking Law & Practice, Sultan Chand & Sons.
2. Gordon-Natarajan-Banking theory Law & Practice-Himalaya Publishing House

Reference Books:

1. Shekhar & Shekhar-Banking theory & practice- 19th Edition-Vikash Publishing House.
2. Machiraju H.R-Modern Commercial banking-Vikash
3. Reed/Cotter/Gill/Smith-Commercial Banking-Prentice Hall
4. Mishra B. & Debasis S., Indian banking system-, Mahamaya Publication.
5. B.K.Swain-Commercial banking-Excel Books.
6. Bihari & Baral, Modern Banking Management, Skylark Publications.
7. Parameswaran & Natarajan, Indian Banking, S. Chand

MPE-2076: INSURANCE MANAGEMENT

Objective: *Following the opening of the Insurance industry the terms, trends, thrusts and throughputs have been updated and accordingly the presentation of present position and progress of Insurance sector have been focused in the course.*

Module – I (8 hrs) History of Insurance, Principles of Insurance, Rural & Social obligations, Actuarial Services, Practice of General Insurance, Product Profile, Re-Insurance, Tariff Advisory Committee – relevance in current scenario, Life Insurance vs. General Insurance, Fire insurance & margining and their principles

Module – II (7 hrs) Registration of Insurance Companies, Government Control, Insurance Regulatory & Development Authority, Licensing of Insurance Agents & Surveyors, Loss Prevention Association, Loss assessors

Module – III (8 hrs) Capital formation and insurance: Insurance as financial Intermediaries, insurance vs other financial intermediaries, privatization of insurance sector, Major challenges: Mindset, adequacy of capital, market related policies, cost consciousness, competitive strength, Technology, Global integration, marketing of insurance products, Direct marketing and company employees, Channels-Brokers, Franchisees, Bancassurance. PLUS, Study in Risk Management.

Module – IV (7 hrs) Protection of Policy Holders Interests, Claims Management and claim settlement, Niche Areas – Health, Third party administrators and pension scheme implemented by insurance companies.

Text Books:

- 1 Mishra M.N.Modern concepts of insurance, Sultan Chand & Co Ltd.
- 2 George Rajda, Principles of Risk Management and Insurance, Pearson education.

Reference Books:

- 1 Emmett. J. Vaughan and Therse vallghan, Fundamental of Risk and Insurance, John willey & sons.
- 2 Insurance Regulatory & Development Authority or IRDA Act.
- 3 Ganguly, Anand, Insurance Management, New Age International Publication.
- 4 Baral, S.K. & Bihari, S.C., Insurance Management, Skylark Publications.
- 5 Mishra & Mishra, Insurance Principles & Practice, S. Chand.

BIJU PATNAIK UNIVERSITY OF TECHNOLOGY, ROURKELA

ACADEMIC CALENDAR-2007-2008

MBA

1st / 4th Trimester

- | | | | |
|---|--|---|--------------------------|
| 1 | E-Registration for 1 st Trimester / 4 th Trimester | : | 20.08.2007 |
| 2 | Classes Start | : | 20.08.2007 |
| 3 | Mid Term | : | 08.10.2007 to 13.10.2007 |
| | Sending of Mid term marks to University | : | 20.10.2007 |
| 4 | End Term (1 st / 4 th Trimester) University Examination | : | 12.11.2007 to 24.11.2007 |
| | Publication of result | : | 22.12.2007 |
| | Trimester break | : | 26.11.2007 to 01.12.2007 |

2nd / 5th Trimester

- | | | | |
|---|---|---|--------------------------|
| 1 | E-Registration for 2 nd / 5 th Trimester | : | 03.12.2007 10.12.2007 |
| 2 | Classes Start | : | 04.12.2007 |
| 3 | Mid Term | : | 14.01.2008 to 19.01.2008 |
| | Sending of Mid term marks to University | : | 29.01.2008 |
| 4 | University Sports & Cultural Meet | : | 21.01.2008 to 25.01.2008 |
| | End Term (2 nd /5 th Trimester) University Examination | : | 11.02.2008 to 23.02.2008 |
| | Publication of result | : | 23.03.2008 |
| | Trimester Break | : | 25.02.2008 to 01.03.2008 |

3rd / 6th Trimester

- | | | | |
|---|--|---|--------------------------|
| 1 | E-Registration for 3 rd / 6 th Trimester | : | 03.03.2008 – 10.03.2008 |
| 2 | Classes Start | : | 04.03.2008 |
| 3 | Mid Term | : | 14.04.2008 to 19.04.2008 |
| | Sending of Mid term marks to University | : | 26.04.2008 |
| 4 | End Term (3 rd / 6 th Trimester) University Examination | : | 12.05.2008 to 24.05.2008 |
| | Publication of Result | : | 23.06.2008 |
| | Summer Project Training | : | 01.06.2008 to 31.07.2008 |