

SARVEPALLI RADHAKRISHNAN UNIVERSITY, BHOPAL



**MASTER OF BUSINESS ADMINISTRATION
(FULL – TIME)**

DUAL SPECIALIZATION

COURSE CURRICULUM

SEMESTER – FIRST

SESSION 2017-18

SARVEPALLI RADHAKRISHNAN UNIVERSITY, BHOPAL

SARVEPALL RADHAKRISHNAN UNIVERSITY, BHOPAL
PROPOSED M.B.A. (FULL-TIME) COURSE CURRICULUM : Batch 2017-18

FIRST YEAR
SEMESTER I

1.	CP – 101	Management Concepts & Practices	100
2.	CP – 102	Quantitative Methods	100
3.	CP – 103	Managerial Economics	100
4.	CP – 104A	Fundamentals of Computers	100
5.	CP – 105	Business Communication	100
6.	CP – 106	Accounting For Managers	100
		Total Marks	600

FIRST YEAR
SEMESTER II

1.	CP – 201	Organisational Behaviours	100
2.	CP – 202	Management Science	100
3.	CP – 203	Human Resource Management	100
4.	CP – 204	Financial Management	100
5.	CP – 205	Marketing Management	100
6.	CP – 207	Research Methodology	100
		Total Marks	600

DISTRIBUTION OF MARKS

SEM. I-600, SEM. II-600,

EXTERNAL EVALUATION IN EACH PAPER OF 80 MARKS

INTERNAL EVALUATION IN EACH PAPER OF 20 MARKS

Mid Term Test -50% Seminar-30% Class Performance – 20%

SARVEPALL RADHAKRISHNAN UNIVERSITY, BHOPAL
PROPOSED M.B.A. (FULL-TIME) COURSE CURRICULUM : Batch 2017-18

SECOND YEAR
SEMESTER III

OPT ANY TOW SETS OF ELECTIVE, SHOULD BE SAME FOR III AND IV SEMESTER

S.N.	SUBJECT CODE	CATEGORY	SUBJECT NAME
1	CP-301	CORE PAPER	Business Policy & Strategic Analysis
2	CP-302	CORE PAPER	Decision Support System & Management Information System
3	HRM1	ELECTIVE1	Management of Industrial Relations
4	HRM2	ELECTIVE2	Management Training and Development
5	FIN1	ELECTIVE1	Security Analysis and Portfolio Management
6	FIN2	ELECTIVE2	International Financial Management
7	MKT1	ELECTIVE1	Consumer Behaviour
8	MKT2	ELECTIVE2	Advertising Management
9	POM1	ELECTIVE1	Production & Operations Management
10	POM2	ELECTIVE2	Project Management
11	ITM1	ELECTIVE1	System Analysis & Design
12	ITM2	ELECTIVE2	Data Base Management System
13	IBM1	ELECTIVE1	Import Procedures, Documentation and Logistics
14	IBM2	ELECTIVE2	International Economic Organisations & Regional Blocks
15	RTM1	ELECTIVE1	Retail Concepts and Practices.
16	RTM2	ELECTIVE2	Marketing Concepts in Retail Management
17	RUM1	ELECTIVE1	Rural Industrialization
18	RUM2	ELECTIVE2	Rural Marketing
19	EVM1	ELECTIVE1	Principles of Event Management
20	EVM2	ELECTIVE2	Resource Planning & Marketing

Category

DISTRIBUTION OF MARKS

SEM. III-600

EXTERNAL EVALUATION IN EACH PAPER OF 80 MARKS

INTERNAL EVALUATION IN EACH PAPER OF 20 MARKS

Mid Term Test -50%

Seminar-30%

Class Performance – 20%

SARVEPALL RADHAKRISHNAN UNIVERSITY, BHOPAL
PROPOSED M.B.A. (FULL-TIME) COURSE CURRICULUM : Batch 2017-18

SECOND YEAR
SEMESTER IV

OPT SAME ELECTIVE AS PER III SEMESTER

S.N.	SUBJECT CODE	CATEGORY	SUBJECT NAME
1	CP-401	CORE PAPER	Corporate Evolution & Strategic Management
2	CP-402	CORE PAPER	Business Legislation
3	HRM3	ELECTIVE 3	Human Resource Planning & Development
4	HRM4	ELECTIVE 4	Organisational Development & Effectiveness
5	FIN3	ELECTIVE 3	Management of Financial Services
6	FIN4	ELECTIVE 4	Corporate Taxation
7	MKT3	ELECTIVE 3	Sales & Distribution Management
8	MKT4	ELECTIVE 4	International Marketing
9	POM3	ELECTIVE 3	Material Mgt. And Inventory Control
10	POM4	ELECTIVE 4	Value Mgt. Waste Control
11	ITM3	ELECTIVE 3	Strategic Management of Information Technology
12	ITM4	ELECTIVE 4	ERP & E- Commerce
13	IBM3	ELECTIVE 3	Global Human Resource Management
14	IBM4	ELECTIVE 4	EX-IM Finance
15	RTM3	ELECTIVE 3	Retail Strategies and Operations
16	RTM4	ELECTIVE 4	Retail Personnel Mgt.
17	RUM3	ELECTIVE 3	Co-operative Management
18	RUM4	ELECTIVE 4	Rural Credit & Finance
19	EVM3	ELECTIVE 3	Control & Evaluation
20	EVM4	ELECTIVE 4	Event Management (Corporate and Social)
21	CP-403	CORE	SUMMER TRAINING PROJECT VIVA-VOCE

DISTRIBUTION OF MARKS

SEM. III-700

SUMMER TRAINING PROJECT VIVA VOCE 100 MARKS

EXTERNAL EVALUATION IN EACH PAPER OF 80 MARKS

INTERNAL EVALUATION IN EACH PAPER OF 20 MARKS

Mid Term Test -50%

Seminar-30%

Class Performance – 20%

TOTAL SCHEME

SEM I-600 SEM II-600 SEM III-600 SEM IV-700 = 2500

MANAGEMENT CONCEPTS & PRACTICES

COURSE NO. CP: 101

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

COURSE CONTENTS :

- Unit – I Evolution of Management Thoughts: Bureaucracy theory – Weber, Scientific management F.W.Taylor, Administrative (Process) Management – Henry Fayol, Human relations era – Elton Mayo, Systems and contingency approach, for understanding organizations, Managerial processes, functions, skills and roles in an organization.
- Unit – II Social Responsibility of Business; Understanding and Managing individual behaviour – Personality, Perceptions, Values, Attitudes, Learning, work Motivation, Motivation Theories, Individual decision making and problem solving.
- Unit – III Transactional Analysis, Johari Window. Understanding and managing group processes; Interpersonal and group dynamics applications of emotional intelligence in organisations.
- Unit – IV Group decision making, Leadership Theories, Delegation, MBO and Modern Management Thoughts.
- Unit – V Understanding and Managing organizational system – Organizational design and structure, Work stress: Causes, Sources and Management of Stress.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Luthans, F. Organizational Behaviour. 7th ed., New York, McGraw Hill, 1995.
2. Stoner, J. etc. Management. 6th ed., New Delhi, Prentice Hall of India, 1996.
3. Chandan J., Organizational Behaviour, Vikas Publication.
4. Koontz O Donnel, Principals of Management.

QUANTITATIVE METHODS

COURSE NO. CP: 102

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

COURSE CONTENTS :

- Unit – I Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency – Mean, Median, Mode, Requisite of ideal measures of Central techniques, Merits, Domestic of Mean, Median Mode and their managerial application.**
- Unit – II Dispersion Measures of dispersion range, Q.D., M.D., S.D., coefficient of variation, skew ness, kurtosis.
- Unit – III Theory of Probability and probability distribution – Mathematical probability, Trail and event, sample space, Simple problem based on sample space, Binomial, Poisson, Normal distribution and their application in business decision making.
- Unit – IV Correlation and regression analysis – Karl Pearson’s coefficient of correlation, rank correlation, repeated ranks, spears man’s rank correlation, regression equation, Regression coefficient, Time Series analysis and forecasting.
- Unit – V Sampling and Sample Tests – Purposive sampling, Random Sampling, Null – hypothesis, Alternative hypothesis, Chi-square test of goodness of fit and t – test for difference of Means and Application of these test in management.**

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS:

- 1. Gupta, S.P. and Gupta M.P. ‘Business Statistics’. New Delhi, Sultan Chand, 1997.**
- 2. Levin Richard I and Rubin David S. ‘Statistics for Management’. New Jersey, Prentice Hall Inc., 1995.**
3. Kapoor, ‘Operation Research’.
4. Elhance, ‘Fundamental of statistics for Management’.

MANAGERIAL ECONOMICS

COURSE NO. CP: 103

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES :

The objectives of this course is to acquaint the students with concepts and techniques used in Micro – Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalisation.

COURSE CONTENTS :

- Unit – I Concepts and Techniques – Nature and Scope of Managerial Economics, Application of Economics in Managerial Decision Making – Marginal Analysis; Theory of Demand – demand functions, income and substitution effects, demand forecasting.
- Unit – II Production and Cost – returns to scale, cost curves, break-even analysis; economies of Scale, Theory of firm – profit maximization, sales maximization.
- Unit – III Market Structure – Price and output decision under different market structures, price discrimination, non-price competition.
- Unit – IV Macro Economics–Aggregates and Concepts, GNP and GDP, Concept and Measurement of National Income: Determination of National Income,
- Unit – V Money Supply and Monetary Policy, Fiscal Policy: Aggregate Consumption – Gross Domestic Savings, Gross Domestic Capital Formation – WPI, CPI and Inflation. Consumption Function.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Adhikary, M. 'Business Economics', New Delhi, Excel Books, 2000.
2. **Chopra, O.P. 'Managerial Economics'. New Delhi Tata McGraw Hill 1985.**
3. Divedi D. N. , 'Managerial Economics', Vikas Publication.
4. Varshney R.L. & Maherhwari R. L., 'Managerial Economics'.
5. Koutsoyiannis, A. 'Modern Mico-Economics', New York, Macmillan, 1991

FUNDAMENTALS OF COMPUTER

COURSE NO. CP-104A

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

COURSE CONTENTS:

- Unit – I PC: Introduction, Configuration, Operating system features and functions, Application programs and packages. Word Processing: Word Basic, Formatting text & documents, Working with Header Footer, Tables, Macros, Toolbar, Mail merge. Excel: Spreadsheet , Range , Formulas , Functions , and Graphs. Power Point: - Power point basics, creating Presentation, Working with Text, Graphs, Multimedia.
- Unit – II Database : - Basic concept, Data base system architecture, data models, relational model, relations, relation representation, SQL,
- Unit – III Data Communication :- Computer Networks (LAN, MAN, WAN), Network Hardware, Reference Model , Network Topologies , Transmission mode, Transmission media (Guided, Unguided)
- Unit – IV Working with HTML tags:-colors, Hyperlinks, Unordered Lists, Ordered Lists, Definition Lists, Marquee, Tables, Forms, Basic of Java scripts & VB script for interactive pages. Website Hosting, E-Mail, Blogs, Forums.
- Unit – V System Security :- Virus, Type of Virus, Antivirus, Firewall, E-Commerce : Understanding of E-Commerce, Generation of E-Commerce, Needs & Importance of E-Commerce, Application of E-Commerce.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Working with MS Office – Tata McGraw Hill.
2. Fundamental of Data base management system, Renu Vig, Ekta Walo, Indian Society of Technical Education.
3. Networking, Joseph R. Levy.
4. Mastering HTML 4.0 – Ray & Ray, BPB Publication.
5. The Antivirus Book – Saumil U Shah
6. E-Commerce Strategies – Charles Trepper, PHI.

BUSINESS COMMUNICATION

Course No. CP : 105

Max. Marks : 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of this paper is to equip the students with the necessary skills and techniques of business communication.

COURSE CONTENTS :

- UNIT I :** Communication : Meaning, nature, importance to managers, communication theories, elements of communication process, importance of feedback, Model of Communication, Barriers to effective communication.
- UNIT II :** Types of Communication : Oral, Written & non verbal, Upward, Downward & Lateral: Speeches for different occasions; Interviews; Group Discussion; Conferences; Effective Listening; Grapevine communication.
- UNIT III :** Written Communication : Letter Writing; Types of Business Letters; Do's & Don'ts of business letters.
- UNIT IV :** Non – verbal Communication : Meaning and importance; Kinesics; Proxemics; Chronemics; Para-language; Artefacts
- UNIT V :** Report Writing: Types and structure of reports, Drafting of reports. Strategies to develop effective communication skills – Do's & Don'ts of Public Speaking. Importance of Resume and Covering letter – Writing a Resume, essentials of drafting an effective resume.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, External 80) = 100 Marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4x8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3x16 = 48 Marks.

SUGGESTED READINGS :

1. Rodriques, M.V., Effective Business Communication, Concept Publishing Company, Delhi, 2003.
2. Rayudo. C.S., Communication, Himalaya Publishing House, Delhi 2008.
3. Sinha, K.K., Business Communication, Galgoita Publishing Company, New Delhi, 2006.
4. Raymond V. Lesikar, John D. Pettit, Jr, Business Communication – Theory and Application, AITBS Publishers & Distribution, Delhi, 1999.
5. Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Effective Business Communication, Tata McGraw – Hill Publishing Company Limited, New Delhi, 2008.
6. Diwan Parag, Business Communication, Excel Books, New Delhi, 1997.

ACCOUNTING FOR MANAGERS

COURSE NO. CP-106

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

COURSE CONTENTS:

- Unit – I Financial Accounting – Concept, Importance and Scope, Principles of Double Entry, Ledger Accounting, Preparation of Trial Balance.**
- Unit – II Preparation of Financial Statements – Profit and Loss Account and Balance Sheet; Depreciation Accounting.**
- Unit – III Financial Statement analysis – Comparative Statement; Common Size Statements; Ratio analysis, Cash flow and fund flow analysis.**
- Unit – IV Management Accounting – concept; Needs, Importance; Cost Accounting – Records and Processes, Inventory Valuation, Reconciliation between Financial and Cost Accounts.**
- Unit – V Costing for Decision-Making, Marginal Costing and Absorption Costing;**

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Anthony R n and Reece, J. S. 'Accounting Principles', 6th ed. Homewood, Illinois Richard D, Irwin, 1995.
2. Bhattacharya S K and Dearden J. 'Accounting for Management'. Text and Cases. New Delhi, Vikas 1996.
3. Sharma & Gupta, 'Management Accounting' Kalyani Publication.
4. Pandey I. M. , 'Management Accounting', Vikas Publication.



**MASTER OF BUSINESS ADMINISTRATION
(FULL – TIME)**

DUAL SPECIALIZATION

COURSE CURRICULUM

SEMESTER – SECOND

SESSION 2017-18

SARVEPALLI RADHAKRISHNAN UNIVERSITY, BHOPAL

ORGANISATIONAL BEHAVIOUR

Course No. CP : 201

Max. Marks : 80

Min. Pass Marks : 32

OBJECTIVES :

Organizational behaviour provides the knowledge base understanding of behaviour within organizations. OB equips student with tools to effectively manage individuals and groups within organizations and offers a better understanding of organizational culture.

COURSE CONTENTS :

- UNIT I :** Understanding Organizational behaviour: Levels of analysis within OB – individual, group and organization; challenges and opportunities for OB; relationship of OB with other fields.
- UNIT II :** Foundation of individual behaviour; learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.
- UNIT III:** Motivation: concept and process; Motivation theories: Maslow, McGregor, Herzberg, Alderfor's, Vroom, Porter & Lawler and Equity theory; Motivating employee techniques;
Group: nature, functions & development.
- UNIT IV :** Organisational Culture & Climate; Organisational conflicts Type, Causes and Management; Johari Window and Transactional Analysis; Emotional Intelligence; Knowledge Management; Power & Politics; Negotiation.
- UNIT V :** Organisational Change: Forces for change; Resistance to change; Managing change; Stress; Concept, Sources of Stress, Consequences, Management of Stress; Burnout: Causes and Handling of Burnout; Managing diversity in organization.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, External 80) = 100 Marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4x8 = 32 Marks.
Sec. B: (Essay type & case) 3 out of 5 3x16 = 48 Marks.

Suggested Readings:

1. Baron, R.A. and Greenbeg. J (Behaviour in organization. Pearson India).
2. Luthans, F., "*Organizational Behaviour*", 7th ed. New York, McGraw Hill, 1995.

3. Chandan, J., “*Organizational Behaviour*”, Vikas Publishing House Pvt. Ltd.
4. Udai Pareek, “*Organizational Behaviour*”, Oxford University Press, 2004.
5. Robbins, S.P., Judge, T. A and Sanghi, S. (2007). *Organisational Behaviour Dehil* : Pearson Education.
6. Khandwalla, P. N. (1992). *Organization Design for excellence*, new Delhi: Tata McGraw Hill.
7. Davis, K. *Human Behaviour at work*. New Delhi. Tata McGraw Hill.

MANAGEMENT SCIENCE

Course No. CP - 202

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

COURSE CONTENTS:

- Unit – I Management Science-Basic concepts and its role in decision making.
- Unit – II Linear Programming – General Linear programming problem, Standard and Canonical Forms of Linear programming problem, Basic Concepts, Model Formulation, Graphical solution of solving LPP, Duality in Linear programming problem.
- Unit – III Transportation Problem – Basic concept, North – West corner method, Row minima method, Column minima method, Least cost method, Vogel’s Approximation method.
- Unit – IV Assignment & Sequencing Problem – Basic concepts, Hungarian method of solving assignment problem, Sequencing Problem, Processing Jobs through machine(s).
- Unit – V PERT/CPM, Decision Theory and Decision Trees – Game theory, two person zero sum game; Network Analysis in Project – Critical Path Method and Project Evaluation Review Technique.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Kapoor, ‘Operations Research’.
2. Heera & Gupta, ‘Operations Research’.
3. Swarup Kanti, ‘Operations Research’.

HUMAN RESOURCE MANAGEMENT

COURSE No. CP : 203

Max. Marks (Ext. Exam) : 80

Min. Pass Marks 32

OBJECTIVES :

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

COURSE CONTENTS:

- Unit – I Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning;
- Unit – II Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources.
- Unit – III Induction and Socialization; Manpower Training and Development.
- Unit – IV Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination.
- Unit – V Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment;

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, New Delhi, 1997.
2. Edwin B. Flippo, 'Personnel Management', New York, Mc Grew Hill Book Company, International Edition, 1984.
3. Monappa, A & Saiyadain M. 'Personnel Management', 2nd ed., New Delhi, Tata McGraw-Hill, 1966.
4. Pattnayak, 'Human Resource Management', Prentice Hall of India.
5. Mamoria C.B., 'Personnel Management', Himalaya Publication.

6. R.S. Dwivedi, 'Managing Human Resource', Galgotia Publishing Ltd.

FINANCIAL MANAGEMENT

COURSE NO. CP : 204

Max. Marks (Ext. Exam) : 80
Min. Pass Marks : 32

OBJECTIVES :

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

COURSE CONTENTS :

- Unit – I Aims and Objectives of Financial Management; Financial Analysis and Control. Cost – Volume Profit Analysis.
- Unit –II Operating and Financial Leverage. Time value of Money; Investment and Capital Structure Decisions, Instruments of Long Term Finance.
- Unit –III Cost of Different sources of Raising Capital, Weighted Average cost of Capital; Optimum Capital Structure.
- Unit – IV Basics Concept of - Standard Costing; Budget Budgetary Control and Zero Base Budgeting. Methods of Capital Budgeting.
- Unit – V Management of Working Capital-Cash Receivables and Inventory management. Internal Financing and dividend Policy.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Hampton, John, 'Financial Decision Making', Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. 'Financial Management and Policy', 10th ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I. M., 'Financial Management', Vikas Publication.
4. Khan & Jain, 'Financial Management', Tata Mc Graw Hill.
5. Prasanna Chandra., 'Financial Management', Tata Mc Graw Hill.
6. Sharma & Gupta, 'Financial Management', Kalyani Publication.

MARKETING MANAGEMENT

COURSE NO. CP: 205

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES:

The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

COURSE CONTENTS:

- Unit –I Nature and scope of marketing, Corporate orientations towards the marketplace. The Marketing Environment and Environment Scanning;
- Unit –II Marketing information system and Marketing research, Understanding consumer and Industrial markets, market segmentation, Targeting and positioning;
- Unit –III Product decisions, product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decision-promotion mix, advertising, sales promotion, publicity and personal selling;
- Unit –IV Channel management-selection, co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing Marketing in the organization;
- Unit–V Evaluation and control of marketing efforts; New issues in marketing-Globalization, Consumerism, Green marketing, Legal issues.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Enis, B.M. 'Marketing Classics: A Selection of Influential Articles', New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. 'Principles of Marketing', New Delhi, Prentice Hall of India, 1997
3. Kotler, Philip, 'Marketing Management Analysis, Planning, Implementation and Control', New Delhi, Prentice Hall of India 1994
4. Ramaswamy, V S and Namakumari, S. 'Marketing Management Planning Control', New Dehli, MacMillan, 1990
5. Stanton, William, J. 'Fundamentals of Marketing', New York, McGraw Hill, 1994.
6. Neelamegham, S. 'Marketing in India: Cases and Readings', New Delhi Vikas, 1988.
7. Saxena Rajan., 'Marketing Management', Tata McGraw Hill.
8. Sontakki C.N., 'Marketing Management', Kalyani Publication.

RESEARCH METHODOLOGY

COURSE No. CP : 207

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

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.

COURSE CONTENTS:

- Unit – I Introduction to Research Methodology - Meaning, Objectives, Significance of Research in Management; Importance and scope of Research Methodology.
- Unit – II Research Process - Defining Research Problem; Setting of Hypothesis; Research Design – Exploratory, Descriptive and Experimental Research Designs;
- Unit – III Sampling Design - Steps in Sampling Design; Criteria of Selecting a Sampling Procedure, Characteristics of Good Sample Design; Types of Sample Design;
- Unit – IV Data Collection-Primary and Secondary data; Observational and Survey Methods; Questionnaire Design; Processing of Data – Editing, Coding, Classification, Field Work and Tabulation of Data;
- Unit – V Analysis and Report Writing - Selection of Appropriate Statistical Techniques; Parametric Test for hypothesis testing – t - test, Chi – Square test; Characteristics of Non Parametric Test; One-way ANOVA; Report writing.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Bennel, Roger; 'Management Research', ILO,.
2. Gupta, S.P. 'Statistical Methods', 30th ed., Sultan Chand, New Delhi, 2001.
3. Golden, Biddle, Koren and Karen D. Locke; 'Composing Qualitative Research', Sage Pub. 1997.
4. Kothari C.R., 'Research Methodology', Wishwa Prakashan.
5. Dwivedi R.S., 'Research Methods in Behavioural Sciences', Macmillan.



**MASTER OF BUSINESS ADMINISTRATION
(FULL – TIME)**

DUAL SPECIALIZATION

COURSE CURRICULUM

SEMESTER – THIRD

SESSION 2017-18

SARVEPALLI RADHAKRISHNAN UNIVERSITY, BHOPAL

BUSINESS POLICY AND STRATEGIC ANALYSIS

COURSE NO. CP: 301

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

COURSE CONTENTS :

- UNIT-I Business Policy as a field of Study: General Management Point of View; Vision; Mission, Objectives and Policies;
- UNIT-II Environmental Analysis and Internal Analysis; SWOT Analysis;
- UNIT-III Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model;
- UNIT-IV Industry Analysis; Concept of Value Chain; Strategic Profile of a Firm;
- UNIT-V Framework for Analysing Competition; Competitive Advantage of a Firm.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Ansoff, H Igor, *Implanting Strategic Management* Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984
2. Budhiraja; S B and Athereya, M B. *Cases in Strategic Management* New Delhi, Tata McGraw Hill, 1996
3. Christensen, C. R. etc. *Business Policy; Text and Cases*, 6th ed., Homewood Illinois, Richard D. Irwin, 1987
4. Glueck, Willam F. *Strategic Management and Business Policy*, 3rd ed New York, McGraw Hill, 1988
5. Hax, A C and Majluf, NS. *Strategic Management* Englewood Chiffs, New Jersey, Prentice Hall Inc. , 1984
6. Hamel, G and Prahlad, C. K. *Competing for the Future* Boston, Harvard Business School Press, 1994
7. Peters, Tom. *Business School in a Box* New York, Macmillan, 1995.
8. S. Lomesh & P.K.Mishra, *Business Policy & Strategic Management*, Vikas Pub. House.

DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM

COURSE NO. CP: 302

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES:

The objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.

COURSE CONTENTS :

- Unit – I Management Information System: basics; System Concepts; System entropy; Subsystems – basics, decomposition / simplification; System types; Value of Information.**
- Unit – II Frame works – major trends and applications of information technology; System Analysis & Design: Systems Development Methodologies – SDLC & Prototype approach, Case Study.**
- Unit – III Managerial Decision Making : Decision basics; Decision types; Certainty, Uncertainty, Risk-taking, Decision making process; Problem solving techniques; DSS Overview.**
- Unit – IV DSS – relevance/scope/characteristics/capabilities/components; DSS v/s MIS; DBMS : Sources of data – data file/database environment; data models – relevance of relational data base design in DSS.**
- Unit – V Dialog generation system : User interface – graphics, menus, forms; DSS generators; DSS development : steps in designing/identification of decision/, building of DSS/implementation/performance testing.**

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Keen, Peter G. W. : Decision Support System an Organisational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. Decision Support System for- effective planning – Prentice Hall- 1982
3. Krober, Donald W., and Hugh. J. Watson Computer Based Information System New York, 1984
4. DavisL, Michael W. A management approach- Macmillan Publishing Company, Prantice Hall, New Jersey, 1988
5. Andrew P. Decision Support System Enginnering Sage, John Wiley & Sons, New York, 1991
6. Leod, Raymond Me JR Management information systems – Macmillan Publishing Company, New York – 5th Edition- 1993
7. Turban, Efrain Decision Support & Expert Systems – Management Perspective – Macmillan Publishing Company, New York, 1988

ELECTIVE- HR

MANAGEMENT OF INDUSTRIAL RELATIONS

Subject Code- HRM 1

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

COURSE CONTENTS :

- UNIT-I** Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State.
- UNIT-II** Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management.
- UNIT-III** Discipline and Grievance Management; Negotiation and Collective Settlements.
- UNIT-IV** Participative management and Co-ownership; Productive Bargaining and Gain Sharing.
- UNIT-V** Employee empowerment and Quality Management; Industrial Relations and Technological Change.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Kochan, T.A. & Katz Henry, 'Collective Bargaining and Industrial Relations', 2nd ed. Homewood, Illinois, Richard D Irish, 1988
2. Mamkoottam, K, 'Trade Unionism, Myth and Reality', New Delhi, Oxford University Press, 1982
3. Niland J R etc. 'The Future of Industrial Relations', New Delhi, Sage, 1994.4
4. Papola, T S & Rodgers, G. 'Labour Institutions and Economic Development in India', Geneva, ILO, 1992
5. Ramaswamy, E A, 'The Rayon Spinners The Strategic Management of Industrial Relations', New Delhi, Oxford University Press, 1994
6. Virmani, B. R., 'Participative Management vs. Collective Bargaining', New Delhi, Vision Books, 1988.
7. Webb. Sidney & Webb., Beatrice, 'Industrial Democracy', Melbourne, Longman, 1987

ELECTIVE- HR

MANAGEMENT TRAINING AND DEVELOPMENT

Subject Code- HRM 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

COURSE CONTENTS :

UNIT-I Training Process – an overview; Role, Responsibilities and Challenges to Training Managers.

UNIT-II Organization and Management of Training Function; Training Needs Assessment and Action Research.

UNIT-III Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy.

UNIT-IV Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication.

UNIT-V Training Evaluation; Training and Development in India.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Beunet, Roger ed., 'Improving Training Effectiveness', Aldershot, Gower, 1988
2. Buckley R & Caple. Jim. 'The Theory & Practice of Training'. London, Kogan & Page, 1995
3. Lynton, R Pareek, U., 'Training for Development'. 2nd ed. New Delhi, Vistaar, 1990
4. Pepper, Allan D., 'Managing the Training and Development Function'. Aldershot, Gower, 1984
5. Rae, L., 'How to Measure Training Effectiveness', Aldershot, Gower, 1986
6. Reid, M A etc., 'Training Interventions: Managing Employee Development'. 3rd ed. London, IPM, 1992

7. Senge, P., 'The Fifth Discipline: The Art and Practice of the Learning Organization'. London, Century, 1992

ELECTIVE- FINANCE
SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Subject Code- FIN 1

Max. Marks (Ext. Exam) : 80
Min. Pass Marks : 32

OBJECTIVES :

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

COURSE CONTENTS:

- UNIT-I** Investment – Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities.
- UNIT-II** Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices and Return
- UNIT-III** Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable income Securities; The Return to Risk and the Investment Decision.
- UNIT-IV** Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market.
- UNIT-V** Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Amling, Frederic. Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983
2. Bhalla, V K Investment Management: Security Analysis and Portfolio Management., 8th ed. New Delhi, S Chand, 2001
3. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed. New Delhi Prentice Hall of India, 1995
4. Fuller, Russell J. and Farrell, James L. Modern investment and Security Analysis. New York, McGraw Hill, 1993.
5. Haugen, Robert H. modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987
6. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London, 1987
7. Sharpe, William F. etc Investment. New Delhi, Prentice Hall of India, 1997

ELECTIVE- FINANCE
INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code- FIN 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

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

COURSE CONTENTS :

UNIT-I Multinational Financial Management – an overview; Evolution of the International Monetary and Financial System.

UNIT-II Managing short-term assets and liabilities; Long-run Investment Decisions, The Foreign Investment Decision; Political Risk Management.

UNIT-III Multinational Capital Budgeting, Application and Interpretation.

UNIT-IV Cost of Capital and Capital Structure of the Multinational Firm. Dividend Policy of the Multinational Firm.

UNIT-V Country Risk Analysis; Long-term Financing. Foreign Exchange Market.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Abdullah, F A Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987
2. Bhalla, V K International Financial Management 2nd ed. New Delhi, Anmol, 2001
3. Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc., 1996
4. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami Florida, Kolb, 1993
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 1995

ELECTIVE- MARKETING
CONSUMER BEHAVIOUR

Subject Code- MKT 1

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES:

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.

COURSE CONTENTS :

- Unit – I** Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision-Making.
- Unit – II** Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception.
- Unit – III** Consumer Attitude Change; Influence of Personality and Self Concept on Buying Behaviour;
- Unit – IV** Psychographics and Lifestyle; Reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision-Making.
- Unit – V** Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, J F. etc. Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I. Etc. Consumer Behaviour; Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L. Consumer Behaviour, New Delhi, Prentice Hall of India, 1994.

ELECTIVE- MARKETING
ADVERTISING MANAGEMENT

Subject Code- MKT 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

COURSE CONTENTS :

- Unit – I** Advertising's Role in the Marketing Process; Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two Step Flow of Communication.
- Unit – II** Theory of Cognitive Dissonance and Clues of Advertising Strategists: Stimulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach – Determination of Target Audience.
- Unit – III** Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting.
- Unit – IV** Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation – Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign
- Unit – V** Advertising V/s Consumer behaviour; Sales Promotion – Role of Creative Strategies. Advertising – Retail, National, Cooperative, Political, International, Public Service Advertising.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Aaker, David A. etc. Advertising Management, 4th ed. New Delhi, prentice Hall of India, 1985.
2. Beleh, George E. and Beleh, Michael A. Introduction to Advertising and Promotion 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising New York, John Wiley, 1981.
4. Hard, Norman the practice Oxford, Butterworth Heinemann, 1995
5. . Kleppner, Otto. Advertising procedure. New J Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986
6. Ogilvy, David Ogilvy on Advertising London, Longman, 1983.
7. Sengupta, Subroto, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill, 1990.

**ELECTIVE- PRODUCTION & OPERATION MGT.
PRODUCTION AND OPERATIONS MANAGEMENT**

Subject Code- POM 1

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services, Productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

COURSE CONTENTS :

- Unit – I Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis;
- Unit – II Material Handling-Principles-Equipments. Line Balancing-Problems; Operations decisions-Production Planning and Control in Mass Production, in Batch/ Job Order Manufacturing;
- Unit – III Capacity Planning –Models; Processplanning, Aggregate Planning Scheduling, Work Study, Method Study, Work Measurement, Work Sampling;
- Unit – IV An Overview of Material Management, Material Planning and Inventory Control; Purchase and Store Management.
- Unit – V Industrial Safety; Total Quality Management including Modern Production Management practices - Just in Time (JIT), KANBAN, 5-S, Kaizen, Total Productive Maintenance (TPM), and 3-M (Muri, Mura, Muda).

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Adam, E & Ebert, R.J. 'Production and Operations Management', 6th ed. New Delhi, Prentice Hall of India, 1995.
2. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill, 1989.
3. Moore, FG and Hendrick, T.E., 'Production/ Operations Management', Himalaya Publication.
4. Chunawalla, 'Production and Operations Management', Dr. K. Aswathappa, 'Production Management', Himalaya Publication.
5. Buffa, E.S., 'Modern Production Management', New York, John Wily, 1987.

ELECTIVE- PRODUCTION & OPERATION MGT.
PROJECT MANAGEMENT

Subject Code- POM 2

Max Marks: Ext Ex: 80
Min Pass Marks : 32

OBJECTIVE:

To familiarize the students with the fundamental concepts and methods of Project Management, Evaluation, Financing and Control.

COURSE CONTENTS :

- Unit - I:** Planning – Overview; Strategy and Capital Allocation; Generation and Screening of Project Ideas
- Unit – II:** Analysis – Market and Demand Analysis, Technical analysis, Financial Estimates and projections.
- Unit – III:** Selection: Basic Techniques – The Time Value of Money, Investment Criteria, Project Cash flows, The Cost of Capital, Stand – Alone Risk Analysis; Portfolio Theory and Capital Budgeting.
- Unit IV:** Financing: Financing of infrastructure and other Projects, its Capital Structure & Methods of Offering; Venture Capital and Private Equity
- Unit V:** Project Implementation and Review– Evaluation and Control; Project Network Techniques; use of PERT and CPM . Cost and Time overrun; Administrative aspects of Project Review.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, external 80) = 100 Marks

PATTERN OF EXTERANL EVALUATION:

Sec A: (Short answer) 4 out of 8 4x8 = 32 Marks
Sec B: (Essay type and case) 3 out of 5 3x16 = 48 Marks

REFERENCE BOOKS:

1. Projects, Planning Analysis, Selection, Implementation & Review – Prasanna Chandra. Tata McGrawhill India Ltd.,
2. Richman, Larry. (2008). Project Management: Step-by-step. Prentice Hall India
3. David I. Cleland – Project Management: Strategic Design and Implementation – McGraw – Hill Inc.
4. Text Book of Project Management, P.Gopalakrishnan and VE Rama Moorthy – Mcmillan India Ltd.,

ELECTIVE- IT (Information Technology)
SYSTEM ANALYSIS AND DESIGN

Subject Code- ITM 1

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

This Course is aimed at developing an appreciation of Analysis and Design of Computer based commercial data processing systems.

COURSE CONTENTS :

- UNIT-I Overview of Systems analysis and Design; Software applications today the changing scenarios – Introduction to different methodologies and Structured System Analysis - Problem Identification – requirement analysis: tools and techniques – feasibility analysis – Operational , Technical and Economical Feasibility – details of SDLC approach.
- UNIT-II Business Systems Concept; Systems Development Life Cycle; Project Selection; Feasibility study, Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available.
- UNIT-III System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organization and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization. Detailed Design; Modulation; Module Specification; File Design; Data Base Design.
- UNIT-IV System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria.
- UNIT-V Managing Data Processing in an Organization; Data Processing Setup; Project Management Techniques for managing Software Projects.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Awad, Elias M. 'System Analysis and Design'. 2nd ed. New Delhi, Printice Hall of India, 1990.
2. Coad, Peter and Edward, Yourdon. 'Object Oriented Analysis'. 2nd ed. Englewood Cliff, New Jersey, Yourdon Press, 1991.
3. Hawryszkiewycz. I.T. 'Introduction to Systems Analysis & Design'. 2nd ed. New Delhi, Printice Hall of India, 1991.
4. Marco, T.D. 'Structured Analysis & System Specification', New Delhi Yourdon Press, 1989.
5. Rajaraman, V. 'Analysis and Design of Information Systems'. New Delhi, Printice Hall of India, 1991.
6. Van Over, Davic 'Foundations of Business Systems' Fort Worth, Dryden Press, 1992.
7. Whitten, J.L. etc. 'System Analysis and Design Methods', New Delhi, Galgotia, 1994.

ELECTIVE- IT (Information Technology)
DATA BASE MANAGEMENT SYSTEMS

Subject Code- ITM 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands on implementation of a database in corporate environment.

COURSE CONTENTS :

- UNIT-I Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models.
- UNIT-II Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness.
- UNIT-III Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a system. Physical Database Structures; Normalization and Logical Design.
- UNIT-IV Query Languages for Relational Database Management Systems; Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems; Structured Query Language. Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases.
- UNIT-V Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organization Problems; Implementation and Maintenance Issues; Database Administration.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Coad, Peter & Edward, Yourdon, 'Object – Oriented Analysis'. 2nd ed. , Englewood Cliff, New Jersey, Yourdon Press, 1991.
2. Kroenke, David M. 'Databases Processing: Fundamentals, Design, Implementation'. 4th ed. New York, McMillan, 1992.
3. McFadden Fred R. & Hoffer, Jeffrey, A. 'Database Management'. 3rd ed. Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Philip J.A. Guide to SQL. Boston, Boyd and Fraser, 1990.
5. Salemi, Joe. Client / Server Data Bases. Emeryville, California, Ziff-Davis Press, 1993.
6. Systems and Developers Manuals for an RDBMS Such as Oracle.

ELECTIVE- INTERNATIONAL BUSINESS
EXPORT IMPORT PROCEDURES, DOCUMENTATION

Subject Code- IBM 1

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVE :

The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

COURSE CONTENTS :

Unit-I Documentation Framework-Exim Documentation; International Business Contracts; Types, formation, Elements, Legal Dimensions, Dispute Settlement.

Unit-II Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance.

Unit-III Foreign Exchange Regulations and Formalities; Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures ; Role of Clearing and Forward Agents'; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo.

Unit-IV Negotiations of Documents with Banks; Procedures and documentation for availing export incentives-Duty draw backs, Import Licensing and other incentives; Processing of an Export Order.

Unit-V World Shipping : Structure, Liners, and Tramps, Conference System; Freight and structure. Indian Shipping : Trends, Structure, Concepts of Dry Port, Containerization, Machinery for Consultation; Air Transport: International set-up, Freight rate structure.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS:

1. Bhalla, V.K. & S. Ramu, 'International Business Environment & Management', 5th ed., Delhi, Anmol, 2001.
2. Desai, H.B. 'Indian Shipping Perspectives', Delhi Anupam Publications 1988
3. Govt. of India, Handbook of Import-Export Procedures.
4. Paras Ram, Export : 'What, Where and How', Delhi, Anupam Pub. 1995.

ELECTIVE- INTERNATIONAL BUSINESS
INTERNATIONAL ECONOMIC ORGANISATIONS & REGIONAL
BLOCKS

Subject Code- IBM 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

To familiarise the students with the functioning of the international economic organisations and their changing role in the context of globalisation of the world economy and theory of economic integration and its impact on trade and investment flows among the regions and on global economy.

COURSE CONTENTS :

- Unit-I** International Economic Organisations and Development Diplomacy : Regimes and regimes theory.
- Unit-II** International Organisations as international institutions; International Monetary Fund (IMF) : World Bank Group-International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).
- Unit-III** General Agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO), United Nations Conference on Trade and Development (UNCTAD); International Labour Organisation (ILO).
- Unit-IV** Economic Integration and endogenous growth.
- Unit-V** Selected Regional Blocks-NAFTA, EU, ASEAN, SAARC, Globalisation Vs. Regionalisation.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Balassa, Bela, 'Theory of Economic Integration', London, George Allen & Unwin Ltd., 1961.
2. Bhalla, V.K. World Economy in 90s : A Portfolio Approach, Delhi, Anmol Pub Pvt. Ltd. 1990.
3. Dreze, Jean and Sen, Aamrtya. 'Indian Development: Selected Regional Perspective', Delhi Oxford University Press, 1997.
4. Jackson, J. 'The World Trading System', Cambridge, Mass : MIT Press 1994.
5. Krugman, Paul R. and Obstfeld, M. 'International Economics', 3rd ed., USA, Harper Collins Pub. 1994.
6. Machlup F. 'A History of Thought on Economic Integration', London Macmillan, 1977.
7. Bhalla, V.K. 'International Monetary Corporation', Delhi, Anmol, 1992.

8. Heent, Diana. 'Economic Theories of Development : An analysis of competing Paradigms', Hemel Hempstead : Harvester wheat sheaf 1989.
9. Keohane, Robert O. International 'Institutions and state Power : Essays in International Relations Theory', Boulder : West view, 1989.

ELECTIVE- RETAIL MANAGEMENT
RETAIL CONCEPTS AND PRACTICES

Subject Code- RTM 1

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVE:

To enable students to identify and understand the significance of retailing in the current business environment, develop guidelines to build a retailing business, after studying retail organizations design, structure, location factors and space management.

COURSE CONTENTS :

UNIT – I Introduction to retail management, The concept of retailing, Nature and Scope, Functions of Retailers, Planning and Forecasting in retailing.

UNIT – II Indian and Global Retail Environment. The evolution of retail in India, the rise of the retailer, challenges and changes impacting retail development in India.

UNIT – III Types of Retail Stores,. Retail Models and theories of retail development, the future of retailing.

UNIT – IV Organization design and structure in Retail, Retail formats, HR Management in Retail.

UNIT – V Space Management, Factors, Affecting Store Location, Layout and Design.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READING:

1. Retailing management by Swapna Pradhan, Tata McGraw Hills.
2. Retailing management by Suja R. Nair, Himalaya Publication.
3. Retailing management by Gibson G. Vedamani, Jaico Books.
4. Retailing management by Roger Cox, Paul Britain, Pearson Education.

ELECTIVE- RETAIL MANAGEMENT
MARKETING CONCEPTS IN RETAIL MANAGEMENT

Subject Code- RTM 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

To enable students to understand the relevance of concepts of marketing in retail management and also realize the importance of customer relationship management in retailing.

COURSE CONTENTS :

UNIT – I Segmentation, Targeting, Positioning and consumer behaviour in retail marketing, pricing policies and techniques.

UNIT – II Merchandise Management, Retail Merchandising, Mercantile, Planning and its process, buying systems, tools used for mercantile functions, evaluating mercantile performance.

UNIT – III Supply chain management in retailing, management of service and quality in retailing.

UNIT – IV Retail Marketing mix, Retail communication mix, Role of advertising, Sales promotion, Public relations and Personal selling in retailing.

UNIT – V Customer relationship 'management in retailing, building and sustaining relationships in retailing, Servicing the retail customer.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READING:

1. Retail marketing management by David Gilbert, Pearson Education.
2. Marketing management by Philip Kotler.
3. Retailing by J. Barry Mason and David J. Burns.
4. Retail management by Ronald W. Hasty and James Reardon.

ELECTIVE- RURAL MANAGEMENT

RURAL INDUSTRIALIZATION

Subject Code- RUM 1

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

To provide a comprehensive understanding of the Linkages between Rural Industrialization, Agro-based Industries and Rural Development.

COURSE CONTENTS :

- UNIT-I** Rural – Urban Organizational and industrial patterns; Decentralized Industries. Small and Medium Scale Industries.
- UNIT-II** Choice of Rural, Agro based industries: issues in the size and Location of Industries, : Appropriate technology and Issues in the transfer of technology.
- UNIT-III** Rural labour employment and rural industries, : Policy and Development of Cottage industries.
- UNIT-IV** Organization and administration of KVIC; Promotional measures; Subsidies, incentives and financial inputs; Issues in product development, Pricing, Quality marketing and supporting Organizations.
- UNIT-V** Role of Co-operatives, Financial institutions, Central, State and Local Government; Socio-economic impacts of Rural industrialization; Sectoral Systems Approach to Rural Industrialization.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Acharya, S.S. and Agarwal, N.L. “Agricultural marketing in India”; 1987. Oxford & IBH, New Delhi.
2. Dasgupta, S. “Diffusion of Agriculture Innovation in Village India”, 1989. John Wile, New York.
3. Desai, Vasant, “Rural Development”, 1988 Himalaya, Bombay.
4. Dholakia, R.H. and Iyenger , “Planning for Rural Development: Issues and Case studies”, 1988. Himalaya, Bombay.
5. Hanumantha Rao, C.H. “Technological Change and Distribution of Gains in Indian Agriculture”, 1975. Macmillan, Delhi.
6. Papola, T.S. “Rural Industrialization “, 1982. Himalaya Bombay.
7. Thakur, S.Y. “Rural Industrialization in India : Strategy and approach”, 1986. Sterling, New Delhi.

ELECTIVE- RURAL MANAGEMENT

RURAL MARKETING

Subject Code- RUM 2

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of this course is to expose the students to the rural market environment and the emerging challengers in the globalization of the economies.

COURSE CONTENTS :

- UNIT-I** Nature, characteristics and the potential of rural market in India, Socio-cultural economic & other environmental factors affecting rural marketing.
- UNIT-II** 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.
- UNIT-III** 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 reference to seasonality and perishability.
- UNIT-IV** Marketing structure and performance Processing facilities for different agricultural products. 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.
- UNIT-V** Unique features of commodity markets in India. Problems of agricultural marketing; Nature, scope and role of cooperatives marketing in India.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Arora, R.C., 'Integrated Rural Development', 1979, S. Chand, New Delhi.
2. Desai, Vasant, "Rural Development" 1988. Himalaya, Bombay.
3. Mishra, S.N., 'Politics and Society in Rural India'. 1980 Inter India, Delhi.
4. Porter, Michael E. 'Competitive Strategy', 1980. Free Press, New York.
5. Rudra, Ashok, 'Indian Agricultural Economics', Myths and Realities, 1982, Allied, New Delhi.
6. Stalk, George, Competing Against Time, 1990 Free Press, New York.

ELECTIVE- EVENT MANAGEMENT
PRINCIPLES OF EVENT MANAGEMENT

Subject Code- EVM 1

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

The objective of the course is to expose the students to the basic concepts of Event Management.

COURSE CONTENTS :

Unit – I Introduction to Events; Event Designing, Key Elements of Events.

Unit – II Activities in Event Management; Pre-event during & Post-event Activities.

Unit – III Principles of Management; Forms of Organisation Strategic Approach, Event Objectives & Strategies.

Unit – IV Event Finance, Budgeting; Cost Control & Break-even Analysis.

Unit – V Human Resource for Event Management; Leadership & Goal Setting, Team Building & Motivation.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

- 1. Event Planning & Management by Diwakar Sharma; Deep & Deep Publication.**
- 2. Event Marketing & Management by Sanjay Singh Gaur; Sanjay V.etc; Vikas Publishing House.**
- 3. Event Management by Van Der Wagen & Lynn; Prentice Hall.**
- 4. Event Management by Bowdin, Glen, Mc Donnell, Ian Allen; Butterworth Heinemann 2001.**

ELECTIVE- EVENT MANAGEMENT
REOURCE PLANNING & MARKETING

Subject Code- EVM 2

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVE :

The objective of the course is to teach the students the basic principles of event planning and how to use marketing tools in Event Management.

COURSE CONTENTS :

- UNIT – I Event Planning; Management & Coordination, Various types of Events, Concept Development, Event Planning Process.**
- UNIT – II Event Marketing & its Basic Principles, Concept of Market in Events Segmentation, Targeting & Positioning in Event Marketing.**
- UNIT – III Concept of Product in Event Marketing; Pricing in Event Marketing, Setting Pricing Objectives, Risk Rating.**
- UNIT – IV Concept of Promotion in Event Management; Brand Building Marketing & Communication Strategies.**
- UNIT – V Strategic Market Planning; Strategic Alternatives for Growth Building, Strategies for Event Marketing.**

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

- 1. Event Planning & Management by Diwakar Sharma; Deep & Deep Publication.**
- 2. Event Marketing & Management by Sanjay Singh Gaur; Sanjay V..etc; Vikas Publishing House.**
- 3. Marketing Management by Philip Kotler; Prentice Hall of India.**
- 4. Event Management by Lynn, Van Der Wagen, Brenda R. Carlos; Prentice Hall.**
- 5. Successful Event Management by Anton Share, Bryn, Parry; Continuum International Publishing Group 2001.**



**MASTER OF BUSINESS ADMINISTRATION
(FULL – TIME)**

DUAL SPECIALIZATION

COURSE CURRICULUM

SEMESTER – FOURTH

SESSION 2017-18

SARVEPALLI RADHAKRISHNAN UNIVERSITY, BHOPAL

CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

COURSE CODE CP - 401

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

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

COURSE CONTENTS :

Unit-I Nature And Scope Of Strategic Management; Strategic Intent And Vision; Concept Of Core Competence, Capability And Organizational Learning.

Unit-II Process Of Strategy Planning And Implementation; Strategy And Structure;

Unit-III Organizational Values And Their Impact On Strategy; Power Games Amongst Competing Players;

Unit-IV Chief Executive And Board; Work Of Top Management; Management Of Strategic Change; Mergers And Acquisitions;

Unit-V Strategic Management In An International Firm; Strategy And Corporate Evolution In Indian Context.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS:

1. David Fred. Strategic Management. 7th ed. Englewood Cliffs, New Jersey, Prentic Hall Inc., 1997.
2. Drucker, Peter F. the Changing World of the Executive. New York, Time Books 1982.
3. Hamel, G. and Prahalad, C.K. Competing for the Future. Boston, Harvard Business School Press, 1994.
4. Ohmae, Kenichi. The Mind of the Strategist: The Art of Japanese Management. New York, McGraw-Hill, 1982.
5. Lomesh & Mishra Business Policy & Strategic Management, Vikas Pub.
6. David, Strategic Management: Concepts and cases, 9ed, Pearson Education India.

BUSINESS LEGISLATION

COURSE CODE CP - 402

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises.

COURSE CONTENTS :

Unit-I An overview of Laws related to promotion and incorporation of different types of companies.

Unit-II Laws related to contract with special reference to its performance, breach and remedies.

Unit-III Consumer protection laws and rights of consumers.

Unit-IV Basic provisions of pollution control, environment protection and intellectual property rights.

Unit-V Laws related to mergers & acquisitions in view of the multinational companies operating in India.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS:

1. Avtar Singh. Company Law.
2. Tuteja, S.K., Business Law for Managers.
3. Mercantile Law, N. D. Kapoor.
4. Mercantile Law, Chawla, Sareen & Garg.

ELECTIVE- HR
HUMAN RESOURCE PLANNING AND DEVELOPMENT

COURSE CODE HRM 3

Max. Marks (Ext. Exam) :80
Min. Pass Marks : 32

OBJECTIVES :

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organizations.

COURSE CONTENTS :

- UNIT-I** Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking.
- UNIT-II** Work Force Flow Mapping; Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting.
- UNIT-III** Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning.
- UNIT-IV** Performance Planning; Potential Appraisal and Career Development; HRD Climate; Culture; QWL and Management of Change.
- UNIT-V** TQM and HRD Strategies; HRD in Strategic Organisations; Human Resource information System; Human Resource Valuation and Accounting.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

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

ELECTIVE- HR
ORGANIZATIONAL DEVELOPMENT AND EFFECTIVENESS

COURSE CODE- HRM 4

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

COURSE CONTENTS :

UNIT-I Organization Change – Concept of Change. An Overview; Approaches to Problem Diagnosis, Pressures for change, Types of change. The change process.

UNIT-II Goals of planned change, Some major Techniques of Planned Change, Resistance to change; Strategies to overcome Resistance to change.

UNIT-III Steps in OD, General OD Competencies, OD Skills.

UNIT-IV Designing Interventions – Interpersonal, Team, Inter-group and System.

UNIT-V Evaluation of OD, Ethics of OD, Professional, Future of OD.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Abad, Ahmad. Etc., 'Developing Effective Organization'. New Delhi, Sri Ram Centre for Industrial Relations.
2. De Nitish., 'Alternative Designs of Human Organizations'. London, Sage, 1988
3. French, W H and Bell, CH., 'Organisation Development'. New Delhi, Prentice Hall of India, 1991
4. French, W L etc., 'Organization Development Theory, Practice and Research'. 3rd ed. New Delhi, Universal Book stall, 1990
5. Harvey, D F and Brown, D R., 'An Experiential Approach to Organization Development'. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990
6. Huse, F.E. and Cummings, T. G., 'Organization, Development and Change'. 3rd ed. New York, West, 1985
7. Sinha, Dharani, P. etc., 'Consultants and Consulting Styles'. New Delhi, Vision, 1982.
8. Sudan & Naveen Kumar, 'Organization Effectiveness and Change', Anmol Pub. 2004.
9. Weiss W Joseph, 'Organization Behaviour & Change', South Westan Pub. Ind. Ed. Vikas Pub.

ELECTIVE-FINANCE
MANAGEMENT OF FINANCIAL SERVICES

COURSE CODE-FIN 3

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES :

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

COURSE CONTENTS :

UNIT-I Financial System and Markets: Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services.

UNIT-II Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services.

UNIT-III Managing of issue shares and bonds-Mobilising of Fixed Deposits-Inter-Corporate Loans-

UNIT-IV Other Financial services- Leasing and Hire Purchase; Debt Securitization; Housing Finance, Credit Rating; Credit Cards.

UNIT-V Banking and Insurance; Venture Capital, Factoring for Failing and Bill Discounting, Insurance;

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Bhalla, V.K. Management of Financial Services, Anmol, New Delhi, 2001
2. Bhalla, V K And Dilbag, Singh International Financial Centres, New Delhi, Anmol, 1997
3. Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Publ., 1990
4. Gordan, E and K. Natarajan Emerging Scenario of Financial Services, Himalaya Publishing House, 1997
5. Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983
6. Kim, Suk and Kim, Seung, Global Corporate Finance: Text and Cases, 2nd ed., Miami Florida, Kolb, 1993

ELECTIVE-FINANCE
CORPORATE TAXATION

COURSE CODE- FIN 4

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES :

The objective of this course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

COURSE CONTENTS :

- UNIT-I** Basic Concepts of Income Tax; Residential status of a Company; Computation of Income. Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits.
- UNIT-II** Computation of Tax Liability; Companies Profit Surtax Act. Meaning and Scope of Tax Planning and Location of Undertaking.
- UNIT-III** Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers.
- UNIT-IV** Tax Planning Relating to Amalgamation and Merger of Companies.
- UNIT-V** Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, etc.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Ahuja, G K & Gupta, Ravi Systematic Approach to income Tax. Allahabad, Bharat Law House, 1999
2. Kyengar, A C Sampat Law of Income Tax. Allahabad, Bharat Law House, 1981
3. Kanga, J B and Palkhivala, N A Income Tax. Bombay, Vol. 1.3, N M Tripathi
4. Ranina, H P Corporate Taxation: A Handbook. 2nd ed., New Delhi, Oriental Law House, 1985
5. Singhanian, V K Direct Taxes: Law and Practice. Delhi, Taxman, 1991
6. Srinivas, E A Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill, 1986

ELECTIVE-MARKETING
SALES AND DISTRIBUTION MANAGEMENT

COURSE CODE- MKT3

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES:

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.

COURSE CONTENTS :

- Unit – I** Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel.
- Unit – II** Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Motivating Sales Personnel.
- Unit – III** Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.
- Unit – IV** An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels.
- Unit – V** Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Anderson, R. Professional Sales Management! Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992
2. Anderson, R. Professional Personnel Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992
3. Buskirk, R H and Stanton, W J Management of Sales Force. Homewood Illinois, Richard D. Irwin, 1983
4. Dairymple, D J Sales Management; Concepts and Cases, New York, John Wiley, 1989
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986
6. Stanton, William J etc Management of a Sales Force, Chicago, Irwin, 1995
7. Still, R. R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall, Inc., 1988

ELECTIVE-MARKETING
INTERNATIONAL MARKETING

COURSE CODE- MKT4

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVES:

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

COURSE CONTENTS :

UNIT-I International Marketing – Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities.

UNIT-II Constraints on International Marketing – Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP.

UNIT-III India and World Trade, Import and Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.

UNIT-IV Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments Of Payments – Open Account, Bills of Exchange; Letter Of Credit – Export Finance.

UNIT-V International Marketing Mix – Identification of Markets, Product Policy, International Product Life Cycle Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw. J.J. International Marketing; Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H. International Marketing. Prentice Hall.
6. Terpstra, Vern and Sarathy, R. International Marketing. Orlando, Dryden Press, 1991.

7. Walter, I and Murray, T. Handbook of International Business, New York, John Wiley, 1988.

ELECTIVES- PRODUCTION MANAGEMENT
MATERIAL MANAGEMENT AND INVENTORY CONTROL

COURSE CODE- POM 3

Course content:

Introduction: Concepts and organization of Material management.

Material planning, BOM, M.R.P.

Purchasing and Ordering – Purchasing Policy- Key variables viz. Right time, Right price, Right Quality, right source, Sub contracting, make or buy decisions, contract scheduling job loading, follow up and documentation.

Storage and Warehousing Management: Receipts, inspection, storage location, preservation, issues, categorisation and documentation.

Inventory Control: Cost factors, EOQ, ABC, analysis, XYZ, analysis.

Tandon Committee recommendations, spare parts management, obsolete and scrap. Codification and standardisation.

REFERENCE BOOK:

- | | | |
|----|---|-------------------------------|
| 1. | Project evaluation Criteria & Cost – Benefit Analysis | : K.Puttaswamiah. |
| 2. | Management Training for productivity | : M.K. Singh & Anant Mahdevan |
| 3. | Purchasing & Material Management | : Dobler |
| 4. | Purchasing & Material Management | : N. K. Nair |
| 5. | Production & Operations Management | : Chunawalla & Patel |
| 6. | Production & Operations Management | : S. N. Chory |
| 7. | Production & Operations Management | : Gopal Krishan |

**ELECTIVE -PRODUCTION MANAGEMENT
VALUE MANAGEMENT AND WASTE CONTROL**

COURSE CODE- POM4

Course contents:

Introduction to value management: its significance- relationship to other functions of management role of management in value engineering.

Principles of value engineering:- Problem recognition and definition meaning and analysis of functions, Value evaluation.

The role of creativity the criteria for comparison, the element of choice:

Value engineering techniques: - **Selection of products and operations for VE action – assigning cost equivalents – alternatives- measuring benefits- reporting results- follow up.**

Decision process in value engineering: decision matrix- concept of utility – make or buy application of other quantitative techniques.

Scheduling of value engineering activities: manual system – Gantt charts- use of control charts

Organization and Staffing- Staff requirements – job specification –level of value engineering in the organization – VE consultants.

Training – objectives – Knowledge and skills to be developed – training details.

Waste Control: Forms of waste, waste control techniques.

REFERENCE BOOK:

1. Production Planning and Control : O.P. Khanna
2. Production planning and Control : Banga & Sharma
3. Production Planning and Control : K. C. Jain & Agrawal.

**STRATEGIC MANAGEMENT OF INFORMATION
TECHNOLOGY**

COURSE CODE- ITM 3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

This course is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

COURSE CONTENTS :

UNIT-I Key Issues in Information Systems Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives.

UNIT-II Sustaining competitive Advantage by use of IT; Creativity, Learning Organizations and Role of Information Technology in Business Transformation.

UNIT-III Information Partnerships; Managing in the Market-space.

UNIT-IV National Information Infrastructure and IT Policy at the National Level.

UNIT-V Planning for Strategic IT Resource; Managing the IT Function; Outsourcing IT Function..

SCHEME OF EXAMINATION :

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Gallier, R.D. 'Strategic Information Management; Challenges and Strategies in Managing Information System', Oxford, Butterworth-Heinemann, 1994.
2. McKenney, James L. 'Waves of Change; Business Evolution through information Technology', Boston, HBS Press, 1995.
3. Neuman, Seev 'Strategic Information Systems; Competition through Information Technologies', New York, MacMillan College, 1994.
4. Nolan Richard L. 'Creative Destruction; A six-stage process for transforming the organization', Boston HBS press 1995.
5. Parker, Marilyn M. 'Strategic, Transformation and Information Technology; Paradigms for Performing while Transforming', Englewood Cliffs, New Jersey, Prentic Hall Inc., 1996.
6. Somogyi, E.K. & Wallers, Robert 'Towards Strategic Information Systems', Tunbridge, Kent Publishing 1987.
7. Ward, John, 'Strategic Planning for Information Systems', Chichester, John Wiley, 1996.

ELECTIVE-IT
COURSE CODE- ITM 4

GLOBAL HUMAN RESOURCE MANAGEMENT

COURSE CODE- IBM 3

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVE :

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

COURSE CONTENTS :

- Unit-I** Global Business; Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organisations.
- Unit-II** Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study.
- Unit-III** Structural Evolution of Global Organisation; Cross Cultural Leadership and Decision Making.
- Unit-IV** Cross cultural Communication and Negotiation; Human Resource Management in Global Organisation.
- Unit-V** Ethics in International Business, Western and Eastern Management thoughts in the Indian context.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS:

1. Adler, N.J. 'International Dimensions of Organizational Behaviour', Boston, Kent Publishing 1991.
2. Bartlett, C and Ghoshal S. 'Transnational Management', Text Cases and Readings in Cross Border Management Chicago, Irwin, 1995.
3. Dowling, P.J. etc 'International Dimensions of Human Resource Management', 2nd ed California Wadsworth, 1994.
4. Hofstede, G. 'Cultures Consequence : International Differences in Work Related Values', London, Sage, 1984.
5. Marcic, D and Puffter, S. M. 'Management International Cases Exercises and Readings St. Paul', West Publishing 1994.
6. Mead, R. 'International Management : Cross Cultural Dimensions', Blackwell, Camb., Mass., 1994.
7. Ronen, S. 'Comparative and Multinational Management', New York John Wiley, 1986.

ELECTIVE-INTERNATIONAL BUSINESS
EX-IM FINANCE
COURSE CODE- IBM 4

RETAIL STRATEGIES AND OPERATIONS

COURSE CODE- RTM 3

Max. Marks (Ext. Exam): 80
Min. Pass Marks : 32

OBJECTIVE :

To enable student\$ to understand the functioning of retail operations and management of stores by relevant retail strategies after appropriate market research, to further understand the financial aspect of retail management.

COURSE CONTENTS :

UNIT – I Retail stores operations. Mall management, setting objectives for retailers', performance, Management of retail brand.

UNIT – II Retail strategies, Retail marketing strategy, Finance and location strategies for retailing.

UNIT – III Market research for retail management, Trading area analysis Research before and after setting up a retail store.

UNIT – IV Retail management information system, Information gathering and processing, Application of I.T. to retail management.

UNIT – V Financial aspects of retail, Retail audit and measures of performance evaluation.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.
Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READING :

1. Retail management, a Strategic Approach by Berman Barry, Evans Joel R., Pearson Education.
2. Retail management by Michael Levy, Tata McGraw Hills.
3. Retail management by Chetan Bajaj, Rajnish Tuli & Nidhi Shrivastav.
4. Retailing by Robert Lusch, Patrick Dunne, South Western Publishing Co.

ELECTIVE-RETAIL MANAGEMENT

RETAIL PERSONNEL MANAGEMENT

COURSE CODE- RTM 4

ELECTIVE – RURAL MANAGEMENT
CO-OPERATIVE MANAGEMENT

COURSE CODE- RUM 3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of this course is to expose the students to the functional problems of co-operative organizations in view of the compulsions of technology and the changing market structure with globalization of market.

COURSE CONTENTS :

UNIT-I Co-operative Administration : A Global perspective: Ecology of Co-operative Administration; the Co-operative Sector & Economic Development.

UNIT-II Co-operative Management; Nature & Functions; Professionalised Management for co-operatives; Role of Leadership in Co-operative Management; Placement and the Role of the Board of Directors in Co-operative Management.

UNIT-III The State and the Co-operative Movement; Effects of Co-operative Law on Management; Long Range Planning for Co-operative Expansion; Policy Making; Executive Direction.

UNIT-IV Human Resource Management; Organizational Structure; Project Formulation, Implementation and Evaluation; Financial Management; Marketing Management.

UNIT-V Procuring Management; Distribution Management: Co-ordination between Trading Co-operatives & Public Sector Trading Agencies: Problems & Prospects.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

SUGGESTED READINGS :

1. Ansari, A.A., "Co-operative Management Patterns" Amol Pub., 1990.
2. Akmat J.S., "New Dimensions of Co-operative Management," Himalaya Pub. House, 1978.
3. Goel, B.B. "Co-operative Management and Administration" Deep & Deep Pub., 1984.
4. Kamra, Pawan Kr., "Co-operative Management" Deep & Deep., 1987.
5. Sah, A.K. "Professional Management for the Co-operatives", Vikas Pub. House P. Ltd., 1984.
6. Taimni, K.K. "Managing the Co-operative enterprise ed., Minarva Associates P. Ltd., 1978.

ELECTIVE – RURAL MANAGEMENT
RURAL CREDIT & FINANCE
COURSE CODE- RUM 4

ELECTIVE- EVENT MANAGEMENT

CONTROL & EVALUATION

COURSE CODE- EVM 3

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVE :

The objective of the course is to equip the students with the knowledge, tools and process of Control and Evaluation in Event Management.

COURSE CONTENTS :

UNIT – I Control & Evaluation in Event Management; Steps in Control & Evaluation, Control Process, Need for Control, Essentials of Effective Control.

UNIT – II Event Production & Stage Management; Venue Selection, Audio - Visuals, Sound Management, Backstage Management, Security Management.

UNIT – III Pre & Post Event Logistics; Project Control & Event Management, Information System.

UNIT – IV Types of Control & Control Techniques.

UNIT – V Measuring Performance; Concept Research, Formative, Objective, Summative Evaluation; Critical Evaluation Points.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Event Planning & Management by Diwakar Sharma; Deep & Deep Publication.
2. Event Marketing & Management by Sanjay Singh Gaur; Sanjay V..etc; Vikas Publishing House.
3. Corporate Event Project Management (Wiley Event Management Series) by Willian O Tool, Philips Mikolatis; Wilcy.
4. Event Management by Largford Wood, Naomi, Salter, Brian; Hodden & Stroughton General 1999.
5. Event Management by Van Der Wagen & Lynn; Melbourne Hospitality Plus.

ELECTIVE- EVENT MANAGEMENT

EVENT MANAGEMENT (CORPORATE AND SOCIAL)

COURSE CODE- EVM 4

Summer Training Report & Viva-Voce

Course Code CP - 403

Max. Marks (Ext. Exam) : 100

Min. Pass Marks : 40