

**MASTER OF BUSINESS ADMINISTRATION**  
**AS PER CBCS SYLLABUS- (Course Code: 30303)**  
**Centre for Distance and Online Education, Utkal University**  
**(Effective from 2024-25)**  
**Course Structure**

<b>SEMESTER-I-(800 Marks) (32 Credits)</b>						
<b>Year /Sem.</b>	<b>Category</b>	<b>Paper No.</b>	<b>Name of the Paper</b>	<b>University Marks</b>	<b>Assignment Mark</b>	<b>Credit</b>
<b>1st Year 1st Sem.</b>	<b>Core</b> (eight papers Total Marks 800 & Total Credit point 32)	1330302101	MANAGEMENT CONCEPTS AND PRACTICES	70	30	4
		1330302102	BUSINESS REGULATORY FRAME WORK	70	30	4
		1330302103	FINANCIAL ACCOUNTING	70	30	4
		1330302104	BUSINESS ETHICS	70	30	4
		1330302105	HUMAN RESOURCE MANAGEMENT	70	30	4
		1330302106	MARKETING MANAGEMENT	70	30	4
		1330302107	FINANCIAL MANAGEMENT	70	30	4
		1330302108	ORGANIZATION BEHAVIOUR	70	30	4
<b>1st Year 2nd Sem.</b>	<b>Elective</b> (Select any Six Papers) Selected papers shall be offered by CDOE. Total Marks 600 & Total Credit point 24)	<b>SEMESTER-II-(600 Marks) (24 Credits)</b>				
		1330302201	MANAGERIAL ECONOMICS	70	30	4
		1330302202	CORPORATE LAW & TAX COMPLIANCES	70	30	4
		1330302203	BUSINESS POLICY & STRATEGIC MANAGEMENT	70	30	4
		1330302204	DISASTER MANAGEMENT	70	30	4
		1330302205	COST AND MANAGEMENT ACCOUNTING	70	30	4
		1330302206	QUANTITATIVE METHODS FOR MANAGEMENT	70	30	4
		1330302207	RETAIL MANAGEMENT	70	30	4
		1330302208	CORPORATE GOVERNANCE	70	30	4
<b>2nd Year 3rd Sem.</b>	<b>Core</b> (Eight papers Total Marks 800 & Total Credit point 32)	<b>SEMESTER-III-(800 Marks) (32 Credits)</b>				
		1330302109	MANAGEMENT OF CHANGE & STRATEGIC ISSUES	70	30	4
		1330302110	PRODUCTION & OPERATION MANAGEMENT	70	30	4
		1330302111	ENTREPRENEURSHIP DEVELOPMENT	70	30	4
		1330302112	BANKING & INSURANCE MANAGEMENT	70	30	4
		1330302113	MANAGEMENT INFORMATION SYSTEM	70	30	4
		1330302114	INTERNATIONAL BUSINESS AND FINANCE	70	30	4
		1330302115	RESEARCH METHODOLOGY	70	30	4
<b>2nd Year 4th Sem.</b>	<b>Financial Management</b>	<b>SEMESTER-III-(600 Marks) (24 Credits theory + 16 Credit in Project)= 40 Credit</b>				
		1330302221	FINANCIAL MARKET & INSTITUTIONS	70	30	4
		1330302222	MERCHANT BANKING & FINANCIAL SERVICES	70	30	4
	1330302223	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	70	30	4	
	<b>Marketing Management</b>	1330302224	CONSUMER BEHAVIOUR	70	30	4
		1330302225	ADVERTISING AND BRAND MANAGEMENT	70	30	4
		1330302226	PRODUCT & SALES DISTRIBUTION MANAGEMENT	70	30	4

<b>Banking And Insurance Management</b>	1330302227	RISK & CLAIMS MANAGEMENT	70	30	4
	1330302228	BANKING AND INSURANCE LAWS	70	30	4
	1330302229	BANKING AND INSURANCE MARKETING	70	30	4
<b>Human Resource Management</b>	1330302218	HUMAN RESOURCE PLANNING AND DEVELOPMENT.	70	30	4
	1330302219	MANAGING EMPLOYEE RELATION & RELATED LAWS	70	30	4
	1330302220	MANAGEMENT OF TRAINING AND DEVELOPMENT	70	30	4
<b>Production &amp; Operation Management</b>	1330302236	TOTAL QUALITY MANAGEMENT	70	30	4
	1330302237	PURCHASING & MATERIAL MANAGEMENT	70	30	4
	1330302238	OPERATION PLANNING CONTROL	70	30	4
<b>Information System Management</b>	1330302246	DBMS & RDBMS	70	30	4
	1330302247	ENTERPRISE RESOURCE PLANNING	70	30	4
	1330302248	SYSTEM ANALYSIS & DESIGN	70	30	4
	1330302234	THERAPEUTIC MANAGEMENT	70	30	4
	1330302235	MICROBIAL MANAGEMENT AND FOOD INDUSTRY	70	30	4
	1330302255	PROJECT VIVA Total Mark/ Credit	100 (Report)	100 (Presentation) 3000	8 + 8 128

**MBA SEMESTER-I**  
**1330302101: MANAGEMENT CONCEPT AND PRACTICES**  
**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO MANAGEMENT**

- Unit 01:** Concept of Management, Functions, Skills of a Manager  
**Unit 02:** Process of Management and its Steps  
**Unit 03:** Development of Management  
**Unit 04:** Scientific Management- Taylor, Modern Approach Fayol, Human Relations Approach  
– Mayo

**BLOCK 02: PLANNING, DECISION MAKING**

- Unit 05:** Concept, Process, Type & Importance of Planning.  
**Unit 06:** Decision Making: Concept & types of Decision  
**Unit 07:** Process of Decision Making  
**Unit 08:** Models & Issues of Decision Making

**BLOCK 03: PRINCIPLES OF ORGANISATION**

- Unit 09:** Structure & Types of Organization.  
**Unit 10:** Departmentation, Decentralisation, Delegation  
**Unit 11:** Span of Management.  
**Unit 12:** Line & Staff Organisation, Matrix Organisation

**BLOCK 04: COORDINATION AND CONTROLLING & CONTEMPORARY ISSUES**

- Unit 13:** Principle of Coordination –Process of Coordination.  
**Unit 14:** Control – Tools and Techniques, -MBO  
**Unit 15:** Recent Trends and Challenges, -Role of Managers in Changing environment,  
**Unit 16:** Contemporary Organisational Structure, Trends in Management, Challenges in today's global environment and competitiveness.

*References*

1. Essentials of Management – Koontz, O'Donnel & Weihrich (Tata Mc.Graw)- Reading in Management Peter Ducker
2. Management – Robbins & Coulter (Pearson)
3. Principles of Management – Stoner & Freeman
4. Principles of Management – Chandra Bose (PHI)

**1330302102: BUSINESS REGULATORY FRAMEWORK**  
**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO CONTRACT**

- Unit 01:** Introduction to Contract  
**Unit 02:** Introduction to Offer and Acceptance  
**Unit 03:** Introduction Special Contract  
**Unit 04:** Essentialities of Indemnity & Guarantee

**BLOCK 02: INTRODUCTION TO SALE OF GOODS ACT.**

- Unit 05:** Introduction to Sale, Essentiality of Condition and Warranties.
- Unit 06:** Introduction to Transfer of Ownership
- Unit 07:** Performance of the Contract
- Unit 08:** Unpaid Seller and his rights.

**BLOCK 03: INTRODUCTION TO NEGOTIABLE INSTRUMENTS & FOREIGN EXCHANGE MANAGEMENT ACT.**

- Unit 09:** Introduction to Negotiable Instruments.
- Unit 10:** Types of Negotiable instruments.
- Unit 11:** Dishonour & Discharge of Negotiable Instruments.
- Unit 12:** Introduction to Foreign Exchange Management Act.

**BLOCK 04: INTRODUCTION TO CONSUMER PROTECTION ACT**

- Unit 13:** Introduction to Consumer Protection Act.
- Unit 14:** Consumer Dispute Redressal Agencies
- Unit 15:** Environment Protection Act.
- Unit 16:** Information Technology Act

*References*

1. Mercantile Law – By N. D. Kapoor
2. Commercial Law – Chawla and Garg - Mercantile Law - Avtar singh ( for Cases)
3. Mercantile Law – S.S. Gulsan
4. Business and Corporate Law – Gyna, PPS (S.Chand)

**13030702106: FINANCIAL ACCOUNTING**  
**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO ACCOUNTING**

- Unit 01:** Accounting; The Language of Business; Accounting: An Information System; Users of Accounting information;
- Unit 02:** Branches of Accounting; Financial Accounting; Generally Accepted Accounting Principles;
- Unit 03:** Accounting Standards; The Accounting Equations;
- Unit 04:** Financial Statements

**BLOCK 02: CLASSIFICATION OF ACCOUNTS**

- Unit 05:** Classification of Accounts; The Double Entry System.
- Unit 06:** Journal And Ledger; Process of Recording.
- Unit 07:** Cash and Bank; Bank Reconciliation Statement.
- Unit 08:** Problems on Bank Reconciliation Statement

**BLOCK 03: TRIAL BALANCE**

- Unit 09:** Trial Balance; Measuring Business Income.
- Unit 10:** Revenue from sales, Cost of Goods Sold; Inventory valuation.
- Unit 11:** Fixed Assets; Depreciation, Liabilities & Shareholders Equities

**Unit 12:** . Problems in Trail Balance

**BLOCK 04: PREPARATION OF FINANCIAL STATEMENTS**

**Unit 13:** Concept & Preparation of Financial Statements.

**Unit 14:** Ratio Analysis.

**Unit 15:** Balance Sheet, Cash Flow Statement.

**Unit 16:** . Problems in Balance Sheet and Cash flow statement

*References*

1. Narayanaswamy – Financial Accounting: A managerial perspective (2nd Edn) – PHI.
2. Bhattacharya – Financial Accounting for Business Managers – PHI.
3. Meigs & Meigs :Accounting: The Basic for Business Decisions (McGraw Hill)Source and Negotiated Source

**1330302104: BUSINESS ETHICS**

**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO BUSINESS ETHICS**

**Unit 01:** Business ethics and law

**Unit 02:** Ethics in the context of Globalization, Sustainability as a goal of business ethics

**Unit 03:** Environmental perspective of business ethics, discourse ethics, feminist ethics

**Unit 04:** Theories of Business Ethics, normative ethical theories, virtue ethics.

**BLOCK 02: THE INDIAN PERSPECTIVE ON ETHICS**

**Unit 05:** The concept of Indian Perspective on Ethics.

**Unit 06:** Four goals of life Dharma Artha karma mokshya , Karma Yoga and Bhagabat Gita.

**Unit 07:** Vedantic View of Life & ethics of Ethics froart , Lesson Ramayana and Mahabharata

**Unit 08:** Views of Gandhi, Aurobindo & Vivekananda

**BLOCK 03: ETHICAL LEADERSHIP AND VALUE SYSTEM**

**Unit 09:** Moral and Ethics.

**Unit 10:** Ethical issues for leaders

**Unit 11:** Fundamental Issues- Long Term.

**Unit 12:** Goals- Good of Society and Mankind.

**BLOCK 04: ETHICAL ISSUE I & II**

**Unit 13:** Ethical Issues-I Marketing , HR, Finance.

**Unit 14:** Ethical Issue II : IT and Medical

**Unit 15:** Ethical Issue II : Engineering & Public Servants Matter.

**Unit 16:** Case: Oxford University press- 2007

*References*

1. Business Ethics, Andrew Crane Dirk,The Good Struggle responsible leadership in an unforgiving world- joseph L. Badaracco,Harvard Business publishing 2013. ISBN- 13978-1-4221-9164-4.

2. Business Ethics- Text & Cases- C.S.V murthy- Himalaya Publishing House- 2012 ISBN- 978-93-5051-812-0 j.
3. Professional Ethics KR Govindan S. Sen thil Kumar Anuradha Agencies 2004. Ethics in Management Vedantic Perspectives ,S. K Chakravorty- Oxford University Press- 2006 ISBN No- 019564092-6.
4. Indian Ethics- Modern Management mantra Kumar Dutta A. Ganjree

### **1330302105: HUMAN RESOURCE MANAGEMENT**

#### **CONTENTS**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

- Unit 01:** Introduction to Concept of Human Resource Management.
- Unit 02:** Need for Human Resource Approach.
- Unit 03:** System Approach to HRM
- Unit 04:** Role of HR Manager

#### **BLOCK 02: INTRODUCTION TO HUMAN RESOURCE PLANNING**

- Unit 05:** Introduction to HR Planning.
- Unit 06:** Forecasting the Demand for Human Resources.
- Unit 07:** Introduction to Recruitment
- Unit 08:** Introduction to Selection

#### **BLOCK 03: PROMOTION, TRANSFER AND SEPARATION**

- Unit 09:** Introduction to Promotions
- Unit 10:** Transfer and its Purpose, types and transfer policy
- Unit 11:** Separation and its types.
- Unit 12:** Introduction to Performance Appraisal.

#### **BLOCK 04: COMPENSATION MANAGEMENT AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

- Unit 13:** Introduction to Compensation Management & Job Evaluation.
- Unit 14:** Training, its development and its methods.
- Unit 15:** Concept of International Human Resource Management.
- Unit 16:** Recruitment, Selection, Training and Development of International Human Resource Management.

#### *References*

1. Pattanayak – Human Resource Management. (PHI)
2. Kandula – Human Resource Management in Practice with 300 models, Techniques & Tools (PHI)
3. Personnel Management and Industrial Relations – R.S. Davar: Vikash Publishing House Pvt. Ltd.
4. Human Resource Management – Subba Rao: HPH

### **1330302106: MARKETING MANAGEMENT**

#### **CONTENTS**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO MARKETING MANAGEMENT**

- Unit 01:** Introduction to Marketing Management: Meaning, Importance, Functions and Core Concept of Marketing

- Unit 02:** Philosophies of Marketing Management.  
**Unit 03:** Marketing Management Process and Marketing in Economic Development Process.  
**Unit 04:** Marketing Management Environment.

**BLOCK 02: INTRODUCTION TO MARKETING PLANNING**

- Unit 05:** Identification of market.  
**Unit 06:** Market Segmentation.  
**Unit 07:** Marketing Information System and Marketing Research  
**Unit 08:** Consumer Behaviour and Demand Forecasting

**BLOCK 03: PRODUCT PRICING STRATEGY**

- Unit 09:** Product, Product Classifications, Product Strategies.  
**Unit 10:** New Product Development and Product Life Cycle  
**Unit 11:** Marketing Mix Strategy, Branding, Labeling and Packaging Strategies.  
**Unit 12:** Pricing Methods and Strategy.

**BLOCK 04: PROMOTION, PLACEMENT MANAGEMENT & CONTEMPORARY TOPICS IN MARKETING**

- Unit 13:** Integrated Marketing Communication (IMC) and tools of Promotion and Promotional Strategy.  
**Unit 14:** Meaning and Importance of Distribution System, Functions of wholesaler and retailer.  
**Unit 15:** Marketing of Services and Rural Marketing.  
**Unit 16:** International Marketing, Digital Marketing and Green Marketing

*References*

1. Philip Kotler - Marketing Management, 12th Edn , PHI
2. Sherlekar, S.A. Marketing Management, HIMALAYA.
3. Stanton : Fundamentals of Marketing.
4. Kotler & Arm Strong : Principles of Marketing ( Asian Perspective)
5. Rajan Saxena - Marketing Management, Tata - McGraw Hill
6. Ramaswarny & Namakumari - Marketing Management, McMillan

**1330302107: FINANCIAL MANAGEMENT**  
**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO FINANCIAL MANAGEMENT**

- Unit 01:** Introduction to Concept of Financial Management (Meaning, nature and scope of finance).  
**Unit 02:** Financial goal-Profit vs. wealth maximization  
**Unit 03:** Finance functions- Investment, Financing  
**Unit 04:** Finance functions- Dividend Decisions, Innovative finance functions

**BLOCK 02: INTRODUCTION TO CAPITAL BUDGETING & COST OF CAPITAL**

- Unit 05:** Capital Budgeting : Nature of investment decisions, Investment evaluation criteria  
**Unit 06:** Net present value, Internal rate of return, Pay back period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting.  
**Unit 07:** Cost of Capital: Meaning and significance of cost of capital, Calculation of cost of debit.

**Unit 08:** Preference capital, Equity capital and Retained earning, Combined cost of capital (weighted).

**BLOCK 03: OPERATING AND FINANCIAL LEVERAGE & CAPITAL STRUCTURE THEORIES**

**Unit 09:** Operating and Financial Leverage: Measurement of leverages, Effects of operating and financial leverage on profit.

**Unit 10:** Analyzing alternate financial plans, combined financial and operating leverage.

**Unit 11:** Capital Structure Theories: Traditional and M.M. hypotheses.

**Unit 12:** Capital Structure Theories: Determining capital structure in practice

**BLOCK 04: DIVIDEND POLICIES AND WORKING CAPITAL**

**Unit 13:** Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M M hypothesis.

**Unit 14:** Dividend and uncertainty, Relevance of dividend, Dividend policy in practice, Forms of dividends, Stability in dividend policy, Corporate dividend behaviour.

**Unit 15:** Requirement of Working Capital & Financing: Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements.

**Unit 16:** Financing of working capital, Source of working capital, Spontaneous Source and Negotiated Source.

**BLOCK 05: MANAGEMENT OF WORKING CAPITAL**

**Unit 17:** Management of Working Capital: Dimensions of Working Capital Management

**Unit 18:** Management of Cash.

**Unit 19:** Management of receivables.

**Unit 20:** Management of Inventory.

*References*

1. Van Horn : Financial Management- Pearson Education.
2. I M Pandey - Financial Management, Vikash
3. Prasanna Chandra - Financial Management, TMH
4. Khan & Jain - financial Management, Tata McGraw – Hill
5. Banerjee: Financial policy and Management Accounting (PHI)
6. Sahoo, P K - financial Management, Pen Point Communication

**1330302108: ORGANIZATIONAL BEHAVIOR**

**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INDIVIDUALS BEHAVIOUR:**

**Unit 01:** Introduction to Organisational Behavior: Meaning, Focus, Purpose and Nature of OB

**Unit-02** Scope and Development of OB, OB Model, Individuals Behaviour

**Unit-03** Learning: Factors influencing. Process

**Unit-04** Conflict: Types, Resolving Conflicts

**BLOCK 02: PSYCHOLOGICAL FACTORS INFLUENCING BEHAVIOUR**

**Unit-05** Individual Difference, Matching, Personality and Jobs

**Unit-06** Determinants and Theory of Personality



- Unit-07** Perception: Meaning, Perceptual process, perception and OB  
**Unit-08** Attitude - Characteristics and Components of Attitude

**BLOCK 03: ORGANISATIONAL FACTORS INFLUENCING BEHAVIOUR**

- Unit-09** Job satisfaction: Factors.  
**Unit-10** Motivation: Process and outcome  
**Unit-11** Theories of Motivation (Maslow's hierarchy of needs, Herzberg's dual factor theory)  
**Unit-12** Theories of Motivation (ERG theory and Mc Clelland's theory)

**BLOCK 04: INDIVIDUAL AS A LEADER:**

- Unit-13** Importance, Functions, Style of Leadership  
**Unit-14** Theories of Leadership and Types  
**Unit-15** Communication: Importance of communication, Types of Communication  
**Unit-16** Communication Process Barriers to Communication

*References*

1. Stephen P Robbins - Organization Behaviour, (PHI)
2. L M Prasad - Organizational Behaviour, (Sultan Chand)
3. R Aswathappa - Organizational Behaviour, Himalaya Pub House
4. Michael, V.P. : Organisational Behaviour & Managerial Effectiveness (S.Chand)
5. S.S.Khanka-Organisational Behaviour (S.Chand).

**MBA SEMESTER-II**  
**1330302201: MANAGERIAL ECONOMICS**  
**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: OVERVIEW OF MANAGERIAL ECONOMICS**

- Unit 01:** Significance and Scope of Managerial Economics.  
**Unit 02:** Role of Managers in Business.  
**Unit 03:** Economic paradigms applicable to business analysis.

**BLOCK 02: INTRODUCTION TO MARKET DEMAND**

- Unit 04:** Market Demand: Determinants of Demand and Supply, Elasticity of Demand  
**Unit 05:** Indifference Curve Analysis, Consumer's Equilibrium, Price  
**Unit 06:** Income and Substitution Effects, Demand Forecasting.

**BLOCK 03: INTRODUCTION TO PRODUCTION FUNCTION**

- Unit 04:** Concept of Production Function: Production  
**Unit 05:** Production decision making.  
**Unit 06:** Short Run Long Run Production Functions.

**BLOCK 04: INTRODUCTION TO MARKET ANALYSIS**

- Unit 07:** Market Analysis: Cost Structure, Various Cost Concepts, Cost Estimation.  
**Unit 08:** Pricing and Output decisions in Perfect Competition.  
**Unit 09:** Monopoly, Monopolistic Competition, Oligopoly.

**BLOCK 05: INTRODUCTION TO PROFIT ANALYSIS**

- Unit 10:** Profit Analysis: Theories of Profit.  
**Unit 14:** Concept of Break Even Analysis.  
**Unit 15:** Managerial Decisions,  
**Unit 16:** Business Cycle.

*References*

1. Managerial Economic , Dwivedi, Vikas
2. Petersen & Lewis – Managerial Economics (PHI)
3. Maheswari – Managerial Economics (PHI)
4. Gupta G S Managerial Economics, TMH

**1330302202: CORPORATE LAW AND TAX COMPLIANCE**  
**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INCORPORATION OF COMPANY- I**

- Unit 01:** Introduction to Companies Act 2013 – Important Definitions and concepts - Formation of Company  
**Unit 02:** Memorandum – Articles- Incorporation of Company  
**Unit 03:** Government Company - Key Managerial Personnel - Member - Net Worth –Officer  
**Unit 04:** One Person Company - Private Company – Promoter – Prospectus

## **BLOCK 02: INCORPORATION OF COMPANY-II**

- Unit 05:** Public Company - Small Company - Subsidiary Company - Unlimited Company.  
**Unit 06:** Appointment of Directors, Director and Nominee Director- Disqualifications for Appointment.  
**Unit 07:** Number of Directorships - Duties of Directors, Register of Members, Annual General Meeting  
**Unit 08:** Notice of Meeting Quorum for Meetings- Chairman of Meetings, Minutes of Meetings.

## **BLOCK 03: SHARE CAPITAL, AND WINDING UP**

- Unit 09:** Kinds of Share Capital - Voting Rights.  
**Unit 10:** Variation of Shareholders.  
**Unit 11:** Corporate Social Responsibility.  
**Unit 12:** Circumstances of Winding Up, Legal Aspects of Accounts and Audit.

## **BLOCK 04: TAX PLANNING AND TAX MANAGEMENT**

- Unit 13:** Tax evasion -Tax avoidance – Tax planning - Tax management - Need for Tax Planning, Limitations of Tax Planning.  
**Unit 14:** Tax Planning for Employees - Tax planning relating to income from house property - Tax planning relating to income from business – Tax planning relating to capital gains - Tax planning relating to income from other sources.  
**Unit 15:** Introduction to TDS, Introduction to Corporate Returns.  
**Unit 16:** Introduction of GST and Applications.

### **Further Readings:**

1. Company Law – V S Datey
2. Company Law – Tulsian
3. IncomeTax Law and Practice – Singania –Taxman

## **1330302203: BUSINESS POLICY AND STRATEGIC MANAGEMENT** **CONTENTS**

### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION OF BUSINESS PLANNING & STRATEGIC MANAGEMENT**

- Unit 01:** Introduction to Business Planning & Strategic Management: Stages of Planning.  
**Unit 02:** Strategic Management: Definition, Need, Dimensions, Levels, Characteristics.  
**Unit 03:** Strategic Decisions Models and Role of Strategic Manager  
**Unit 04:** Strategic Management Process: Elements & Model.

#### **BLOCK 02: INTRODUCTION TO COMPANY ENVIRONMENTAL ANALYSIS**

- Unit 05:** Introduction to Company Mission & Vision: Setting of Objectives.  
**Unit 06:** Environment Analysis.  
**Unit 07:** Types of Components of Environment, Advantages & disadvantages of Environment  
**Unit 08:** SWOT Analysis.

### **BLOCK 03: INTRODUCTION TO INDUSTRY ANALYSIS**

**Unit 09:** Introduction to Industry Analysis, Competitive form & Strategies.

**Unit 10:** Forecasting the Business Environment: Need, Step Techniques & management Forecasts.

**Unit 11:** Multinational Environment: Characteristic of MNC's, Challenges.

**Unit 12:** Advantages & limitation of MNCS, Limitation of MNCS from the view point of Host Country, Advantages from the view of home Country, Strategic Approach to Multinational.

### **BLOCK 04: STRATEGY IMPLEMENTATION & CONTROL**

**Unit 13:** Strategy & Objective: Long term objectives, Analysis.

**Unit 14:** Implementation of Strategies: Techniques.

**Unit 15:** Guiding, Evaluating.

**Unit 16:** Controlling Strategies Challenges of Change, The key success factors.

#### **Further Readings:**

1. Sukul Lomesh PKMishra BPSM, (Vikas)
2. Gupta, Gollakota & Srinivasan – Business Policy and Strategic Management Concepts (PHI)
3. Russel Ackoff : Democratic Corporation.
4. Ansoff, Corporate Strategic, Polican.
5. Bhasker Chopra, Business Policy for Indian Industry, Time Foundation.

## **1330302204: DISASTER MANAGEMENT** **CONTENTS**

### **BLOCK/UNITS**

#### **Block-01 Concept of Disaster and Its Types (Natural Disaster)**

**Unit-01** Aquatic Disasters

**Unit-02** Geographical Disaster

**Unit-03** Climatic Disaster-Heat

**Unit-04** Global Warming

#### **Block-02 Manmade Disaster**

**Unit-05** Nuclear, Chemical and Biological Disaster

**Unit-06** Building, Coal and Oil Fire

**Unit-07** Air, Water and Industrial Pollution

**Unit-08** Deforestation, Rail, Road, Air & Sea Accidents

#### **Block-03 Disaster Preparedness**

**Unit-09** Disaster Prevention, Preparation and Mitigation

**Unit-10** Disaster Information and System

**Unit-11** Megha Satellite and Role of Various Agencies in Disaster Mitigation

**Unit-12** National level and State levels

#### **Block-04 Disaster Response**

**Unit-13** Disaster Medicine

**Unit-14** Rehabilitation

**Unit-15** Reconstruction

**Unit-16** Recovery

### **Further Readings:**

1. Disaster Management Guidelines, GOI-UND Disaster Risk Program (2009-2012)
2. Damon, P. Copola, (2006) Introduction to International Disaster Management, Butterworth Heineman.
3. Gupta A.K., Niar S.S and Chatterjee S. (2013) Disaster management and Risk Reduction, Role of Environmental Knowledge, Narosa Publishing House, Delhi.
4. Murthy D.B.N. (2012) Disaster Management, Deep and Deep Publication PVT. Ltd. New Delhi.
5. Modh S. (2010) Managing Natural Disasters, Mac Millan publishers India LTD.

## **1330302205: COST AND MANAGEMENT ACCOUNTING CONTENTS**

### **BLOCK/UNITS**

#### **Block-01 ACCOUNTING INFORMATION AND MANAGERIAL DECISION MAKING**

**Unit-01** Introduction to Accounting information and Managerial Decision Making

**Unit-02** Financial Accounting Vs Cost & Management Accounting

**Unit-03** Role of Management Accountant; Basic Cost Terms and Concepts.

**Unit-04** Relevant Cost; Statement of Cost.

#### **Block-02 ABSORPTION COSTING AND MARGINAL COSTING**

**Unit-05** Introduction to Absorption Costing and Marginal Costing.

**Unit-06** Break Even Analysis.

**Unit-07** Cost - Volume - Profit Analysis.

**Unit-08** Managerial Application of CVP Analysis.

#### **Block-03 JOB ORDER COST SYSTEMS**

**Unit-09** Introduction to Job Order Cost Systems.

**Unit-10** Cost Allocation & Activity Based Costing.

**Unit-11** Process Cost System: Normal Loss & Abnormal Loss.

**Unit-12** Joint Product and By Products; Equivalent Production.

#### **Block-04 SEGMENT PERFORMANCE ANALYSIS & BUDGETARY CONTROL SYSTEM:**

**Unit-13** Segment Performance Analysis: Responsibility Accounting System.

**Unit-14** Variance Analysis: Evaluation of Cost and Sales Variances

**Unit-15** Budgetary Control System: Operating and Functional Budgets, Financial Budgets, Master Budgets.

**Unit-16** Zero- Base Budgeting. Strategy and Balanced Scorecard.

### ***Further Readings***

1. Horngren, Foster & Datar - Cost Accounting: A Managerial Emphasis (Pearson)
2. Pillai & Bhagavathi –Cost Accounting (S.Chand)
3. M.N. Arora – Cost and Management Accounting Theory and Problems (HPH)
4. Jain & Narang.
5. Justin Paul – International Business (2<sup>nd</sup> Edition) -PHI
6. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub

## **1330302206: QUANTITATIVE METHODS FOR MANAGEMENT**

### **CONTENTS**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO QUANTITATIVE METHODS**

- Unit 01:** Introduction to Permutation and Combination  
**Unit 02:** Concept of Matrix and its function.  
**Unit 03:** Concept of Determinants and its function.

#### **BLOCK 02: MEANING AND CLASSIFICATION OF QUANTITATIVE TECHNIQUES**

- Unit 04:** Meaning and Classification of Quantitative techniques, Statistics: Meaning, Scope and Limitations, Collection, Classification,  
**Unit 05:** Tabulation and Presentation of Statistical Data, Characteristics of Frequency Distributions.  
**Unit 06:** Measures of Central Tendency, Partition Values, Measures of Dispersion.

#### **BLOCK 03: PROBABILITY, CO-RELATION & REGRASSION**

- Unit 07:** Probability: Concepts, Sample Space, Rules of Probability.  
**Unit 08:** Independent Events, Bayes' Rule, Random Variable.  
**Unit 09:** Simple-Correlation and Regression analysis.

#### **BLOCK 04: INTRODUCTION TO TIME SERIES**

- Unit 10:** Time Series: Analysis and its Components.  
**Unit 11:** Measurement of Secular Trend, Measurement of Seasonal Variation.  
**Unit 12:** Forecasting with Moving Average.

#### **BLOCK 05: LINEAR PROGRAMMING AND GRAPHICAL SOLUTION**

- Unit 13:** Linear Programming, formulation and Graphical Solution.  
**Unit 14:** Transportation problems and Solutions by North-West Corner rule.  
**Unit 15:** Transportation problems and Solutions by North-West Corner rule, Least Cost method and Vogel's approximation method.  
**Unit 16:** Optimum Solution by MODI method, Assignment Problem and its solution

#### ***Further Reading***

1. Horngren, Foster & Datar - Cost Accounting: A Managerial Emphasis (Pearson)
2. Pillai & Bhagavathi –Cost Accounting (S.Chand)
3. M.N. Arora – Cost and Management Accounting Theory and Problems (HPH)
4. Jain & Narang.
5. Justin Paul – International Business (2<sup>nd</sup> Edition) -PHI
6. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub

## **1330302207: RETAIL MANAGEMENT**

### **CONTENTS**

#### **BLOCK/UNITS**

#### **Block-01 AN OVERVIEW OF RETAILING:**

- Unit-01:** Introduction to Retailing; Evolution of Indian Retail Industry  
**Unit-02:** Emerging Sectors in Retailing; Changing Trends in Retailing.  
**Unit-03:** Importance in Retailing; Overview of Retail Sector.  
**Unit-04:** Market in Recession Worldwide; Impact on Retail Industry.

## **Block-02 TYPES OF RETAIL STORES AND STRATEGY:**

- Unit-05:** Introduction to Retail Types; Department Stores; Super Markets; Chain Stores.  
**Unit-06:** Introduction to Retail Strategy; Location Decisions.  
**Unit-07:** Store Image Decisions; Market Decisions.  
**Unit-08:** Retail Mix and Environment Elements of Retail Mix; Retail Store.

## **Block-03 LOCATION AND LAYOUT**

- Unit-09:** Characteristics used in Location Analysis; Country and Regional Analysis.  
**Unit-10:** Trade Area Analysis; Reilly's Law.  
**Unit-11:** Huff's Model; Store Design and Layout General Requirements in Store Design.  
**Unit-12:** Exterior Design and Layout; Interior Store Design and Layout; Elements.

## **Block-04 RETAIL PRICING AND MERCHANDISE PERFORMANCE & GLOBALIZATION AND RETAILING**

- Unit-13:** Element of Retail Price; Developing a Pricing Strategy; Approaches to a Pricing Strategy; Merchandise Location; Analysis of Merchandise Performance.  
**Unit-14:** Introduction to Retail Promotion Mix; Advertisement- Elements ; Objectives; Functions of Advertising; Characteristics of Good Advertising.  
**Unit-15:** Introduction to Globalization and Retailing; Changing Retail Scenario; Environment and Experience; Competitive Sales; Economic Development.  
**Unit-16:** Emerging New Face of Retailing; Alternative Sales Channels; Forecast Total Retail Sales; e-Retailing; e-Commerce and Retailing.

### **Further Readings:**

1. Retail Management, Gibson G. Bedamani, Pearson Publication.
2. Retailing Management, Text & Cases, Sapna Pradhan. Mc- Graw- Hill Publication.
3. Retail beyond detail, Gibson G. Bedamani, Sage Publication.
4. Retail Management, Barry Berman, Joel R Evans , Patrali Chatterjee, Ritu Srivastava.- Pearson Publishing.

## **1330302208: CORPORATE GOVERNANCE**

### **CONTENTS**

#### **BLOCK/UNITS**

#### **Block-01 INTRODUCTION TO CORPORATE GOVERNANCE:**

- Unit-01:** Corporate Governance: An Overview, Historical, Perspective, issues in Corporate Governance.  
**Unit-02:** Corporate concept of Governance and good Governance.  
**Unit-03:** Importance in Retailing; Overview of Retail Sector.  
**Unit-04:** Agency Theory- Stewardship Theory, Share Holder vs. Stake Holder Approach.

#### **Block-02 CURRENT SCENARIO OF CORPORATE GOVERNANCE:**

- Unit-05:** Current scenario of Corporate governance.  
**Unit-06:** Obligation to investors, employees, customers and managers.  
**Unit-07:** Land mark corporate Governance, Case studies of India.  
**Unit-08:** USA, UK and Germany, Various Committee (India), Reports on Corporate governance, Issues.

#### **Block-03 AGENTS AND INSTITUTIONS IN CORPORATE GOVERNANCE:**

- Unit-09:** Agents and Institutions in Corporate governance.  
**Unit-10:** Rights and privileges of shareholders.  
**Unit-11:** Investors problem and protection. Corporate governance and other stake holders.  
**Unit-12:** Corporate governance: Board of Directors and Auditors, Banks and Corporate governance

**Block-04 CORPORATE GOVERNANCE & CORPORATE SOCIAL RESPONSIBILITY:**

**Unit-05:** Corporate governance: Indian Scenario, public Policies, SEBI.

**Unit-06:** Corporation in Global Society.

**Unit-07:** Corporate Social Responsibility. Concept CSR in India, USA and Other major countries..

**Unit-08:** CSR laws in India.

**Further Readings:**

1. Corporate Governance (Kindle Edition) by Christine A. Mallin- OXFORD Publication.
2. Law of Corporate Governance, Dr. S.R.Myneni , New Era Law Publication.
3. Taxmann's Corporate Governance Values & Ethics with Case Studies, Prof. (Dr.) Neeru Vasishth (Author), Prof. (Dr.) Namita Rajput (Author), Taxman Publication.
4. Corporate Governance in India: Principles and Policies- Neeti Shikha (Author), Geetanjali Sharma (Author), Cengage India Private Limited



## **MBA SEMESTER-III**

### **1330302109: MANAGEMENT OF CHANGE & STRATEGIC ISSUES**

#### **CONTENTS**

#### **BLOCK/UNITS**

##### **Block-01 INTRODUCTION TO CHANGE:**

- Unit-01:** Concept of Change – Relevance for Organisation.  
**Unit-02:** Nature, Forces & Types of Changes.  
**Unit-03:** Impact on Management.  
**Unit-04:** Organisational Vision and Strategic Planning.

##### **Block-02 INTRODUCTION TO MANAGING CHANGE CONCEPT:**

- Unit-05:** Managing Change Concept– Models of Change.  
**Unit-06:** Process of Change, Transformation Planning.  
**Unit-07:** Managing Transitions, Change Agent-Role and Skills of a change Agent.  
**Unit-08:** Resistance to Change and minimizing the resistance.

##### **Block-03 INTRODUCTION TO INTERVENTION STRATEGIES:**

- Unit-09:** Intervention Strategies: OD Model.  
**Unit-10:** Process, Mechanisms TQM.  
**Unit-11:** Other Quality improvement Programmes.  
**Unit-12:** Corporate Social responsibilities Issues.

##### **Block-04 UNDERSTANDING CULTURE, CROSS & MERGER & ACQUISITION (RESTRUCTURING):**

- Unit-09:** Understanding Culture , Cross- Cultural Issues in management. Managing people in International Firms Cross Cultural Theory (Halls & Lorange)..  
**Unit-10:** Expatriation and Repatriation process, Cross Cultural Negotiations.  
**Unit-11:** Merger & Acquisition (Restructuring), LPG Model, Recent Trends, EPRG Model.  
**Unit-12:** Globalization Approaches, Globalization and the strategies, the competency required for International Managers in implementations of change

##### **Further Readings:**

1. SEN GUPTA – Managing Change in Organisations (PHI)
2. Organisational Change and Development K.Singh Excel Books
3. Management of Organisational Change: K. Harigopal (Response)
4. Management of Change: Ramnarayan (Response)
5. Organisational Behaviour : Robbins (PHI)

### **1330302110: PRODUCTION & OPERATION MANAGEMENT**

#### **CONTENTS**

#### **BLOCK/UNITS**

##### **BLOCK 01: INTRODUCTION TO PRODUCTION AND OPERATION MANAGEMENT**

- Unit 01:** Introduction to Production and Operation Management.  
**Unit 02:** Product & Services Transmission Process.  
**Unit 03:** Product & Process Design. Automation.  
**Unit 04:** Duties and Responsibilities of Production Manager.

## **BLOCK 02: INTRODUCTION TO FACILITY LOCATION PLANNING**

- Unit 05:** Facility Location Planning, Factors Affecting Break Even Analysis for facility location planning, factors and location.
- Unit 06:** Rect. Single Medial Model, Centre of Gravity model.
- Unit 07:** Facility Capacity & Layout Planning.
- Unit 08:** Decision Tree

## **BLOCK 03: INTRODUCTION TO PROJECT MANAGEMENT**

- Unit 09:** Introduction to Project Management
- Unit 10:** Role & Technique (CPM & PERT).
- Unit 11:** Innovation Management and its uses.
- Unit 12:** Decision Tree

## **BLOCK 04: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT**

- Unit 13:** Introduction to MRP
- Unit 14:** Concept of JIT.
- Unit 15:** Concept of Supply Chain Management
- Unit 16:** Aggregate Product Planning.

## **BLOCK 05: INVENTORY MANAGEMENT**

- Unit 17:** Nature and Importance of Inventory, Classification of Inventories, Functions of Inventory
- Unit 18:** Inventory Costs, Inventory Decisions, Inventory Models
- Unit 19:** Importance of Inventory Management, Inventory Control System, Inventory Control Systems for Independent Demand Items.
- Unit 20:** Measurement of the Effectiveness of Inventory Management, Simulation Technique for Decision Making in Inventory Management, Simulation and Inventory Control, Application of Simulation Technique for Solving Inventory Control Problems.

### **Further Readings**

1. Pannerselvam – Production and Operations Management (PHI)
2. Chary S N - Production Operations Management, Tata - McGraw - Hill
3. Mayer R R - Production Operations Management, McGraw - Hill
4. Schroeder R G - Operations Management, Decision Making in Operations Function, McGraw - Hills
5. Bedi - Production Operations Management, McGraw Oxford
6. Adam & Ebert – Production and Operations Management (PHI)

## **1330302111: ENTREPRENEURSHIP DEVELOPMENT**

### **CONTENTS**

#### **BLOCK/UNITS**

#### **Block-01 THE ENTREPRENEUR:**

- Unit-01:** The Entrepreneur: General concept and definition, Entrepreneur and Entrepreneurship.
- Unit-02:** Entrepreneurial culture, Types of Entrepreneurship.
- Unit-03:** Entrepreneurial traits.
- Unit-04:** Woman Entrepreneur.

## **Block-02 ENVIRONMENT AND ENTREPRENEURIAL DEVELOPMENT:**

- Unit-05:** Introduction to Environment and Entrepreneurial Development.  
**Unit-06:** Entrepreneurial environment, Development Programmes (EDPs).  
**Unit-07:** Role, Relevance and Achievement of EDPs in India.  
**Unit-08:** Institutions for entrepreneurial development.

## **Block-03 PROJECT APPRAISAL AND MANAGEMENT:**

- Unit-09:** Introduction to Project Appraisal and Management.  
**Unit-10:** Search for business ideas, Project identification and formulation.  
**Unit-11:** Project appraisal, Profitability.  
**Unit-12:** Risk analysis, Sources of finance.

## **Block-04 LEGAL AND STATUTORY ENVIRONMENT FOR SMALL INDUSTRY & SMALL SCALE INDUSTRIAL UNDERTAKINGS:**

- Unit-09:** Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries.  
**Unit-10:** Status of Small Scale Industrial Undertakings, Steps in starting a small industry.  
**Unit-11:** Financial institutions, Incentives and subsidies, Problems in small enterprise management.  
**Unit-12:** Sickness and Preventions, Social Responsibility of Business.

### **Further Readings:**

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH.
3. Entrepreneurship Development, CA (Dr.) Abha Mathur, Taxmann's Publication.
4. Entrepreneurship & New Venture Planning For B.Com By Abha Mathur, Taxmann's Publication

## **1330302112: BANKING & INSURANCE MANAGEMENT** **CONTENTS**

### **BLOCK/UNITS**

#### **Block-01 MANAGEMENT, PRINCIPLES OF BANK AND PRINCIPLES OF INSURANCE:**

- Unit-01:** Management and Principles of Bank: Banking System in India, Principles of Banking.  
**Unit-02:** The Banking Regulation Act, 1949, Creation of Money, Electronic Banking System, Role of Reserve Bank of India..  
**Unit-03:** Principles of Insurance: Introduction, History of Insurance Policies, Types.  
**Unit-04:** Policies Conditions and Principles of Insurance.

#### **Block-02 MANAGEMENT OF BANK POLICIES AND NATURE OF INSURANCE BUSINESS:**

- Unit-05:** Management of Bank Policies: Bank's Investment Policies.  
**Unit-06:** Different Loan Policies, Credit Management in Bank.  
**Unit-07:** Nature of Insurance Business: Nature of Insurance contract Insurance Contract VS Wage sing Contract,.  
**Unit-08:** Importance of Insurance- Uses of Insurance Business.

#### **Block-03 MANAGEMENT OF DEPOSIT AND ADVANCES AND ROLE OF DEVELOPMENT OFFICER:**

- Unit-09:** Management of Deposit and Advances. Opening of a Account, Types of Deposit Account.  
**Unit-10:** Importance of CRM, Types of Advances.  
**Unit-11:** Role of Development Officer: Meaning - Importance of Development officer, Duties of Development officer.

**Unit-12:** Principles of General Insurance' Function Personal General Insurance Products, Commercial General Insurance Products.

**Block-04 INVESTMENT REPORT, MANAGEMENT OF FINANCE AND ROLE OF INSURANCE AGENTS, MANAGEMENT PRINCIPLES IN INSURANCE:**

**Unit-13:** Investment Report: Nature of Bank Investment, SLR Requirement & Investment, Nature and Significance of Investment Management, Fundamental of Security Investment.

**Unit-14:** Management of Finance Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss accounts, Balance Sheet and reports.

**Unit-11:** Role of Insurance Agents: Meaning and Definition of Agents Recruitment and selection of Agents, Training of Agents, Duties of Agents, Code of Conduct for Agents, Rights of Agents, Essential Qualifications for successful Agents, Termination of Agents.

**Unit-12:** Management Principles in Insurance: Management function in Insurance, hierarchy, Individual and group behaviour, Management of personnel of manager, Management process of selection, Training, Promotion etc

**Further Readings:**

1. Insurance –Theory and Practice. Tripathy and Pal (PHI)
2. Principle and Practice of Insurance. Dr. P. Paniasamy (HPH)
3. Banking and Insurance by Dr. Sunil Kumar, Galgotia Publishing Company, Daryaganj, New Delhi
4. Banking and insurance by O.P. Agarwal (Author), Himalaya publishing house

**1330302113: MANAGEMENT INFORMATION SYSTEM**

**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO INFORMATION SYSTEM**

**Unit 01:** Information System - Rules, Components, Types.

**Unit 02:** Definition of MIS, MIS Model, Characteristics.

**Unit 03:** Subsystem and up Growth in Organisation.

**BLOCK 02: INFORMATION SYSTEM DEVELOPMENT**

**Unit 04:** Information System Development - Life Cycle.

**Unit 05:** Information System Development - Security and Control.

**Unit 06:** Issues in Information System.

**BLOCK 03: INFORMATION SYSTEM IN BUSINESS**

**Unit 07:** Information System in Business - Marketing.

**Unit 08:** Information System in Business - HR, FM.

**Unit 09:** Information System in Business - Production and its importance in Decision Making.

**BLOCK 04: ANALYSIS AND DESIGN OF INFORMATION SYSTEM**

**Unit 10:** Analysis and Design of Information System:- Fundamental Concept of System.

**Unit 11:** System development Life Cycle.

**Unit 12:** Fact finding technique.

**BLOCK 05: DATA BASE MANAGEMENT SYSTEM**

**Unit 13:** Concept of Data Base Management System.

**Unit 14:** Levels of Data, Objection, Types

**Unit 15:** DBMS, functions, Benefits, Designing of Data base, Data & Mapping.

**Further Readings**

1. MIS, Anam Jindal –K.pub
2. Sadagopan-Management Information System (PHI)
3. Laudon & Laudon – Management Information Systems (PHI)

**1330302114: INTERNATIONAL BUSINESS AND FINANCE**  
**CONTENTS**

**BLOCK/UNITS**

**Block-01 INTERNATIONAL BUSINESS: AND OVERVIEW**

- Unit-01:** International Business: and overview.  
**Unit-02:** International Business Theories.  
**Unit-03:** Trade and tariff, regional blocks.  
**Unit-04:** World trade organization.

**Block-02 FOREIGN EXCHANGE MARKETS: AND OVERVIEW**

- Unit-05:** Introduction to Foreign Exchange Markets.  
**Unit-06:** Determining exchange rates, fixed and flexible exchange rate system.  
**Unit-07:** Exchange rate theories.  
**Unit-08:** Participants in the foreign exchange markets.

**Block-03 MULTINATIONAL ENTERPRISES AND NATIONAL INSTITUTIONS**

- Unit-09:** Introduction to Multinational Enterprises and National Institutions.  
**Unit-10:** The Foreign Sector of the Developing Economies.  
**Unit-11:** Multi-cultural Management.  
**Unit-12:** Salient features of different international markets & Instruments.

**Block-04 INTERNATIONAL MONETARY AND FINANCE SYSTEM, BOP, MULTILATERAL FINANCE INSTITUTIONS.**

- Unit-05:** International Monetary and Finance System: Importance of international finance, Bretton woods conference and afterwards.  
**Unit-06:** European monetary system – Meaning and Scope.  
**Unit-07:** Balance of payment and International Linkages: Balance of payments and its components, International flow of Goods, Services and Capital.  
**Unit-08:** Multilateral Finance Institutions: Role of IMF, IBRD and other development banks, International investors and foreign investment institutions.

**Further Readings:**

1. International Business Concept, Eaw & Strategy . V.Sanam (Person).
2. Cherunilam – International Business: Text and Case (PHI)
3. Justin Paul – International Business (2<sup>nd</sup> Edition) -PHI
4. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub

**1330302115: RESEARCH METHODOLOGY**  
**CONTENTS**

**BLOCK/UNITS**

**Block-1: Fundamentals of Research**

- Unit 1:** Meaning, Objectives & Importance of Research.  
**Unit 2:** Motivating Factors and Types of Research.

**Unit 3:** Scientific Method of Research: Characteristics, Process, and Limitations.

**Unit 4:** Criteria for Good Research.

### **Block-2: Collection of Data & Types of Data**

**Unit 5:** Data Collection Methods: Quantitative and Qualitative Approaches.

**Unit 6:** Questionnaires, Interviews, and Observations for Data Collection.

**Unit 7:** Sampling Techniques: Definition, Purpose, and Types of Sampling.

**Unit 8:** Review of Literature: Need, Source, and Methods.

### **Block-3: Defining Research Problem**

**Unit 9:** Identifying Research Gaps and Opportunities.

**Unit 10:** Hypothesis: Meaning, Nature, Types.

**Unit 11:** Process of Formulating Hypothesis and Research Design.

**Unit 12:** Bibliography, Citation, and Accession of Library Sources.

### **Block-4: Interpretation & Report Writing**

**Unit13:** Interpretation & Report Writing: Importance and Techniques of Interpretation.

**Unit14:** Significance of Report Writing and Steps in Writing Report.

**Unit15:** Lay-out of the Research Report and Types of Reports.

**Unit 16:** Analysis, Summary, Scope for Further Studies, and Importance of Reference.

### **Further Readings:**

1. Panneerselvam – Research Methodology
2. Research Methodology: Methods and Techniques, by C R Kothari
3. The Foundation of Multivariate Analysis, Wiley Eastern Ltd, by Takeuchi K ; Yanai, H and Mukherjee.
4. Statistics by S P Gupta

## **1330302116: BUSINESS ECONOMIC ENVIRONMENT**

### **CONTENTS**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO BUSINESS ENVIRONMENT**

**Unit 01:** Introduction to Business Environment & Strategic Management.

**Unit 02:** Types of Business Environment (Internal & External Business Environment)

**Unit 03:** Social Responsibility of Business (Meaning, Importance, Scope, Role, Advantages & Disadvantages).

**Unit 04:** Consumerism: Definition, Economic Impact, Pros & Cons

#### **BLOCK 02: ECONOMIC ROLES OF GOVERNMENT**

**Unit 05:** Introduction to Economic Roles of Government.

**Unit 06:** Monetary and Fiscal Policy (Meaning, Objectives, Role and Instrument)

**Unit 07:** Concept of Industrial Policy.

**Unit 08:** Privatisation & Industrial Sickness.

#### **BLOCK 03: MRTP ACT, LPG, WTO**

**Unit 09:** Introduction to MRTP Act.

**Unit 10:** LPG (Meaning, Objectives, Role)

**Unit 11:** GATT & WTO. Labour welfare & Social Security.

#### **BLOCK 04: FINANCIAL ENVIRONMENT**

**Unit 12:** Financial Environment: Financial Institution, RBI, Stock Exchange

**Unit 13:** Non Banking Financial Corporation

**Unit 14:** Capital Market Reform and Development.

#### **BLOCK 05: INDUSTRIAL DEVELOPMENT STRATEGY AND GROWTH**

**Unit 15:** Industrial Development Strategy and Growth under Indian Planning

**Unit 16:** Commodity Exchange and its Regulation & Price and Distribution Control, Concentration of Economic Power.

#### **Further Readings**

1. Francis, Cherunillam : Business Environment and Government (HPH.)
2. Adhikary, M : Economic Environment of Business (Sultan Chand)
3. Agrawal & Diwan : Business Environment (Excel)
4. Daniel: International Business Environment and Operations (Pearson)
5. Michael V.P. : Business Policy and Environment (S.Chand)
6. Mishra & Puri : Indian Economy ,2006 Edition.
7. Dutt & Sundaram :Indian Economy,2006 Edn.

**MBA SEMESTER-IV**  
(ONE HAS TO CHOOSE TWO GROUPS FROM THE LIST)

**HUMAN RESOURCE MANAGEMENT (Group A)**

**1330302218 HUMAN RESOURCES PLANNING & DEVELOPMENT**

**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO HUMAN RESOURCES PLANNING & DEVELOPMENT.**

- Unit 01:** Introduction to HRP concepts, importance, objective
- Unit 02:** Different types of HR plan
- Unit 03:** HRP approaches with Social demand approach, rate of return approach
- Unit 04:** HRP approaches with man power requirement approach

**BLOCK 02: INTRODUCTION TO HUMAN RESOURCES INFORMATION SYSTEM.**

- Unit 05:** Introduction to HRIS importance, types, sources.
- Unit 06:** Procedure of maintaining HRIS.
- Unit 07:** Human Resource Reporting.
- Unit 08:** HR audit and HR accounting.

**BLOCK 03: CONCEPT OF HUMAN RESOURCES DEVELOPMENT.**

- Unit 09:** Introduction to Human Resource Development.
- Unit 10:** Concept system of HRD.
- Unit 11:** HRD matrixes climate.
- Unit 12:** HRD matrixes element.

**BLOCK 04: HRD INTERVENTIONS & CAREER PLANNING CONCEPT.**

- Unit 09:** Introduction to HRD Interventions.
- Unit 10:** Quality of Work life, Models.
- Unit 11:** Career planning concept objective process Career planning.
- Unit 12:** Career development, Career planning Vs Succession planning.

***FURTHER READING:***

1. Pattanayak – Human Resource Management – PHI
2. Manpower Planning and Development –Excel Publisher.
3. Kandula – Strategic Human Resource Development – PHI.
4. Arthur, M Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991
5. Belkaoui, A R and Belkaoui, J M Human Resource Valuation; A Guide to Strategies and Techniques Greenwood, Quorum Books, 1995

**1330302219 MANAGING EMPLOYEE RELATION & RELATED LAWS**

**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO EMPLOYEE RELATED LAWS.**

- Unit 01:** Introduction to Industrial relations concept and scope, approaches to IR
- Unit 02:** Different actors & role of state in IR, legal frame work of IR



- Unit 03:** Collective Bargaining, concept scope and values, Collective Bargaining in India.  
**Unit 04:** worker participation management, concept approaches factors promoting WPM and Practice of WPM in India, Quality Circle.

**BLOCK 02: INTRODUCTION TO EMPLOYEE RELATED LAWS.**

- Unit 05:** Introduction to Labour legislation, need, objective  
**Unit 06:** Labour legislation scope, growth , Growth of labour legislation in India.  
**Unit 07:** Impact of ILO & LL.  
**Unit 08:** Protective and regulative labour legislations, factory Act 48, Mines Act-1952.

**BLOCK 03: INTRODUCTION TO ACTS (WAGES & BONUS).**

- Unit 09:** Introduction to Legislation concerning wages and bonus  
**Unit 10:** Payment of Wages Act -1936, Minimum Wages Act-1948.  
**Unit 11:** Payment of Bonus Act-1965.  
**Unit 12:** Equal Remuneration Act-76.

**BLOCK 04: LEGISLATION CONCERNING INDUSTRIAL RELATIONS**

- Unit 13:** Legislation concerning Industrial Relations: Industrial Dispute Act -1947,.  
**Unit 14:** Trade Union Act-1926, Industrial Employment and standing order Act 46  
**Unit 15:** legislation concerning social security, Workmen’s compensation act 1923, Employee state insurance act 1948.  
**Unit 16:** Employees Provident fund act 1952, Maternity Benefit act 1961, Payment of gratuity act 1972, and Misc. Act 1996.

***FURTHER READING:***

1. Gomez –Mejia – Managing Human Resource –PHI
2. Seperich & Mccalley6 – Managing Power and People – PHI.

**1330302220 MANAGEMENT OF TRAINING AND DEVELOPMENT**

**CONTENTS**

**BLOCK/UNITS**

**BLOCK 01: CONCEPTS OF TRAINING.**

- Unit 01:** Concepts of training, comparison between training and development  
**Unit 02:** concept of skill up gradation different aspects of trainings  
**Unit 03:** Types of Training programme.  
**Unit 04:** Concept of learning, techniques of learning, adult learns principles and pedagogy, designing a learning environment.

**BLOCK 02: TRAINING & ITS METHODS.**

- Unit 05:** Concept of training need; identification of training need,  
**Unit 06:** Methods of training and techniques of training, on the job, off the job, lecture, role play  
**Unit 07:** Case study, vestibule training, simulation techniques, in basket exercise, syndicate method,.  
**Unit 08:** T group training, psychological lab, business game, activity based training, programme instruction training Choosing the right training techniques.

### **BLOCK 03: TRAINING AIDS.**

- Unit 09:** Training aids; different type of training aids choosing the appropriate training aids.  
**Unit 10:** Training module; concept, dimension.  
**Unit 11:** Designing an appropriate training module.,.  
**Unit 12:** Role and responsibilities of trainer.

### **BLOCK 03: ADMINISTRATIVE PROCEDURE & EVALUATION OF TRAINING.**

- Unit 13:** Administrative procedure for training; Training file, need assessment form, feedback form, format for request letter for trainers and trainees  
**Unit 14:** there certificate of participation and Training Calendar, Training Policy.  
**Unit 15:** Evaluation of Training effectiveness, Kirkpatrick's four-level training evaluation model, Kaufman's five levels of evaluation  
**Unit 16:** CIRO Model, Assessment criteria, Development of Training Feed Back Form.

### ***FURTHER READING:***

1. FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits –PHI.
2. Dr. B. Rathan Reddy “Effective HR Training and Development Strategy” HPH

## **FINANCIAL MANAGEMENT (Group B)**

### **1330302222FINANCIAL MARKET & INSTITUTIONS**

#### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO FINANCIAL SYSTEM.**

- Unit 01:** Financial System: Components of Indian Financial System  
**Unit 02:** Components in details (Institutions, Instruments, Market & Services)  
**Unit 03:** Nature and Role of Financial System, & Economic Development.  
**Unit 04:** Financial Sector Reforms.

#### **BLOCK 02: INTRODUCTION TO CAPITAL MARKET.**

- Unit 05:** Capital Market: Constituents, Functions  
**Unit 06:** Capital Market instruments.  
**Unit 07:** New issue Market, Private Placement.  
**Unit 08:** Security Exchange Board of India, Regulation and Investor Protection.

#### **BLOCK 03: INTRODUCTION TO MONEY MARKET & FINANCIAL INSTITUTIONS.**

- Unit 09:** Secondary Market: Stock Exchange.  
**Unit 10:** Rules & Regulation of Trading & Settlement.  
**Unit 11:** Stock Market Reforms, Listing of Shares.  
**Unit 12:** Depositories System.

#### **BLOCK 04: INTRODUCTION TO MONEY MARKET & FINANCIAL INSTITUTIONS.**

- Unit 13:** Money Market: Constituents and functions, Types of Money Market.  
**Unit 14:** Government Security Market, Money Market Instruments, Regulations of the Money Market.  
**Unit 15:** Financial Institutions: Reserve Bank of India, Commercial Banks.  
**Unit 16:** Developmental Financial Institutions, Investment institutions, Role & Functions.

***FURTHER READING:***

1. Shashi K.Gupta, Nisha Aggarwal, Neeti Gupta, “financial Institutions and Markets” –Kalyani Publishers.
2. Fabozzi & Modigliani – Capital Markets Institutions and Instruments (3<sup>rd</sup> Edn) – PHI.

**1330302223MERCHANT BANKING & FINANCIAL SERVICES**

**CONTENT**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO FINANCIAL SERVICES**

- Unit 01:** Financial Services: Introduction, Role & Functions  
**Unit 02:** Merchant Banking: Concept, Functions, Growth.  
**Unit 03:** Policy Measures, SEBI Guidelines.  
**Unit 04:** Future of Merchant Banking in India.

**BLOCK 02: INTRODUCTION TO LEASING & HIRE- PURCHASE.**

- Unit 05:** Lease: Meaning, importance, types.  
**Unit 06:** Evaluation of lease form the point of view of leaser and leases, leasing vs. Buy Decision.  
**Unit 07:** Hire Purchase and installment credit, types.  
**Unit 08:** Housing Financial: Sources and policies for housing finance.

**BLOCK 03: INTRODUCTION TO MUTUAL FUND & VENTURE CAPITAL.**

- Unit 09:** Mutual Funds: Concept, different schemes, advantages.  
**Unit 10:** UTI: Objective, functions, Regulation of Mutual Fund, Role of UTI in Industrial Finance.  
**Unit 11:** Venture Capital: Concept, and developments in India.  
**Unit 12:** Process and methods of financing.

**BLOCK 04: INTRODUCTION TO FACTORING & MERGER & ACQUISITION.**

- Unit 13:** Factoring: Meaning, Scope, importance, Technique of Factoring, types, advantages & disadvantages.  
**Unit 14:** forfeiting: Concept, types, advantages and disadvantages, Credit Rating: Meaning and necessity methodology of credit rating.  
**Unit 15:** Merger and acquisitions: Merger and take over, Main highlights, take over by bids and acquisitions, guiding principles, BIFR & Merger.  
**Unit 16:** Insurance Sector: Objective, Role, investment practice, IRDA: Role and Functions.

***FURTHER READING:***

1. Banking By Gordon and Natrajan.
2. Financial Services by M. Y. Khan (Author), Mc- Graw Hill.
3. Essentials of Financial Services, by **S. Gurusamy** (Author), Pearson Publication.

# 1330302224 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

## CONTENT

### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO PORTFOLIO MANAGEMENT**

- Unit 01:** Introduction to Portfolio Management.
- Unit 02:** Risk & Return in a Portfolio.
- Unit 03:** Markowitz Model, Two & Multi Assets Portfolio.
- Unit 04:** Sharpe Model.

#### **BLOCK 02: PORTFOLIO SELECTION PROCESS**

- Unit 05:** Portfolio Selection Process : Optimal Portfolio.
- Unit 06:** Concept & Determination, Utility Theory, Indifference Curve
- Unit 07:** Capital Assets Pricing Model & Arbitrage Pricing Theory.
- Unit 08:** Efficient Market Hypothesis.

#### **BLOCK 03: BUILDING FIXED INCOME SECURITY PORTFOLIO**

- Unit 09:** Introduction to Building Fixed Income Security Portfolio.
- Unit 10:** Bond VALUATION: Yield to Maturity
- Unit 11:** Duration & Immunization, Valuation of Convertibles & Warrants.
- Unit 12:** , Bond Management Strategies.

#### **BLOCK 04: FUNDAMENTAL ANALYSIS & EVALUATION OF PORTFOLIO PERFORMANCE**

- Unit 13:** Fundamental Analysis : Economic, Industry, Company & Environment Analysis, Technical Analysis.
- Unit 14:** Volume & Price Trends, Tools of Analysis, Derivative Instruments, Forward Futures, Options & Swaps
- Unit 15:** Evaluation of Portfolio Performance- Framework of Evaluating Performance, Measures of Portfolio Performance.
- Unit 16:** Reward to Variable Measure, Measure Problems with Portfolio Management.

#### ***FURTHER READING:***

1. Kevin –Security Analysis and Portfolio Management -PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
4. Shape Alexander Ballen - Investment, Eastern Economy Ed
5. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall 1
6. SAPM –VA Avdhani.

## **MARKETING MANAGEMENT (Group C)**

### **1330302226 CONSUMER BEHAVIOUR**

#### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO CONSUMER BEHAVIOUR.**

**Unit 01:** Introduction: the application of consumer behavior, principle to strategic marketing

**Unit 02:** Consumer Research

**Unit 03:** Consumers Psychographics; Constructing a Psychographic inventory.

**Unit 04:** application of psychographic analysis.

#### **BLOCK 02: INTRODUCTION TO CONSUMER ATTITUDE.**

**Unit 05:** The nature of consumer's attitude

**Unit 06:** Structural models of attitudes, measurement of attitudes.

**Unit 07:** Social class and consumer behaviour.

**Unit 08:** The measurement of social class, life style profiles of the social classes.

#### **BLOCK 03: CULTURAL IMPACT ON CONSUMER'S ATTITUDE.**

**Unit 09:** The influence of culture on consumer behavior.

**Unit 10:** characteristics of culture, the measurement of culture personal influence.

**Unit 11:** The opinion leadership process.

**Unit 12:** Measurement of opinion leadership.

#### **BLOCK 04: CONSUMER DECISION MAKING.**

**Unit 13:** Consumer Decision making; Four view of consumer - Economic man, Passive Man, Cognitive Man, Emotional Man, Consumer Decision Process.

**Unit 14:** Comprehensive Models of Consumer Decision Making; Nicosia Models Howard - Sheth Model, Engel - Kollat - Blackwell Model

**Unit 15:** Diffusion of innovations; the diffusion process, the adoption process.

**Unit 16:** A profile of the consumer innovator consumer behaviour, application for profit and Non profit service Organisation.

#### ***FURTHER READING:***

1. Solomon –Consumer Behaviour-Buying, Having & Being. PHI.
2. Assael H Consumer Behaviour and Marketing Action, Ohio, South Westem, 1995
3. Engle, J F etc Consumer Behaviour Chicago, Dryden Press, 1993
4. Howard, John A etc consumer Behaviour in Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc , 1989

### **1330302227 ADVERTISING AND BRAND MANAGEMENT**

#### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO ADVERTISING AND MARKETING PROCESS.**

**Unit 01:** Advertising and the marketing process.

**Unit 02:** Media planning and selection

**Unit 03:** Campaign planning and launching. Message designing and development

**Unit 04:** Advertising budgeting, Corporate Advertising.

## **BLOCK 02: ROLE OF ADVERTISING AGENCY.**

- Unit 05:** The role and working of an Ad Agency.  
**Unit 06:** Measurement of Advertisement Effectiveness.  
**Unit 07:** DAGMAR Approach. Pre-Testing, Post-Testing.  
**Unit 08:** Techniques of measuring Ad. Effectiveness.

## **BLOCK 03: SALES PROMOTION.**

- Unit 09:** Sales Promotion- Consumer Promotion  
**Unit 10:** Dealer Promotion  
**Unit 11:** Sales Force Promotion.  
**Unit 12:** Sales force planning and execution. Recent trends.

## **BLOCK 04: INTRODUCTION TO BRAND.**

- Unit 13:** Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning;  
**Unit 14:** Brand Equity, Value addition from Branding - Brand - customer Relationships, Brand Loyalty and Customer Loyalty  
**Unit 15:** Managing Brands; Brands Creation.  
**Unit 16:** Brand Extensions, Brand-product Relationships, Brand Portfolio.

## ***FURTHER READING:***

1. Sharma & Singh –Advertising, Planning & Implementaion – PHI
2. Wells, Burnett, Moriarty – Advertising –Prin & Practice. PHI.
3. Wright, Farner and Ziegler - Advertising
4. Chunawalla and Sethia - Advertising Management –(HPH)
5. S.A.Chunawala - HPH

# **1330302228 PRODUCT AND SALES DISTRIBUTION MANAGEMENT**

## **CONTENT**

### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO NEW PRODUCT DEVELOPMENT PROCESS.**

- Unit 01:** New Product development process.  
**Unit 02:** Research techniques used in the process.  
**Unit 03:** Product development strategies: Idea generation, Concept, Concept testing, Concept evaluation, Product testing  
**Unit 04:** Product development strategies: Pre-test Marketing and Test Marketing, Launching strategies for new Product.

#### **BLOCK 02: PRODUCT LIFECYCLE.**

- Unit 05:** Product lifecycle Management.  
**Unit 06:** Production Portfolio Analysis and Management, Industrial Products and Consumer Products.  
**Unit 07:** Shopping (Durable) goods and services and convenience (FMCG) goods and services.  
**Unit 08:** Specially goods and services.

### **BLOCK 03: INTRODUCTION TO SALES MANAGEMENT.**

- Unit 09:** Introduction to Sales Management- Understanding Basics of Selling.  
**Unit 10:** Meaning, Importance and Scope, Selling, Salesmanship, Selling Process.  
**Unit 11:** Selling Skills Sales Organisation and Territory Management.  
**Unit 12:** Sales Forecasting and Budgeting, Territory Management, Sales Quotas.

### **BLOCK 04: SALES FORCE MANAGEMENT & DISTRIBUTION MANAGEMENT.**

- Unit 09:** Sales Force Management- Meaning, Importance of Sales Force, Recruitment, Selection of Sales Force, Training.  
**Unit 10:** Compensation, motivation, Performance Education and Controlling of Sales Force.  
**Unit 11:** Distribution Management- Introduction to Logistics, Managing Physical Distribution System.  
**Unit 12:** Management of Channels of Distribution - Meaning and Importance of Channel Members, Designing Channel Strategies, Management of Wholesaling, and Retailing, Horizontal and vertical Marketing System.

### ***FURTHER READING:***

1. STILL, Cundiff, Govoni – Sales Management : Decision, Strategies & cases (5<sup>th</sup> Edition) PHI.
2. R L Spiro, W J Stanton, G A Rich “Management of a Sales Force”, Tata McGraw Hill Publication
3. D Jobber and L Lancaster, “Selling and Sales Management”, Pearson Publishing House
4. Chunawalla, “Sales Management”, Himalayan Publishing House
5. S L Gupta, “Sales Distribution Management”, Excel Book
6. T Panda, S Sahadevan, “Sales and Distribution Management”, Oxford
7. Das Gupta- Sales Management – In the Indian Perspective, PHI.
8. Majumdar-Product Management in India –PHI.
9. Aaker, David, A, Managing Brand Equity, New York, Free Press, 1991
10. S.A.Chunawalla. “Product Management”. HPH.

## **PRODUCTION & OPERATION MANAGEMENT (Group D)**

### **1330302229 TOTAL QUALITY MANAGEMENT**

#### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: CONCEPT OF TOTAL QUALITY.**

- Unit 01:** Concept of total Quality Cost of Quality  
**Unit 02:** Evolution of total Quality management  
**Unit 03:** Components of Total Quality loop, principles of TQM.  
**Unit 04:** Organizational changes for adopting TQM.

#### **BLOCK 02: CONCEPTS ON SQC.**

- Unit 05:** Concepts on SQC  
**Unit 06:** Acceptance Sampling  
**Unit 07:** Acceptance Sampling and Inspection.  
**Unit 08:** Plans Statistical process control.

### **BLOCK 03: QUALITY MANAGEMENT SYSTEMS.**

**Unit 09:** Quality Management Systems

**Unit 10:** Lead Assessment and ISO9000 standards Basic approach of ISO 9000.

**Unit 11:** TQM principles and objectives.

**Unit 12:** Applicability and areas of coverage of ISO - 9000standards.

### **BLOCK 04: STRATEGIC TOOLS AND TECHNIQUES FOR TQM.**

**Unit 13:** Strategic tools and techniques for TQM, Quality function Deployment (QFD),Failure Mode and Evaluation analysis(FMEA), Qualitycircle, Zero-defect programme

**Unit 14:** concurrent engineering, Taquchi's Qualityloss function Affinity Deogram K J method, Q-7 tools, bench marking, Business programme reengineering, principles and tools, six-sigma.

**Unit 15:** Functional Linkage of Quality with reliability and maintainability, Failure analysis (FTA / FMEA).

**Unit 16:** Optimum maintenance decisions Total Production Maintenances (TPM), quality audits, Performance evaluation of TQM.

### ***FURTHER READINGS***

1. Pannerselvam – Production and Operations Management (PHI)
2. Chary S N - Production Operations Management, Tata - McGraw - Hill
3. Mayer R R - Production Operations Management, McGraw - Hill
4. Schroeder R G - Operations Management, Decision Making in Operations Function, McGraw - Hills
5. Bedi - Production Operations Management, McGraw Oxford
6. Adam & Ebert – Production and Operations Management (PHI)

## **1330302230 PURCHASING & MATERIAL MANAGEMENT**

### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: MANAGEMENT OF MATERIALS IN PRODUCTION SYSTEM.**

**Unit 01:** Concept of Management of materials in production system

**Unit 02:** scope and methods of materials in production system

**Unit 03:** Objective of materials in production system.

**Unit 04:** Organisation of Material Management.

#### **BLOCK 02: PURCHASE SYSTEM AND PROCEDURES.**

**Unit 05:** Concept of Purchase system and procedures: Objectives, Purchasing functions

**Unit 06:** Purchasing policies and decisions.

**Unit 07:** Make or Buy Vender selection and Rating, Timing of Purchase, Price determination.

**Unit 08:** Purchase procedures and system Public Purchasing and tendering.

#### **BLOCK 03: INVENTORY MANAGEMENT.**

**Unit 09:** Inventory Management: Introduction of inventory Systems.

**Unit 10:** Functions of Inventory and Relevant Cost Concept, Classification of Inventory.

**Unit 11:** Systems Inventory Models : Deterministic, Discount, EOQ, EBQ , MRP-I.

**Unit 12:** Selective Inventory Management ABC, VED , FSN , PQR etc.



#### **BLOCK 04: STORES MANAGEMENT & WASTE MANAGEMENT.**

- Unit 13:** Stores Management: Introduction stores functions stores organisation, stores system and procedures : Identification system, Receipt System, Store system, Issue system Stores Accounting and Verification system.
- Unit 14:** Stores Management: Stores address system, Stores location and layout Store equipment's, Automated Storage and retrieval Standardization Codification
- Unit 15:** Waste Management: Introduction, Scope, Objectives, Interrelation between Waste Management and resource Management.
- Unit 16:** Classification of Waste Wastavity and its measurement Organisation of Waste management Waste reduction approach, Waste collection, Recycling Waste disposal system

#### ***FURTHER READINGS***

1. Pannerselvam – Production and Operations Management (PHI)
2. Chary S N - Production Operations Management, Tata - McGraw - Hill
3. Mayer R R - Production Operations Management, McGraw - Hill
4. Schroeder R G - Operations Management, Decision Making in Operations Function, McGraw - Hills
5. Bedi - Production Operations Management, McGraw Oxford
6. Adam & Ebert – Production and Operations Management (PHI)

### **1330302231 OPERATION PLANNING CONTROL**

#### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO OPERATION PLANNING CONTROL.**

- Unit 01:** Concept of Operations planning and Control.
- Unit 02:** Scope and methods of Operations planning and controlling functions
- Unit 03:** Operation control and information flow.
- Unit 04:** Integrated operating Control information system.

#### **BLOCK 02: INTRODUCTION TO FORECASTING.**

- Unit 05:** Concept of Forecasting, Qualitative forecasting.
- Unit 06:** Time series prediction using regression, Exponential smoothing.
- Unit 07:** Seasonal forecasting, cyclic forecasting.
- Unit 08:** Forecasting error analysis, Box Jerkins approach.

#### **BLOCK 03: AGGREGATE PLANNING CONCEPT.**

- Unit 09:** Aggregate planning concept. Graphical / Table approach.
- Unit 10:** Empirical approach, optimization approach.
- Unit 11:** Pre-meiotic approach to production planning, designate into a master schedule.
- Unit 12:** MRP-I, MRP-II.

#### **BLOCK 04: SEQUENCING AND SCHEDULING & SCHEDULING WITH RESOURCE CONSTRAINTS.**

- Unit 13:** Sequencing and scheduling: overview, Job shop scheduling process, scheduling of tasks on single processor.
- Unit 14:** Multiple processors, priority rule, sequencing rule.

**Unit 15:** Scheduling with resource constraints: Allocations of single and multiple resource, resource balancing, line balancing.

**Unit 16:** Helgeson- Birries approach. Region approach, Stochastic mixed product line balancing, personnel scheduling.

### ***FURTHER READINGS***

1. Pannerselvam – Production and Operations Management (PHI)
2. Chary S N - Production Operations Management, Tata - McGraw - Hill
3. Mayer R R - Production Operations Management, McGraw - Hill
4. Schroeder R G - Operations Management, Decision Making in Operations Function, McGraw - Hills
5. Bedi - Production Operations Management, McGraw Oxford
6. Adam & Ebert – Production and Operations Management (PHI)

## **INFORMATION SYSTEM MANAGEMENT (Group E)**

### **1330302232 DBMS & RDBMS**

#### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO DATABASE.**

**Unit 01:** Database: Introduction, database system applications.

**Unit 02:** Database systems versus file systems.

**Unit 03:** View of data, data models.

**Unit 04:** Database language, database users and administrators.

#### **BLOCK 02: INTRODUCTION TO ENTITY RELATIONSHIP MODELS.**

**Unit 05:** Entity relationship models: basic concepts, constraints, keys.

**Unit 06:** Entity relationship models: design issues, entity relationship diagram, weak entity sets.

**Unit 07:** Design of an E-R database scheme, reduction of an E-R scheme of tables, Database structure- network database structure.

**Unit 08:** Relational database structure-hierarchical database structure, The server architecture, distributed processing, distributed database.

#### **BLOCK 03: INTRODUCTION TO ENTITY RELATIONSHIP MODELS.**

**Unit 09:** Relational-database design: First normal form, pitfalls in relational database design.

**Unit 10:** Functional dependencies, decomposition.

**Unit 11:** Desirable properties of decomposition, Boyce-code normal.

**Unit 12:** third normal form, fourth normal form, more normal forms.

#### **BLOCK 04: STORAGE AND FILE STRUCTURE & QUERY PROCESSING AND OPTIMISATION.**

**Unit 13:** Storage and file structure; overview of physical storage media, magnetic disks, RAID, storage access.

**Unit 14:** File organisation, organisation of records in files, data-dictionary storage.

**Unit 15:** Query processing and optimisation; overview, measure of query cost.

**Unit 16:** selection operation, sorting, join operator, evaluation of expressing.

## ***FURTHER READINGS***

1. Panneer Ielam –Database Management Systems – PHI.
2. Hansen & Hansen –Database Management & Design –PHI
3. “Simplified Approach to DBMS” Parteek Bhatia , Gurvinder Singh. Kalyani Pub.

## **1330302233 ENTERPRISE RESOURCE PLANNING**

### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO ENTERPRISE RESOURCES PLANNING.**

- Unit 01:** Enterprise Resources Planning: Evolution of ERP-MRP.
- Unit 02:** MRP II – problems of system islands.
- Unit 03:** Need for system integration and interface, early ERP Packages.
- Unit 04:** ERP products and Markets.

#### **BLOCK 02: INTRODUCTION TO OPPORTUNITIES AND PROBLEMS IN ERP SELECTION AND IMPLEMENTATION.**

- Unit 05:** Concept of Opportunities and problems in ERP selection and implementation.
- Unit 06:** ERP implementation: identifying ERP benefits team formation.
- Unit 07:** Consultant intervention, Selection ERP, Process of ERP implementation.
- Unit 08:** Managing changes in IT organization Preparing IT infrastructure, Measuring benefits of ERP.

#### **BLOCK 03: INTEGRATING WITH OTHER SYSTEMS.**

- Unit 09:** Integrating with other systems: Post ERP, Modules in ERP.
- Unit 10:** Business Modules of ERP Package, Reengineering Concepts.
- Unit 11:** The emergence of reengineering concept- concept of business process, rethinking of processes.
- Unit 12:** Identification of re-engineering need, preparing for re-engineering.

#### **BLOCK 04: IMPLEMENTING CHANGE IN E- BUSINESS.**

- Unit 13:** Implementing change, change management, BPR & ERP, Supply Chain Management: The concept of value chain differentiation between ERP and SCM.
- Unit 14:** SCM for customer focus, need and specificity of SCM-SCM scenario in India, products and markets of Sehi, issues in selection and implementation of SCM solutions, CRM solution.
- Unit 15:** E-Business; Introduction to 1.Net technologies, Evolution of E-Commerce, EDI and E Business, Business opportunities, Basic and advanced business models on internet
- Unit 16:** Internet banking and related technologies, security and privacy issues, technologies for E-Business, Future and Growth of E-Business.

## **FURTHER READINGS**

1. Garg & Venkitakrishna –Enterprise Resource Planning. Concept & Practice (PHI)
2. Altekar 0Enterprisewide Resource Planning thiery & practice PHI.
3. Nick Obolensky - Practical business Re-engineering, Kogan Page, London.
4. Jeff Papows - Enterprise com. Nicholas Bready, London.

## **1330302234 SYSTEM ANALYSIS & DESIGN**

### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO SYSTEMS CONCEPTS AND INFORMATION SYSTEMS ENVIRONMENT.**

- Unit 01:** Systems concepts and information systems environment; Characteristics of a system.  
**Unit 02:** Element of System, Types of Systems.  
**Unit 03:** Systems development life cycle.  
**Unit 04:** Role of system analyst.

#### **BLOCK 02: INTRODUCTION TO SYSTEM PLANNING AND INITIAL INVESTIGATION**

- Unit 05:** System Planning and initial Investigation, Information gathering.  
**Unit 06:** Tools for structured analysis; Data flow diagram, Data Dictionary.  
**Unit 07:** Tools for structured analysis; decision Tree, Decision table.  
**Unit 08:** Structured English Pseudopodia, Feasibility study, Cost-benefit analysis.

#### **BLOCK 03: INTRODUCTION TO THE PROCESS & STAGES OF SYSTEM DESIGN**

- Unit 09:** The Process & Stages of System Design, meaning, importance & role.  
**Unit 10:** The process of design.  
**Unit 11:** Design methodologies.  
**Unit 12:** Major development activities, Processing controls.

#### **BLOCK 04: Input Output & Form Design & System Testing and Quality Assurance**

- Unit 13:** Input Output & Form Design; File organisation and Data base design: File structure.  
**Unit 14:** Database design; Objective of Database, Normalisation.  
**Unit 15:** System Testing and Quality Assurance; Audit Trail; implementation and Software Maintenance.  
**Unit 16:** Hardware and Software selection; Security, Disaster/Recovery & ethics in Systems Development.

#### **FURTHER READINGS**

1. Hawryskiewycs –Introduction to system analysis and design (PHI)
2. Raja Raman: Analysis and Design of information System. (PHI)

## **BANKING & INSURANCE MANAGEMENT (Group F)**

### **1330302235 RISK & CLAIMS MANAGEMENT**

#### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO RISK MANAGEMENT.**

- Unit 01:** Definition of Risk, Why Risk Management?  
**Unit 02:** Risk identification- Why does risk arise and what to do with this?  
**Unit 03:** **Management of Risks** Sources of Risk, Risk Identification.  
**Unit 04:** Various Kinds of Risks- Financial Risks and Non-Financial Risks.

**BLOCK 02: TYPES OF RISKS-I & MISCELLANEOUS CLAIMS SETTLEMENT.**

- Unit 05:** Process of Risk Management: Identification, Quantification, Mitigation or Control, Monitoring and Reviewing
- Unit 06:** Miscellaneous Claims Settlement: Health Insurance, Medi-claim Settlement of Claims.
- Unit 07:** Property Insurance Claims Settlement, Cattle Insurance
- Unit 08:** Risk Settlement, National Agricultural Insurance Schemes, Settlement of Claims.

**BLOCK 03: TYPES OF RISKS-II.**

- Unit 09:** Credit Risk- Transaction Risk, Portfolio Risk.
- Unit 10:** Market Risk- Interest Rate Risk, Liquidity Risk.
- Unit 11:** Forex Risk. Operating Risk
- Unit 12:** Different types of Systematic Risk.

**BLOCK 04: MARINE CLAIMS MANAGEMENT & CLAIMS ON FIX POLICIES**

- Unit 13:** Marine Claims Management: Kinds of Marine Losses, Notice to Abandonment.
- Unit 14:** Effect of Abandonment ,Actual Total Loss- US- Constructive Total Loss- Average loss VS Particular Loss Claims Document, Rights of Insurer on Payments.
- Unit 15:** Claims on Fix Policies: Various Types of Fix Polices Payment of Claims, Average Clause, Rights of Insurer.
- Unit 16:** Motor Vehicle Insurance Claims Classification of Motor Vehicles, Kinds of Policies, Procedure for Settlement of Claims..

**1330302235 BANKING AND INSURANCE LAWS**

**CONTENT**

**BLOCK/UNITS**

**BLOCK 01: INTRODUCTION TO BANKING LAWS AND REGULATION.**

- Unit 01:** Concept of Banking Laws and Regulation.
- Unit 02:** Evolution of Banking Institution – Com. Bank, Co-op. Banks.
- Unit 03:** Insurance Services: Registration of Insurance Companies, Investment norms.
- Unit 04:** Preparation of Financial Statements licensing of Insurance Agent, Surveyor and Loss Assessors.

**BLOCK 02: INTRODUCTION TO NEGOTIABLE INSTRUMENTS ACT.**

- Unit 05:** Concept of Negotiable Instruments Act. -1981.
- Unit 06:** Concept of Reserve Bank of India -1934.
- Unit 07:** Concept of Insurance Regulatory and Development Authority (IRDA).
- Unit 08:** Opening up of the Insurance Industry trends and thrusts, Progress and prospects of Insurance Sector.

**BLOCK 03: CAPITAL FORMATION AND INSURANCE.**

- Unit 09:** Insurance Advertisement and Disclosure, General Insurance, Re-instance, Assets-Liabilities.
- Unit 10:** Protection of policy holders, Life Insurance Vs General Insurance, Insurance Brokers, Agents.
- Unit 11:** Capital Formation and Insurance: Insurance as financial, Insurance Vs Other Financial Information, Privatization of Insurance Sector and Related Issues.
- Unit 12:** Extension of Insurance to Specialized and Health Insurance, Third Party Administrators, Pensions.

## **BLOCK 04: BANKING REGULATIONS ACT 1949 & BANKING SYSTEM IN INDIA.**

- Unit 13:** Banking Regulations Act 1949, Origin of the Act- Business of Banking Company, Capital requirements.
- Unit 14:** Branch Licensing policy, Winding up and amalgamation of Banking companies.
- Unit 15:** **Banking System in India**, The Banking Companies acquisition and transfer of undertakings act 1970 and 1980 state Bank of India act 1955 State Bank of India associates Banks act 1959.
- Unit 16:** Banking reforms as per Narasimha Committee 1 and 2, Foreign Banks, OH and New Generation Private Sector Banks, Banking Schemes SAFRES.

## **1330302236 BANKING AND INSURANCE MARKETING**

### **CONTENT**

#### **BLOCK/UNITS**

#### **BLOCK 01: INTRODUCTION TO BANKING & INSURANCE MARKETING.**

- Unit 01:** Meaning & Scope of Marketing, modern concepts of marketing, Marketing strategy.
- Unit 02:** Evolution of Banking Institution – Com. Bank, Co-op. Banks.
- Unit 03:** Marketing environment with references to Banking & Insurance in India.
- Unit 04:** Customers expectation & orientation with references to Banking & Insurance in India.

#### **BLOCK 02: INTRODUCTION TO BANK MARKETING.**

- Unit 05:** The concept of Bank Marketing & insurance marketing.
- Unit 06:** formulation of marketing mix for banking and insurance sector.
- Unit 07:** Promotion strategy for banks and insurance sector.
- Unit 08:** Relationship marketing, behavioral profile of customers, factors influencing customer behavior , Basic problems in life insurance marketing.

#### **BLOCK 03: NEW PRODUCT DEVELOPMENT IN BANK.**

- Unit 09:** The concept of Product, New product development process.
- Unit 10:** Product life cycle: meaning, importance & different steps.
- Unit 11:** Branding.; meaning, importance, method of branding, Advantages, Dis-advantages.
- Unit 12:** Pricing: methods of pricing and strategy with references to Banking & Insurance in India.

#### **BLOCK 04: PROMOTION MIX.**

- Unit 09:** Promotion mix, managing the sales force, selling process.
- Unit 10:** selling skill, distribution strategy with reference to banking and insurance sector.
- Unit 11:** Delivery of services, the process and measurement, understanding of service quality.
- Unit 12:** building customer relationship. Case studies from Banking & Insurance sector.

#### **FURTHER READINGS**

1. Marketing Management. - Philip Kotler
2. Service Marketing - Zeithamal & Bitner.
3. Bank Marketing - S.N.Jha