

FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

MASTER IN BUSINESS ADMINISTRATION

(Five Years Integrated Course)

(Under Credit Based Continuous Evaluation Grading System)

(SEMESTER: I-VIII)

&

(SEMESTER: IX-X) (Old System)

Session: 2013-14



GURU NANAK DEV UNIVERSITY
AMRITSAR

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MBA (Five Years) Integrated Course (Semester System)
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SCHEME OF COURSE

Semester – I:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-101	C	Punjabi / Mudhli Punjabi (Basic Punjabi)	3	--	--	3
MIL-102	C	Business Economics-I	4	--	--	4
MIL-103	C	Business Mathematics	4	--	--	4
MIL-104	C	Business Organization & Office Management	4	--	--	4
MIL-105	C	Computer Applications for Business-I	2	--	1	3
MIL-106	C	Seminar	--	--	2	2
Total Credits			17	--	3	20

Semester –II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-151	C	Communicative English	4	--	--	4
MIL-152	C	Business Economics-II	4	--	--	4
MIL-153	C	Business Statistics	4	--	--	4
MIL-154	C	Computer Applications for Business-II	2	--	1	3
MIL-155	C	Management Principles & Practices	4	--	--	4
MIL-156	C	Seminar	--	--	2	2
Total Credits			18	--	3	21

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Semester III:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-201	C	Financial Accounting	4	--	--	4
MIL-202	C	Business Laws	4	--	--	4
MIL-203	C	Operations Research	4	--	--	4
MIL-204	C	Fundamentals of Human Resource Management	4	--	--	4
MIL-205	C	Environmental Studies	3	--	--	3
MIL-206	C	Seminar	--	--	2	2
Total Credits			19	--	2	21

Semester IV:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-251	C	Cost Accounting	4	--	--	4
MIL-252	C	Business Communication	4	--	--	4
MIL-253	C	Money & Banking	4	--	--	4
MIL-254	C	Fundamentals of Operations Management	4	--	--	4
MIL-255	C	e-Commerce	4	--	--	4
MIL-256	C	Seminar	--	--	2	2
Total Credits			20	--	2	22
Note: Every student would be required to undergo industrial training of four weeks duration.						

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Semester –V:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-501	C	Management Accounting and Business Finance	4	--	--	4
MIL-502	C	Company Law	4	--	--	4
MIL-503	C	Indian Economy	4	--	--	4
MIL-504	C	Fundamentals of Marketing	4	--	--	4
MIL-505	C	Organisational Behavior	4	--	--	4
MIL-506	C	Seminar	--	--	2	2
MIL-507	C	Inter Disciplinary	3	-	-	3
Total Credits:			23	--	2	25

Semester –VI:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-601	C	Total Quality Management	4	--	--	4
MIL-602	C	Income-Tax Law and Practice	4	--	--	4
MIL-603	C	Banking and Insurance Services	4	--	--	4
MIL-604	C	Fundamentals of International Trade	4	--	--	4
MIL-605	C	Entrepreneurship and Small Business	4	--	--	4
MIL-606	C	Term Paper	--	--	2	2
Total Credits:			20	--	2	22

- * **Term Paper will be evaluated by a Committee of four members constituting Head of the Department, the supervisor, two members to be appointed by the Chairman of the Board of Studies (PG) Commerce.**

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Semester-VII:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL 701	C	Business Environment	4	--	--	4
MIL 702	C	Managerial Leadership	4	--	--	4
MIL 703	C	Corporate Governance & Business Ethics	4	--	--	4
MIL 704	C	Quantitative Methods for Management	4	--	--	4
MIL 705	C	Regulatory Framework for Business	4	--	--	4
MIL 706	C	Seminar	2	--	--	2
MIL 707	I	Interdisciplinary	3	-	--	3
Total Credits:			25	--	--	25

Semester-VIII:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL 801	C	Research Methodology	4	--	--	4
MIL 802	C	Financial Management	4	--	--	4
MIL 803	C	Marketing Management	4	--	--	4
MIL 804	C	Human Resource Management	4	--	--	4
MIL 805	C	International Business	4	--	--	4
MIL 806	C	Workshop on Business Communication	2	--	--	2
MIL 807		Industrial Training for 6 Weeks	--	--	--	--
Total Credits:			22	--	--	22

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Semester–IX:		
MF-901	Decision Support System and Management Information System	100
MF-902	Seminar	050

Note:- Any two of the following groups, each having two papers with the condition that the student can take either group A or D.

Group A: Finance		
MF – 911	Management Control Systems	100
MF – 912	Capital Markets and Investment Management	100
Group B: Marketing		
MF – 921	Consumer Behaviour	100
MF – 922	Marketing Research	100
Group C: Human Resource Management		
MF – 931	Labour Legislations	100
MF – 932	Organisational Change & Development	100
Group D: Production and Operations		
MF – 941	Management Control Systems	100
MF – 942	Production Planning & Control	100
Group E: International Business		
MF – 951	International Economic Organisations	100
MF – 952	Management of International Business Operations	100
Group F: Small Business and Entrepreneurship Development		
MF – 961	Government and Business	100
MF – 962	Financing of Small Business	100
Group G: Rural and Urban Management		
MF – 971	Rural Credit and Finance	100
MF – 972	Urban Planning and Strategies for Development	100
Group H: Public System Management		
MF – 981	Public Enterprise	100
MF – 982	Hotel Management	100

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Semester–X:

MF-1001	Project Management	100
MF-1002	Strategic Management	100
MF-1003	Project *	
MF-1004	Vice Voce	050

Any one of the following groups, each having three papers.

Group A: Finance		
MF – 1011	International Financial Management	100
MF – 1012	Direct Tax Planning	100
MF – 1013	Financial Markets and Financial Services	100
Group B: Marketing		
MF – 1021	Advertising and Sales Management	100
MF – 1022	Brand and Retail Management	100
MF – 1023	Marketing of Services	100

***MF-1003 Project.**

To be allocated in the beginning of 9th Semester. Project would be assigned on group basis and each group may consist of 5-6 students. Each group would require to work under the supervision of a teacher assigned by the Department. Evaluation will be done by the Committee of internal teachers appointed by the Department. The students must submit their Projects on or before March 31 every year. Each student's performance will be evaluated and grade will be assigned as follows:

- O – Excellent
- A – Very Good
- B – Good
- C – Average
- D – Poor

In order to qualify for MBA (FYIC) Degree, the students will have to get at least C grade.

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Group C: Human Resources		
MF – 1031	Industrial Relations	100
MF – 1032	Trade Unionism and Collective Bargaining	100
MF – 1033	International Human Resource Management	100
Group D: Production and Operations		
MF – 1041	Inventory Management	100
MF – 1042	Logistics Management	100
MF – 1043	TQM and Quality Control	100
Group E: International Business		
MF – 1051	International Financial Markets and Foreign Exchange	100
MF – 1052	International Financial Management	100
MF – 1053	International Marketing	100
Group F: Information Technology		
MF – 1061	Data Management Techniques	100
MF – 1062	e-Commerce and Internet	100
MF – 1063	Web Designing & HTML	100

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Group G: Small Business and Entrepreneurship Development		
MF – 1071	Small Business Marketing	100
MF – 1072	New Enterprise Management	100
MF – 1073	Small Business Environment and Management	100
Group H: Rural and Urban Management		
MF – 1081	Co-operative Management	100
MF – 1082	Rural Industrialisation	100
MF – 1083	Urban Development and Regional Planning	100
Group I: Public System Management		
MF – 1091	Tourism Management	100
MF – 1092	Planning and Management of Education System	100
MF – 1093	Management of Telecommunication System	100

MIL-101: ಪೞಿ`ಬಲಿ`zml - I
ಪ`T-ಕಲಿ Eqyp`T-ಪಸಕ್-

Credits: 2-0-0

(I) 1. E`qm En`qm (ಸಲ. virE`m isIG sDU Eqyf. sih`lrbli isIG, grl`n`nk dy w`hlvrstl, E`lmlqsr) iv`l`hyT il Kykh`xlk`r :

- (a) grmK isIG ms`iPr : gt`r
(E) sj`n isIG : pT`x dl DI
(e) krq`r isIG d`gl : ael E`f v`l l grg`bl
(kh`xl-s`r, ivS`-vsqll kh`xl-kl`, kh`xlk`r)

2. grmKI E`rQgr`Pl dl j`gg, (plq; mh`rnl; ib`ll, it`el qyE`k); ivr`m ic`h`l Sbd j`V (SD-ESD)

(II) 1. E`qm En`qm (ಸಲ. virE`m isIG sDU Eqyf. sih`lrbli isIG, grl`n`nk dy w`hlvrstl, E`lmlqsr) iv`l`hyT il Kykh`xlk`r :

- (a) sl`k isIG Dlr : s-Jl kD
(E) kl v`h isIG ivrk : aj`V
(e) mih`lr isIG srn` : j`Qd`r mk`ll isIG
(kh`xl-s`r, ivS`-vsqll kh`xl-kl`, kh`xlk`r)

2. l`K rcn` (j`lvnl-prk, sm`j k Eqycl`h` iviSE- a`q):
10 l`K il Kv`axy(kl`s ivc EqyGr l`el EiBE`s)

(III) 1. E`qm En`qm (ಸಲ. virE`m isIG sDU Eqyf. sih`lrbli isIG, grl`n`nk dy w`hlvrstl, E`lmlqsr) iv`l`hyT il Kykh`xlk`r :

- (a) p`h pk`S : m`V b`ll`
(E) gl z`r isIG sDU : kl`xy
(e) mh`n B`f`rl : Gt`x`
(s) virE`m isIG sDU : dl dl
(kh`xl-s`r, ivS`-vsqll kh`xl-kl`, kh`xlk`r)

2. p`r` p`Vlkyp`Sn- dy`aq`r dy`

(E`qm En`qm ಪಸಕ್ dykh`xl B`g iv`l`15 p`lrE- dyEiBE`s kr`v`ax)

MIL-101: ਮੁੱਢਲੀ ਪੰਜਾਬੀ
(In lieu of Punjabi Compulsory)

2-0-0

ਪਾਠ-ਕ੍ਰਮ

1. ਪੰਜਾਬੀ ਭਾਸ਼ਾ,
ਗੁਰਮੁਖੀ ਲਿਪੀ
ਗੁਰਮੁਖੀ ਲਿਪੀ : ਬਣਤਰ ਅਤੇ ਤਰਤੀਬ
2. ਗੁਰਮੁਖੀ ਆਰਥੋਗ੍ਰਾਫੀ
ਸੂਰ ਬਣਤਰ ਅਤੇ ਉਚਾਰਨ
ਵਿਅੰਜਨ ਬਣਤਰ ਅਤੇ ਉਚਾਰਨ
3. ਪੰਜਾਬੀ ਸ਼ਬਦ ਬਣਤਰ
ਸਾਧਾਰਨ ਸ਼ਬਦ
ਇਕ ਉਚਾਰਖੰਡੀ ਸ਼ਬਦ

ਯੂਨਿਟ ਅਤੇ ਥੀਮ

1. ਪੰਜਾਬੀ ਭਾਸ਼ਾ: ਨਾਮਕਰਣ ਅਤੇ ਸੰਖੇਪ ਜਾਣ ਪਛਾਣ, ਗੁਰਮੁਖੀ ਲਿਪੀ : ਨਾਮਕਰਣ, ਗੁਰਮੁਖੀ ਵਰਣਮਾਲਾ; ਪੈਂਤੀ ਅੱਖਰੀ, ਅੱਖਰ ਕ੍ਰਮ, ਸੂਰ ਵਾਹਕ (ਓ ਅ ਏ), ਲਗਾਂ ਮਾਤਰਾਂ, ਪੈਰ ਵਿਚ ਬਿੰਦੀ ਵਾਲੇ ਵਰਣ, ਪੈਰ ਵਿਚ ਪੈਣ ਵਾਲੇ ਵਰਣ, ਬਿੰਦੀ, ਟਿੱਪੀ, ਅੱਧਕ।
2. ਗੁਰਮੁਖੀ ਆਰਥੋਗ੍ਰਾਫੀ ਅਤੇ ਉਚਾਰਨ; ਸੂਰਾਂ ਦੀ ਬਣਤਰ ਅਤੇ ਉਚਾਰਨ (ਲਘੂ-ਦੀਰਘ ਸੂਰ); ਸੂਰ ਅਤੇ ਲਗਾਂ ਮਾਤਰਾਂ; ਵਿਅੰਜਨਾਂ ਦੀ ਬਣਤਰ ਅਤੇ ਉਚਾਰਨ; ਪੈਰ ਵਿਚ ਪੈਣ ਵਾਲੇ ਵਰਣਾਂ (ਹ, ਰ, ਵ) ਦਾ ਉਚਾਰਨ; ਲ ਅਤੇ ਲ ਦਾ ਉਚਾਰਨ; ਭ, ਧ, ਢ, ਝ, ਞ ਦਾ ਉਚਾਰਨ; ਪੈਰ ਵਿਚ ਬਿੰਦੀ ਵਾਲੇ ਵਰਣਾਂ ਦਾ ਉਚਾਰਨ।
3. ਪੰਜਾਬੀ ਸ਼ਬਦ-ਬਣਤਰ: ਸਾਧਾਰਨ ਸ਼ਬਦ; ਇਕੱਲਾ ਸੂਰ (ਜਿਵੇਂ ਆ); ਸੂਰ ਅਤੇ ਵਿਅੰਜਨ (ਜਿਵੇਂ ਆਰ); ਵਿਅੰਜਨ ਅਤੇ ਸੂਰ (ਜਿਵੇਂ ਪਾ); ਵਿਅੰਜਨ ਸੂਰ ਵਿਅੰਜਨ (ਜਿਵੇਂ ਪਾਰ); ਕੋਸ਼ਗਤ ਸ਼ਬਦ (ਜਿਵੇਂ ਘਰ, ਪੀ); ਵਿਆਕਰਣਕ ਸ਼ਬਦ (ਜਿਵੇਂ ਨੂੰ, ਨੇ); ਪੰਜਾਬੀ ਸ਼ਬਦ ਰਚਨਾ-1; ਲਿੰਗ-ਪੁਲਿੰਗ, ਇਕ ਵਚਨ-ਬਹੁ ਵਚਨ; ਨਿੱਤ ਵਰਤੋਂ ਦੀ ਪੰਜਾਬੀ ਸ਼ਬਦਾਵਲੀ-1: ਖਾਣ-ਪੀਣ, ਸਾਕਾਦਾਰੀ, ਰੁੱਤਾਂ, ਮਹੀਨਿਆਂ, ਗਿਣਤੀ, ਮੌਸਮ ਆਦਿ ਨਾਲ ਸੰਬੰਧਿਤ।

MIL 102: BUSINESS ECONOMICS – I

Credits: 4-0-0

Text
<p>Nature, Scope and Subject Matter of Economics. Law of Demand, Elasticity of Demand, (Price, Income and Cross). Utility Analysis: Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility. Indifference Curve Analysis: Consumer's Equilibrium, Price Effect, Income Effect and Substitution Effect. Production Analysis: Return to Factor and Return to Scale. Theory of Costs: Traditional and Modern Theories of Cost.</p>
First Minor Test: One Hour
<p>Concept of Revenue: Total Revenue, Average Revenue, Marginal Revenue and Elasticity of Demand. Equilibrium Analysis: Static, Comparative Static and Dynamic Equilibrium. Market Analysis : Perfect Competition; Price Determination, Equilibrium of Firm and Industry, Long Run Supply Curve of Industry. Monopoly; Price Determination, Equilibrium of Firm and Industry, Price Discrimination, Monopoly Power, Regulation of Monopoly. Monopolistic Competition; Price Determination, Group Equilibrium, Selling Cost, Excess Capacity. Introduction to the Concept of Oligopoly.</p>
Second Minor Test: One Hour
<p>Factor Pricing: Marginal Productivity Theory, Product Exhaustion Problem, Modern Theory of Distribution. Macro Theories of Distribution: Ricardian Theory of Distribution, Kaldor's Theory of Distribution. Land; Ricardian Theory of Rent, Modern Theory of Rent. Capital; Classical Theory, Neo-Classical Theory, Liquidity Preference Theory of Rate of Interest. Entrepreneur; Dynamic Theory of Profit, Risk Theory of Profit, Uncertainty Theory of Profit. Labour ; Marginal Productivity Theory, Modern Theory of Wages.</p>
Final Examination: Three Hours

Suggested Readings:

1. Ahuja, H. L., Advanced Economic Theory.
2. Koutsoyiannis, A., Modern Micro Economics.
3. Mankiw, N. G., Economics: Principles and Applications.
4. Stonier and Hague, A Text Book of Economic Theory

MIL-103: BUSINESS MATHEMATICS

Credits: 4-0-0

Text
<p>Matrices : Introduction, types of matrices, operations on matrices, transpose of a matrix, symmetric matrix, skew-symmetric matrix, orthogonal matrix.</p> <p>Determinants : Minors, Cofactors, properties of determinants, singular and non singular matrices, adjoint of a matrix, inverse of a matrix, solutions of a system of linear equations: Cramer's rule and Matrix Inversion method.</p>
First Minor Test : One Hour
<p>Differentiation : Concept of limit, continuity, properties of continuous functions, differentiability, derivative of a function multiplied by a constant, derivative of the sum of two differentiable functions, derivatives of the product of two functions, derivative of quotient of two functions, chain rule, differentiation of implicit functions, logarithmic differentiation,</p> <p>Differentiation of parametric forms, successive differentiation, partial differentiation, homogenous functions, Euler's theorem, applications of differentiation</p> <p>Integration and its Applications : Introduction, methods of integration : integration by substitution, integration by parts, integration by partial fractions, applications of integration</p>
Second Minor Test : One Hour
<p>Sets : Introduction, Equality of sets, sub sets, Null set, Power set, Operations on sets: Union, Intersection; complements, Algebra of sets, Venn diagram, Applications of set theory.</p> <p>Functions: Introduction, characteristics of a function, linear function, the exponential function, logarithmic function, even and odd functions.</p> <p>Progressions: Arithmetical progression, Geometrical progression, Harmonic progression.</p> <p>Permutations and Combinations: Permutations of n different objects, permutations of things not all different, Circular permutations. Combinations, restricted combinations, combinations of things not all different selecting some or all things.</p> <p>Trigonometry: System of measuring angles, trigonometric ratios, trigonometric identities, signs of trigonometric ratios.</p>
Final Examination: Two Hours

Suggested Readings:

1. Ajay Goel and Alka Goel –Mathematics and Statistics (Taxmann's).
2. Qazi Zameeruddin, V.K. Khanna, S.K. Bhambri – Business Mathematics (Vikas).
3. G.S. Monga – Mathematics for Management and Economics (Vikas).
4. Taru Yamane – Mathematics for Economists.

MIL-104: BUSINESS ORGANIZATION AND OFFICE ADMINISTRATION

Credits: 4-0-0

Text
<p>Introduction of Business:</p> <p>Concept, Nature, Scope, Objectives of Business, Distinction between Business, Commerce and Trade. Forms of Business Organisations: Sole Proprietorship, Partnership, Joint Stock Company, Cooperative Societies. Government and Business; Public Sector Enterprises, Small Scale Business. Business Ethics and Corporate Social Responsibility.</p>
<p>First Minor Test: One Hour</p> <p>Introduction of Office Administration:</p> <p>Office Location, Office Lay-out. Office Accommodation. Office Furniture and Equipment. Office Staffing.</p>
<p>Second Minor Test: One Hour</p> <p>Principles and Practices of Office Administration. Office Systems, Processes and Procedures. Office Manuals: Preparation, Types, Uses.</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Deyner, "Office Management"
2. John J.W. Neunor and B. Lewis Keeling, "Modern Office Management"
3. Y.S. Bhushan, "Fundamentals of Business Organisation and Management", New Delhi, Sultan Chand and Sons.

MIL-105: COMPUTER APPLICATIONS FOR BUSINESS-I

Credits: 4-0-0

Text
<p>Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation, Components of Computer: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes Hardware and Software: Difference between Hardware and Software, Types of Software (System Software and Application Software)</p>
First Minor Test: One hour
<p>Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager) Window: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders)</p>
Second Minor Test: One hour
<p>MS-Office: Introduction, Components of Office MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections. Indents and Outdents, Creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command MS-Powerpoint: History, Creating, Saving, Opening, Existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation The Slide Sorter View, Slide Show, Inserting pictures and graphics and Printings Slides</p>
Practical: Weightage 50%.
Final Examination: Three Hours

Suggested Readings:

1. Understanding Computers by V. Rajaraman.
2. Introduction to Computers by Peter Norton.
3. A First Course in Computers by Sanjay Saxena
4. Computer Fundamental by B. Ram
5. Introduction to Computers by Alexis Leon, Matheus Leon
6. PC Software Made Easy by Gursharan Singh, Nishchay Behl
7. Operating System by Harjeet Kaur, Aastha Sharma

MIL-151: Communicative English

Subject Code: ENL-101

Duration of Examination: 3 Hrs

Course Title: **Communicative English**

Credits: 02 (L=2,T=0,U=0)

Objectives: To introduce students in a graded manner to the communication skills of Reading and Writing in English. At the end of semester I, the students should be able to demonstrate adequate competence in comprehending the prescribed text and performing the given writing tasks.

Reading:

a) Developing Habits of Independent and Fast Reading.

Students will be required to read a prescribed prose anthology titled *Selections from Modern English Prose* (Ed. Haladhar Panda published by University Press, Hyderabad). The essays in the anthology will be read by students at home with the help of glossary given in the book. Progressing from one lesson to another, they should learn to read fast.

Students are supposed to keep a record of their reading in the form of notes, difficulties, summaries, outlines and reading time for each essay. Class teacher may use this record for award of internal assessment (if any).

b) Developing Comprehension Skills

Teacher will provide guided comprehension of the prescribed texts in the class and help students in answering the questions given at the end of each lesson. Teacher can construct more questions of factual and inferential nature to enhance the comprehension skills of the students. The teacher shall also guide students to do the grammar exercises given at the end of each lesson.

Writing:

a) Developing Skills in Personal Writing

Students will be required to learn short personal write-ups involving skills of description and narration. The types of composition task may include personal letter writing, telegram writing, notice writing, diary writing etc. Teacher shall instruct the students about the appropriate format and usual conventions followed in such writings. The teacher may also prescribe composition/writing book if so required.

b) Developing Writing Skills based on Guided Composition

The students will be required to write a longish composition on a question from the essays on *Selections from Modern English Prose*. The composition will require presentation of ideas beyond the prescribed essays. Sample composition topics are given at the end of each lesson.

Question Paper: The following format is suggested for a 3-hour test.

(Appropriate choices may be given where possible)

1. Short-answer comprehension questions (at least 5) based on the lessons included in *Selection from Modern English Prose* **App. weighting 30%**
2. Questions on grammar and vocabulary (words, phrases, proverbs) **App. weighting 20%**
3. Two short writing tasks of app. 100 words. One a personal letter involving narration of a personal experience or description of objects, persons, places of events. The second may be a telegram or public notice or a diary entry about a personal or family achievement, loss or celebration. **App. weighting 30%**
4. One long composition of about 300 words on one of the topics discussed in Selections from Modern English Prose. Due consideration be given to the organization of details and coherence in writing. **App. weighting 20%**

Internal Assessment: The teacher may consider the following for award of internal assessment, if any.

1. Evidence of independent reading as given above. Teacher may suggest some special tasks to suit the needs of their students.
2. Students may be asked to keep diary of their daily or specific routines.
3. Students may be asked to write a certain number of compositions on selected topics during the semester.

The division of the syllabus and the paper pattern for Minor and Major tests may be as follows:-

Minor-I

The syllabus to be covered; the essay from Sr. No. 1 to Sr. No. 6 from the prescribed book and personal letter.

Paper pattern: The following format is suggested for a test of 20 marks.

1. Personal letter (1 out of 2)
2. Short answer type question from the essay (2 out of 4).
3. Questions on Grammar and Vocabulary.

Minor-II

The syllabus to be covered; the essay from Sr. No. 7 to Sr. No. 13 from the prescribed book and personal letter.

Paper pattern: The following format is suggested for a test of 20 marks.

1. Personal letter (1 out of 2)
2. Short answer type question from the essay (2 out of 4).
3. Questions on Grammar and Vocabulary.

Major Test

The syllabus to be covered; the essay from Sr. No. 14 to Sr. No. 20 from the prescribed book telegram and diary entry.

The format for 3 hour major test will be mentioned in the syllabus. This test will also include the syllabus covered in Minor-I and Minor-II.

MIL 152: BUSINESS ECONOMICS – II

Credits: 4-0-0

Text
<p>Basic Concepts: Micro vs. Macro Economics. Variables: Real and Nominal; Induced and Autonomous; Ex-Ante and Ex-Post. National Income: Definition and Importance of National Income. Concepts of National Income: Productive vs. Non-Productive; Intermediate and Final Output; Gross and Net National Product; Gross and Net Domestic Product; Personal and Disposable Income. Measurement of National Income: Income, Output, Expenditure Method; Problems in Measurement of National Income.</p>
<p>First Minor Test : One Hour</p> <p>Employment: Classical Theory of Employment, Say's Law of Market, Keynesian Theory of Output and Employment. Inflation: Meaning, Types, Inflationary Gap, Theories of Inflation; Demand Pull Inflation, Cost Push Inflation, Stagflation, Inflation Unemployment Tradeoff (Philips Curve), Effects of Inflation and Remedies. Keynesian Economics: Theory of Money, Saving and Investment Function. Multiplier: Static and Dynamic Analysis; Balanced Budget Multiplier, Employment Multiplier.</p>
<p>Second Minor Test : One Hour</p> <p>Consumption: Psychological Law of Consumption, Relative Income Hypothesis, Permanent Income Hypothesis, Life Cycle Hypothesis. Investment: Classical Theory of Investment, Keynesian Theory of Investment, Accelerator Theory of Investment. Business Cycle: Keynes's Theory of Trade Cycle, Kaldor's Theory of Trade Cycle, Hicks' Theory of Trade Cycle, Samuelson's Theory of Trade Cycle</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Ackley, G., Macroeconomic Theory.
2. Beckermen, W., An Introduction to National Income Analysis
3. Crouch, R.L., Macroeconomics
4. Shapiro, E., Macroeconomic Analysis
5. Peterson, W. C., Income, Employment and Economic Growth.
6. Gupta, R.D., Keynes, Post-Keynesian Economics

MIL-153: BUSINESS STATISTICS

Credits: 4-0-0

Text
<p>Statistics : Introduction, Importance and Scope of statistics. Measures of Central Tendency : Mean, Median, Mode and Quartiles. Measures of Dispersion : Range, Quartile deviation, Mean deviation and Standard deviation. Moments, Skewness and Kurtosis : Introduction, Moments about the mean, Skewness, Kurtosis.</p>
First Minor Test : One Hour
<p>Correlation Analysis : Introduction, types of correlation, measurement of correlation: Karl Pearson's Coefficient of correlation, Spearman's rank correlation. Regression Analysis : Introduction, Utility, Method of Least Squares, Coefficient of regression, Standard error of estimate, Coefficient of determination. Index Numbers : Introduction, Price index numbers, Quantity index numbers, Choice of base for computing index numbers.</p>
Second Minor Test : One Hour
<p>Intrapolation and Extrapolation: Introduction, Utility, Assumptions, Methods of Intrapolation, Extrapolation (formulae used). Time Series and Forecasting: Introduction, Models of time series analysis, Editing of time series, Measurement of secular trends, Measurement of seasonal variations. Measurement of cyclical variations of cyclical variations</p>
Final Examination: Three Hours

Suggested Readings:

1. Joshi R.C., "Fundamentals of Statistics", New Academic Publishing.
2. D.N. Elhance, Veena Elhance and B.M. Aggarwal – Fundamentals of Statistics (Kitab Mahal).
3. C.B. Gupta – An Introduction to Statistical Methods (Vikas).
4. R.S. Bhardwaj – Business Statistics (Excel Books).
5. Ajay Goel and Alka Goel – Mathematics and Statistics (Taxmann's).

MIL-154: COMPUTER APPLICATIONS FOR BUSINESS-II

Credits: 4-0-0

First Term
<p>Introduction to Internet : Overview, Definition of Internet, Working of Internet, Types of Connections, Modem and Its Functioning Internet Addressing Scheme, Types of Addressing, IP Address, Domain Name System, Uniform Resource Locator, Telnet and Working of Electronic Mail, Advantages of Electronic Mail</p> <p>File Transfer Protocol (FTP): Introduction, Features of FTP, Working of FTP, Newsgroup, Cookies,</p>
First Minor Test : One hour
<p>Fundamental Concepts of Networking : Need and Advantages of Computer Networks, Types of Networks (LAN, MAN, WAN) Network Security, Topologies of Networks, Concept of Text Processing, Distributed Processing, Batch Processing, On-Line Processing, Real-Time Processing,</p> <p>Searching the Net : Chatting on Net, Types of Search Tools, Search Engines, Web Directories and Virtual Libraries</p>
Second Minor Test: One hour
<p>MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Using Formulas</p>
Practical: Weightage 50%.
Final Examination : Three Hours

Suggested Readings:

1. Computer Fundamental by B.Ram.
2. Internet 6-in-1 by Kraynak and Habraken.
3. Internet for Business Manager by Sanjeev Gupta and Shameene Gupta.
4. Understanding computers by V.Rajaraman.
5. Introduction to Computers by Peter Norton.
6. Introduction to Computers by Alexis Leon, Matheus Leon.
7. Office 2000 in 24 Hours by Perry (Techmedia)

MIL-155: MANAGEMENT PRINCIPLES AND PRACTICES

Credits: 4-0-0

Text
<p>Management: Nature and Purpose, Evolution of Management Thought – Classical Perspective, Humanistic Perspective, Managerial Roles Approach, Contingency Approach, Management Science Approach, Systems Approach, Operational Approach; Patterns of Management Analysis and System Approach to Management, Roles, Skills and Functions of Managers.</p> <p>Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.</p>
<p>First Minor Test : One Hour</p> <p>Decision Making: Nature and Types of Decisions, Decision Making Models, Decision Making Process, Problems in Decision Making and Improving Decision Making.</p> <p>Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.</p>
<p>Second Minor Test: One Hour</p> <p>Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation-Hygiene theory, McClelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler's Model of Motivation.</p> <p>Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path-Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.</p> <p>Controlling: Concept, Controlling Process and Control Techniques.</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Harold Koontz and Heinz Wehrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2007.
2. Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, *Management and Organizational Behaviour*, New Delhi, Thomson, 2007.
4. Stephen P Robbins, David A. Decanzo, *Fundamentals of Management*, New Delhi, Pearson Education, 2001.
5. Sekaran, Uma, *Organizational Behaviour: Text and Cases*, New Delhi, Tata McGraw Hill, 2007.
6. Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
7. Paul Hersey, Kenneth H Blanchard, Devwey E Johnson, *Management of Organizational Behaviour: Leading Human Resources*, New Delhi, Pearson Education, 2002.
8. Philip Sadler, *Leadership*, New Delhi, Kogan Page, 2004.

MIL-201 Financial Accounting

Credits: 4-0-0

Text
<p>Meaning and objectives of accounting, Users of accounting information, Basic accounting concepts.</p> <p>Journal, Ledger, Trial Balance, Brief idea about accounting errors and their rectification.</p>
First Minor Test: One hour
<p>Concept of depreciation, depletion, amortization; Methods of charging depreciation (SLM & WDV), Methods of recording depreciation, Brief idea about ICAI and revaluation of fixed assets as per AS 10 - Accounting for Fixed Assets; AS 6 - Accounting for Depreciation</p> <p>Capital and revenue expenditures and receipts</p> <p>Preparation of financial statements of non-corporate business entities</p> <p>AS 1 – Disclosure of Accounting policies</p>
Second Minor Test: One hour
<p>AS 2 – Valuation of Inventories</p> <p>Brief idea about preparation of financial statements of not for profit organizations and from incomplete records</p> <p>Preparation of accounts with accounting software package – Tally (latest available version)</p>
Final Examination : Three Hours

Suggested Readings:

1. Anthony, R.N., Hawkins, David F and Merchant, Kenneth A, “Accounting Text and Cases”; McGraw Hill Companies.
2. Gupta, R.L. and Radhaswamy, M, “Financial Accounting”; Sultan Chand and Sons, New Delhi.
3. Monga J.R., Ahuja, Girish, and Sehgal, Ashok, “Financial Accounting”; Mayur Paper Back, Noida.
4. Shukla, M.C., Grewal, T.S., and Gupta, S.C, “Advanced Accounts”; S. Chand & Co., New Delhi.
5. “Fundamentals of Accounting”, The Institute of Chartered Accountants of India, New Delhi.
6. Rawat , D.S., “Students’ Guide to Accounting Standards”, Taxmann, New Delhi.
7. Manual of Tally.
8. www.icai.org/

MIL-202: Business Laws

Credits: 4-0-0

Text
<p>Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void;</p>
<p>First Minor Test : One Hour</p>
<p>Discharge of contract; Remedies for breach of contract. Sale of Goods Act 1930: Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.</p>
<p>Second Minor Test: One Hour</p>
<p>Negotiable Instrument Act 1881: Definition of negotiable instruments; Features; Promissory note; Bill of exchange cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonour and discharge of negotiable instrument;</p> <p>Indian Partnership Act, 1932: Definition & Nature of Partnership, Formation of Partnership</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Singh Avtar: The Principles of Mercantile Law; Eastern Book Company, Lucknow.
2. Kuchal M.C.: Business Law; Vikas Publishing House, New Delhi.
3. Kapoor N.D.: Business Law; Sultan Chand & Sons, New Delhi.

MIL 203 - Operations Research

Credits: 4-0-0

Text
<p>Operations Research : Significance and scope of O.R. in practical business problems. Linear Programming Problems: Formulation, Solution by Graphic/ Simplex methods, Two Phase Simplex Method, Primal & Dual.</p>
First Minor Test: One hour
<p>Assignment Problems Transportation Problems Sequencing Problems</p>
Second Minor Test: One hour
<p>Game Theory Inventory Problems : Deterministic Models only (Single item), Price Break / Discount</p>
Final Examination : Three Hours

Suggested Readings:

1. Operations Research : Gupta and Hira, S.Chand & Co.
2. Operations Research : V K Kapoor, Sultan Chand.
3. Operations Research : Hiller & Lieberman, Tata Mcgraw Hill.
4. Operations Research : Natarajan, Balasubramani & Tamilarasi, Pearson.

MIL-204: Fundamentals of Human Resource Management

Credits: 4-0-0

Text
<p>Introduction of Human Resource Management: Concept, Nature, Scope, Objectives of Human Resource Management, Challenges before Human Resource Management. Introduction of Human Resource Planning: Concept, Need and Importance; Factors affecting Human Resource Planning Process; Barriers to Human Resource Planning. Introduction of Job Analysis: Concept, Objectives, Process, Advantages and Problems. Introduction of Job Design: Concept, Factors affecting Job Design and Techniques of Job Design.</p>
First Minor Test : One Hour
<p>Introduction of Recruitment: Concept, Factors affecting Recruitment, Sources, Techniques and Problems associated with Recruitment. Introduction of Selection: Concept, Process, Tests, Interview and Barriers to effective Selection. Introduction of Induction and Orientation: Concept, Process, Benefits and Problems associated with Induction and Orientation. Introduction of Managing Careers: Concept, Promotion, issues related to Promotion; Demotion- Concept, Purpose and issues related to Demotion; Transfer- Concept, Purpose and issues related to Transfer.</p>
Second Minor Test: One Hour
<p>Introduction of Managing Industrial Relations: Concept, Significance of peaceful Industrial Relations, Approaches to Industrial Relations. Introduction of Grievances: Concept, Nature, Sources, Grievances Redressal Mechanism. Introduction of Industrial Disputes: Concept, Nature, Causes and Modes of Settlement of Industrial Disputes.</p>
Final Examination : Three Hours

Suggested Readings:

1. Biswajeet Pattanayak, "Human Resource Management", New Delhi.
2. PHI. C.B.Memoria, "Personnel Management" Bombay, Himalaya Publishers.
3. K. Aswathapa. "Human Resource and Personnel Management: Text and Cases", New Delhi, Tata McGraw-Hill.

ESL 220 Environmental Studies (Compulsory)

Credit 3-0-0

1. **The Multidisciplinary Nature of Environmental Studies:** Definition, scope & its importance, Need for public awareness.
2. **Natural Resources:** Natural resources and associated problems.
 - a) **Forest Resources:** Use of over exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.
 - b) **Water Resources:** Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 - c) **Mineral Resources:** Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
 - d) **Food Resources:** World food problems, change caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problem, salinity, case studies.
 - e) **Energy Resources:** Growing of energy needs, renewable and non-renewable energy resources, use of alternate energy sources, case studies.
 - f) **Land Resources:** Land as a resource, land degradation, soil erosion and desertification.
 - g) Role of an individual in conservation of natural resources, Equitable use of resources for sustainable lifestyles.
3. **Ecosystem:**

Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids.

Introduction, types, characteristic features, structure and function of the following ecosystems:

 - a) Forest ecosystem
 - b) Grassland ecosystem
 - c) Desert ecosystem
 - d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries).
4. **Biodiversity and its Conservation:**

Definition: Genetic, species and ecosystem diversity, Biogeographical classification of India.

Value of Biodiversity: Consumptive use; productive use, social, ethical, aesthetic and option values.

Biodiversity of global, National and local levels, India as mega-diversity nation "Hot-spots of biodiversity.

Threats to Biodiversity: Habitat loss, poaching of wild life, man wildlife conflicts

Endangered and endemic species of India.

Conservation of Biodiversity: In situ and Ex-situ conservation of biodiversity.

5. Environmental Pollution:

Definition, Causes, effects and control measures of:

- a) Air Pollution
- b) Water Pollution
- c) Soil Pollution
- d) Marine Pollution
- e) Noise Pollution
- f) Thermal Pollution
- g) Nuclear Hazards

Solid Waste Management: Causes, effects and control measures of urban and industrial wastes.

Role of an individual in prevention of pollution.

Pollution case studies Disaster Management: Floods, Earthquake, Cyclone and Landslides

6. Social Issues and Environment:

- * From unsustainable to sustainable development
- * Urban problems related to energy
- * Water conservation, rain water harvesting, watershed management
- * Resettlement and rehabilitation of people; its problems and concerns. Case studies
- * Environmental ethics: Issues and possible solutions.
- * Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.
- * Wasteland reclamation
- * Consumerism and waste products
- * Environmental Protection Act
- * Air (prevention and Control of Pollution) Act
- * Water (prevention and Control of Pollution) Act
- * Wildlife Protection Act
- * Forest Conservation Act
- * Issues involved in enforcement of environmental legislation
- * Public awareness

7. Human Population and the Environment

- * Population growth, variation among nations
- * Population explosion-Family welfare programme
- * Environment and human health
- * Human rights
- * Value education
- * HIV / AIDS
- * Women and child welfare
- * Role of information technology in environment and human health
- * Case studies
- * **Road Safety Rules & Regulations:** Use of Safety Devices while Driving, Do's and Don'ts while Driving, Role of Citizens or Public Participation, Responsibilities of Public under Motor Vehicle Act, 1988, General Traffic Signs
- * **Accident & First Aid:** First Aid to Road Accident Victims, Calling Patrolling Police & Ambulance

- 8. Field Work:** Visit to a local area to document environmental assets—river / forest / grassland/ hill / mountain. Visit to a local polluted site—Urban / Rural / Industrial / Agricultural. Study of common plants, insects, birds. Study of simple ecosystems—pond, river, hill slopes, etc. (Field work equal to 5 lecture hours)

References:

1. Agarwal, K. C. 2001. Environmental Biology, Nidhi Publications Ltd. Bikaner.
2. Bharucha, E. 2005. Textbook of Environmental Studies, Universities Press, Hyderabad.
3. Bharucha, E. 2004. The Biodiversity of India, Mapin Publishing Pvt. Ltd. Ahmedabad.
4. Brunner, R. C. 1989. Hazardous Waste Incineration, McGraw Hill Inc. New York.
5. Clark, R. S. 2000. Marine Pollution, Clarendon Press Oxford.
6. Cunningham, W. P., Cooper, T. H., Gorhani, E. & Hepworth, M. T. 2001. Environmental Encyclopedia, Jaico Publications House, Mumbai.
7. De, A. K. 1989. Environmental Chemistry, Wiley Eastern Ltd.
8. Down to Earth, Centre for Science and Environment, New Delhi.
9. Hawkins, R. E. 2000. Encyclopedia of Indian Natural History, Bombay Natural History Society.
10. Heywood, V. H & Waston, R. T. 1995. Global Biodiversity Assessment, Cambridge House, Delhi.
11. Jadhav, H. & Bhosale, V. M. 1995. Environmental Protection and Laws. Himalaya Pub.
12. Joseph, K. and Nagendran, R. 2004. Essentials of Environmental Studies, Pearson Education (Singapore) Pte. Ltd., Delhi.
13. Kaushik, A. & Kaushik, C. P. 2004. Perspective in Environmental Studies, New Age International (P) Ltd, New Delhi.
14. Miller, T. G. Jr. 2000. Environmental Science, Wadsworth Publishing Co.
15. Odum, E. P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA.
16. Rajagopalan, R. 2005. Environmental Studies from Crisis to Cure. Oxford University Press, New Delhi.
17. Sharma, B. K. 2001. Environmental Chemistry. Geol Publishing House, Meerut.
18. Sharma, J. P. 2004. Comprehensive Environmental Studies, Laxmi Publications (P) Ltd, New Delhi.
19. Sharma, P. D. 2005. Ecology and Environment, Rastogi Publications, Meerut.
20. Subramanian, V. 2002. A Text Book in Environmental Sciences, Narosa Publishing House, New Delhi.
21. Survey of the Environment. 2005. The Hindu.
22. Tiwari, S. C. 2003. Concepts of Modern Ecology, Bishen Singh Mahendra Pal Singh, Dehra Dun.
23. Townsend, C., Harper, J. and Michael, B. 2001. Essentials of Ecology, Blackwell Science.
24. Booklet on Safe Driving. Sukhmani Society (Suvidha Centre), District Court Complex, Amritsar

MIL-251 Cost Accounting

Credits 4-0-0

Text
<p>Introduction to Cost Accounting: Meaning, Scope and use of cost accounting, cost accounting and financial accounting, classification of costs, Brief idea about methods of Costing.</p> <p>Materials: Purchase and storage of material, Pricing of material issue, Inventory control techniques like EOQ, fixation of levels, ABC and VED analysis</p> <p>Labour: Items of labour cost, Labour Records, Remuneration methods, Accounting and control of idle time and overtime.</p>
<p>First Minor Test: One hour</p>
<p>Overheads: Classification, apportionment and absorption of overheads Preparation of cost sheet and reconciliation of cost and financial records.</p> <p>Budgets and Budgetary control: Understanding concepts of master budget, fixed budget and flexible budget, zero based budget, participative budget and performance budget</p>
<p>Second minor test: One hour</p>
<p>Introduction to standard costing and variance analysis: Standard costing as a control technique, setting of standards and their revision; Variance analysis-meaning and importance, kinds of variances and their uses-material, labour variances; relevance of variance analysis to budgeting and standard costing</p> <p>Marginal costing and breakeven analysis: Concept of marginal cost, marginal costing and absorption costing, marginal costing versus direct costing, cost volume profit analysis, breakeven analysis, assumptions and practical applications of breakeven analysis.</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Horngren, Datar and Foster, "Cost Accounting: A Managerial Emphasis", Pearson Education.
2. Arora, M.N., "Cost Accounting Principles and Practices", Vikas Publishing House.
3. Kishore, Ravi M., "Cost Accounting", Taxmann Allied Services.
4. Lal, Jawahar, "Cost Accounting", Tata McGraw Hill.

MIL 252: Business Communication

Credits: 4-0-0

Text
<p>Introduction: Nature of Communication, Verbal and Non-verbal Communication, Myths about Communication, Communication Process and Stages in Communication, Barriers to Effective Communication, Formal and Informal Communication, Internal and External Communication, Communication Channels, Choosing the means of Communication, Audience Analysis, Ethical considerations for business Communication.</p> <p>Business Writing-A</p> <ul style="list-style-type: none"> (a) Business Letters (b) Minutes (c) Memos (d) E-mails and Faxes.
First Minor Test : One Hour
<p>Verbal Communication Skills for Managers: Essentials of Oral Communication, Informal Speech, Telephonic Conversations and voice Mails, Preparing and delivering presentations, Overcoming Stage Fright, Anxiety and Stress, Meetings, Round-Table Discussions, Team communications, Group discussions and Seminars.</p> <p>Business Writing-B</p> <ul style="list-style-type: none"> (a) Bio-data, Resume and Curriculum Vitae (b) Report Writing (c) Team Writing
Second Minor Test: One Hour
<p>Business English: Allocating the Budget, Giving Instructions, Making Complaints, Product Advertising, Description of Products, Description of Events and Processes, Profit and Loss, Labour Relations, Money and A Growing Economy.</p>
Final Examination : Three Hours

Suggested Readings:

1. Robinson Brian, Netrakanti Vidya S. & Shintre Hari. V , “*Communicative Competence in Business English*”, Orient Longman Private Limited.

2. MIL 253: Money & Banking

Credits: 4-0-0

Text
<p>Money: Definition, functions, kinds of money; supply of money: mechanics of money supply, Measures of money supply in India. Demand for money; Fisher, Cambridge, Keynesian and Freidman theories.</p> <p>Rate of Interest: Determination, Factors affecting the level and structure of Interest Rates.</p> <p>Money and Capital Markets (Introductory), Characteristics of Indian Money Market and its weaknesses.</p>
First Minor Test : One Hour
<p>Banking: Functions and Theories; Credit Creation. Commercial Banking in India; structure and functioning; Nationalisation: Objectives and Performance Evaluation. Banking Sector Reforms.</p> <p>Role of Commercial Banks in Economic Development, Latest Developments in Banking Sector in India.</p>
Second Minor Test: One Hour
<p>Central Banking: Functions and techniques of credit control. Monetary policy: Objectives, Targets and indicators. Reserve Bank of India.</p> <p>Innovations in Banking: Internet Banking, E-Banking, Mobile banking, Wholesale and Retail Banking, Universal and Narrow Banking, Off-shore Banking. Asset Classification, Non Performing Assets.</p>
Final Examination : Three Hours

Suggested Readings:

1. Lucket, D.G. : Money and Banking, McGraw Hill, New York
2. Gupta, S.B. : Monetary Planning for India, Oxford University Press, New Delhi
3. Cargill, T.F. : Money: The Financial system and Monetary Policy, Engle Wood Cliffs, Prentice-Hall.
4. Shekhar, K.G. : Banking Theory and Practice Law and Foreign Exchange. Vikas Publishing House, New Delhi.
5. Misra, S. Puri : Indian Economy, Himalaya Publishing House, New Delhi
6. Varshney, P.N. : Banking Law & Practice.
7. Reserve Bank of India: Report on Currency and Finance.
8. : Reserve Bank of India Bulletin
9. : Economic Times, Financial Express.

MIL 254: Fundamentals of Operations Management

Credits 4-0-0

Text
<p>Concept of Production & Operations management, product and service continuum. Types of Production and Service systems. Process Analysis. Operations strategy: Linkage with Corporate Strategy Market Analysis, Competitive Priorities and capabilities. New Product Design and development. Plant location Plant layout.</p>
<p>First Minor Test : One Hour</p> <p>Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing. Economic Batch Quantity with Joint Production Runs, Gantt. Charts. Network Analysis. Productivity: Concept and Importance, Factors Affecting Productivity, Methods to improve productivity. Value Analysis. Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement. Strategic Capacity Management – capacity planning and management in manufacturing and operations.</p>
<p>Second Minor Test : One Hour</p> <p>Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services. Quality Issues: Concept of Quality and Total Quality Management, Statistical Quality Control. Just in Time Manufacturing Systems. Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock. Supply Chain Management: Concept & Components of Supply Chain, Activities in Supply Chain Management, Logistics Management.</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. Operations Management – For Competitive Advantage, Richard B Chase, F Robert. Jacobs, Nicholas J Aquilano and Nitin K. Agarwal, The McGraw Hill Companies.

MIL-255: e-Commerce

Credit: 4-0-0

Text
<p>History of E-Commerce: Definition, advantages & disadvantages of E-Commerce; Emergence of World Wide Web; Transition to e-commerce in India; E-Commerce opportunities for Industries; Business Models for E-Commerce: E-business models based on the relationship of Transaction parties; E-business models based on Relationship of Transaction type: Brokerage model, Aggregation Model.</p> <p>Technologies of World Wide Web: Internet client-server applications; Telnet, File Transfer Protocol(FTP), Internet Relay Chart(IRC), ICQ, Multipurpose Internet Mail Extensions(MIME), Networks and Internets; Communication Switching, Developments in Transmission, Network Routers, Internet Naming Conventions, Uniform Resource Locators (URLs), Transmission Control Protocol(TCP), Search engines, Internet Service Providers (ISPs); ISPs in India, Terms Related to ISPs, ISP Policy of the Government of India, Major ISP Players in India.</p>
<p>First Minor Test : One Hour</p> <p>E-Marketing: Traditional Marketing; Identifying Web Presence Goals; Achieving Web Presence Goals, Uniqueness of Web, Meeting the needs of Website Visitors, E-marketing value chain, site adhesions, maintaining a website, metrics designing internet units of measurements.</p> <p>Online marketing: How buyers pay online, advantages of online market research, Building customer Relationship based on one to one marketing, market segmentation, data mining and marketing research, Intelligent Agents in Marketing and Customer-related applications, measuring the effectiveness of E-advertising; Internet Marketing Trends, Target Markets; E-branding; e-marketing related marketing strategies.</p> <p>E-Security: Information System Security; Security on the Internet; E-business Risk Management Issues; Information Security Environment in India.</p> <p>E-Payment Systems: Digital payment Requirements; Digital Token-based E-payment systems; Classification of new-payment systems; Properties of Electronic-Cash; Cheque payment systems on the Internet; Risks in E-payments; Digital Signatures.</p>
<p>Second Minor Test: One Hour</p> <p>Information System for Mobile Commerce: Definition, wireless applications, Cellular Network, Wireless spectrum. Technologies for mobile commerce, Different generations in wireless communication, mobile commerce in India.</p> <p>Web-Designing: Requirements of Intelligent Websites, setting website goals and objectives, strategies for website development.</p> <p>Legal & Ethical Issues: Ethical issues in Digital Economy, computers as targets for crime, computer as storage devices, computers as communication tools, cyberstalking, privacy, printing, copyrights, Internet Gambling Threats to Children, Ethical Characteristics of Internet.</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Joseph, P.T. E-Commerce – An Indian Perspective, Prentice Hall of India, 3rd Edition.
2. Schneider, Gary P. E-Commerce: Strategy, Technology and Implementations, Cengage Learning India Private Limited, Fourth Edition.
3. Murthy, C.S.V. E-Commerce; Concepts, Models, Strategies; Himalaya Publishing House.
4. Brahm Canzer, E-Business and Commerce: Strategic Thinking & Practice Biztantra Publishers.

MIL –501 MANAGEMENT ACCOUNTING AND BUSINESS FINANCE**Credits 4-0-0****Text**

Meaning of management accounting; relationship between cost accounting, financial accounting and management accounting.

Disclosure requirements and contents of Published Accounts

Meaning and importance of financial analysis; ratio analysis: meaning, importance and classification as liquidity ratios, activity ratios, solvency ratios, profitability ratios and valuation ratios.

First Minor Test: One Hour

Comparative statements, common size statements and trend analysis

Cash flow statement (as per AS-3)

Responsibility Accounting

Meaning of business finance and its relationship to accounting; Broad areas of financial decision making; Financial goal: profit maximisation vs. wealth maximization.

Second Minor Test: One Hour

Time Value of Money: meaning, reasons, compounding & discounting calculations

Sources of finance: Long term and Short term

Cost of capital: Meaning and significance; calculation of cost of debt, preference share capital, equity share capital, retained earnings and weighted average cost of capital.

Final Examination: Three Hours**Suggested Readings:**

1. Anthony, A., "Management Accounting", Pearson Education.
2. Chandra, P., "Financial Management", Tata McGraw-Hill.
3. Gitman, L.J., "Principles of Managerial Finance", Pearson Education.
4. Horngren, C.T., "Introduction to Management Accounting", PHI.
5. Khan, M.Y. and Jain, P.K., "Management Accounting", Tata McGraw-Hill.
6. Van Horne., "Financial Management & Policy", Pearson Education.
7. Pandey, I.M., "Financial Management", Vikas Publishing House.
8. Jawahar Lal., "Accounting for Manegement", Himalaya Publishing House.

MIL-502: COMPANY LAW**Text****Credits 4-0-0**

Definition/ Features of a Corporate legal entity. Difference between partnership firm and a Joint Stock Company.

Nature and types of Joint Stock

Companies. Formation of a Company.

Memorandum and Articles of association.

First Minor Test-One Hour

Prospectus

Types of share capital, kinds of shares & debentures.

Directors; Who Is a director, qualification, types, meetings, appointment & removal

Second Minor Test-One Hour

Shareholders' meetings.

Winding up of a company. Modes and consequences of winding up. Defunct Companies

Final Examination: Three Hours**Suggested Readings:**

1. N.D.Kapoor, "*Company Law*", Sultan Chand & Sons, New Delhi.
2. Ashok K, Bagrial, "*Company Law*", Vikas Publications.
3. S.M.Shah, "*Company Law: Lectures*", N.M. Tripathi Publishers, Bombay.
4. Avtar Singh, "*Introduction to Company Law*", Eastern Book Company.

MIL-503: INDIAN ECONOMY

Credits 4-0-0

Text

Indian Economy :

Nature of Indian Economy

The need for Economic Development causes of under development determinates of development

National Income of India-estimates

Variations of national income.

First Minor Test-One Hour

Human Resource:

Demographic : Features of Indian population

Size and growth of population and economic development. Problem of over population

Agriculture:

Feature

Rural Indebtness;

Agricultural marketing and prices. Agricultural and agricultural policy.

Second Minor Test-One Hour

Industries:

Growth and problems of major industries- Iron and Steel

Cotton Textiles

Small Scale Industries- Problem and policy

Economic Planning:

Importance of planning for Economic development,

Salient features of India's five year plans priorities- target achievements, Failure factors affecting successful implementation of plans.

Final Examination: Three Hours

Suggested Readings:

1. K.P.M. Sundharam : Indian Economy.
2. A.N.Aggarwal : Indian Economy.

MIL-504: FUNDAMENTALS OF MARKETING

Text

Credits 4-0-0

Introduction: Marketing Concepts, nature and scope of Marketing, Role of Marketing in Economic Development;
Marketing mix, Marketing Environment;
Market Segmentation – Concept and Importance ; Base for Market Segmentation.

Minor Test-One Hour

Consumer Behaviour : Nature, scope ; importance ; buying motives, buying process. Marketing Research: Meaning, Importance, Scope and Applications;
Product Decision: Concept of Product; types of products, product planning and development, Product life cycle concept, After-sales service.

Minor Test-One Hour

Pricing Decisions: Meaning and Importance of Product Pricing, Objectives and methods; Channels of Distribution: Concept and role, types of distribution channels, Factors affecting channel choice;
Promotional Decisions: Concept of Promotion, Objectives of promotion, Promotion mix.

Final Examination: Three Hours

Suggested Readings:

1. Keller, Kevin, Koshy A, Kotler, Philip and Jha Mithileshwar, “Marketing Management: A South Asian Perspective”, Pearson Education, 13th Edition, 2009.
2. Kotler, Philip, “Marketing Management: Analysis, Planning, Implementation and Control”, Macmillan, New Delhi.
3. Kotler, Philip and Armstrong G., “Principles of Marketing”, Prentice Hall of India, New Delhi.
4. Ramaswamy, V.S. and Namakumari, S. “Marketing Management: Planning and Control”, Macmillan, New Delhi.

MIL-505: ORGANISATIONAL BEHAVIOUR

Credits 4-0-0

Text

Organisational Behaviour (OB): Conceptual foundations, Significance, Challenges and Opportunities for OB.

Personality: Concept and determinants, The Myers-Briggs Type Indicator, The Big Five Model, Key Personality attributes influencing OB: Locus of Control, Machiavellianism, Positive and Negative Affectivity, Self-Efficacy, Self-Monitoring, Type A and Type B personality.

Values: Significance, Sources of value system, Classification of values.

Attitudes: Sources and Types; Theories of Attitude; Cognitive dissonance theory, Overview of Major Job Attitudes: Job Satisfaction, Organizational Commitment and Prejudice.

First Minor Test-One Hour

Emotions and Moods: Nature and Types, Sources of Emotions and Moods, Managing Emotions at work, Emotional Intelligence: Concept and Dimensions.

Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

Group and Team Dynamics: Defining and Classifying groups, Stages of group development, Group dynamics, Group decision making, Types of Teams, Contemporary issues in managing teams.

Second Minor Test-One Hour

Interpersonal Behaviour: Dynamics of Interpersonal Relationship; Psychological Contract:

Concept and Types; Trust: Concept, Types and Building Trust among employees; Organizational Citizenship Behaviour: Concept, Forms and suggestions for promoting Organizational Citizenship Behaviour; Whistle-Blowing; Cooperation: Concept and Determinants; Conflict: Concept, Consequences, Sources, Approaches of Conflict management;

Transactional Analysis; Deviant Organizational Behaviour: Concept, Dimensions and Categories of Deviant Organizational Behaviour.

Organizational Culture: Nature and Characteristics, Functions and Deciphering Organizational Culture, Creating and Sustaining Culture.

Stress Management: Concept, Causes, Consequences and Coping with stress.

Final Examination: Three Hours

Suggested Readings:

1. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, *Organisational Behaviour (12e)*. New Delhi, Pearson Education, 2007.
2. Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
3. K. Aswathappa, *Organisational Behaviour, Text, Cases and Games*, Delhi, Himalaya Publishing, 2007.
4. Udai Pareek, *Understanding Organizational Behaviour*, New Delhi, Oxford University Press, 2007.
5. Jerald Greenberg and Robert A. Baron, *Behaviour in Organizations*, New Delhi, Pearson Education, 2004.
6. Sekaran, Uma, *Organizational Behaviour: Text and Cases*, New Delhi, Tata McGraw Hill, 2007.
7. Mirza S Saiyadain, *Organizational Behaviour*, New Delhi, Tata McGraw-Hill, 2003.

MIL-601: TOTAL QUALITY MANAGEMENT**Credits 4-0-0****TEXT**

Basic concept of total quality Components of total
quality loop Kaizen
Quality costs
Total Productive Maintenance
Quality Improvement tools

First Minor Test: One Hour ISO-9000 Standards

Customer and TQM
Total Quality of Services
Quality Audit
Design for quality
Failure analysis (FTA and FMEA)

Second Minor Test: One Hour Conceptual approach to

SQC, Control charts,
Acceptance Sampling and Inspection, Statistical Process
Control
Six sigma

Final Examination: Three Hours

Suggested Readings:

1. Carruba, Eugene R. and Gordon, Ronald D. Product Assurance Principles: Integrating design Assurance & Quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L. and Leavenworth, Richards. : Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson, W.G. and Coombas, C.P. : Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E.: Designing for Quality, London, Chapman & Hall, 1990.
5. Pike, John and Barnes, Richard. : TQM in Action, London, Chapman & Hall, 1994.
6. Schmidt, Warren H. and Finnigan, Jerome P. : TQ Manager, San Francisco, Jossey Bass, 1993.
7. Spenley, Paul. : World Class Performance Through TQ, London, Chapman & Hall, 1992.

The list of cases and specific references including recent articles will be announced in the class at time of launching of the course.

MIL 602: INCOME TAX LAW & PRACTICE

Text

Credits 4-0-0

Introduction to Income tax Act, 1961: Definitions of Assessee, Person, Assessment Year, Previous Year, Rates of Tax for Individuals, Firms, Average Rate of Tax
 Concept of Agriculture Income, Partly Agriculture Income, Tax Calculation.
 Residential Status: Determination of residential status of an Individual, Incidence of Tax ,
 Scope of total income on the basis of residence.
 Income u/h Salaries

First Minor Test: One Hour

Income u/h House
 Property Income u/h
 Capital Gains Income
 u/h Other Sources

Second Minor Test: One Hour

Set off & carry forward of losses
 Deduction from Gross Total Income. (Related to
 Individuals). Computation of total income as Regard to
 income of individual Voluntary Return of Income, Due Date
 of filing return, PAN

Final Examination: Three Hours

Suggested Readings:

1. Ahuja Girish, “*Systematic Approach to Income Tax*”, Bharat Law House, New Delhi
2. Mehrotra H.C., “*Income Tax Law & Practice*”, Sahitya Bhawan Publications, Agra
3. Singhanian . K. Vinod., “*Students Guide to Income Tax*”, Taxman Publications (P)
 Ltd. Website: www.incometaxindia.gov.in

MIL-603: BANKING & INSURANCE SERVICES

Credits 4-0-0

Text

Commercials Banksing in India: Introduction

Liberalisation of Banking Sector in India.

Narasimham Committee Report Part-I and II.

Implementation Status of the Report

Regional Rural Banks in India

Mergers and Acquisitions in Banking Sector. Wholesale and Retail Banking.

Universal and Narrow Banking

Off Shore Banking

Minor Test-One Hour

Management of CB in India.

Corporate Governance

Primary and Secondary Reserves

Priority Sector Financing

Assets and Liabilities Management

Credit Deposit Ratios

Relationship Banking

Minor Test-One Hour

Insurance

Introduction to Insurance; Purpose and need of Insurance; Insurance as a Social Security Tool; Insurance and Economic Development. IRDA Act., 1999.

Premium, Bonuses, Surrender Value and Paid up Value.

Group Insurance and Health Insurance.

Liberalisation in Insurance Sector: Malhotra Committee Report and its Status

Final Examination: Three Hours

Suggested Readings:

1. Srivastava, R.M & Nigam Divya, "Management of Indian Financial Institutions", Himalaya Publishing House.
2. Rangandhachary, A.V., "Banking Theory & Practice", Kalyani Publications.
3. Mishra, M.N. "Insurance: Principles & Practice", S. Chand.
4. Bodla, Garg & Singh, "Insurance Fundamentals, Environment & Procedures", Deep & Deep Publications.
5. www.rbi.org.in
6. ww.irda.org

MIL-604: FUNDAMENTALS OF INTERNATIONAL TRADE

Credits 4-0-0

Text

Theoretical Foundation of International Business
 International Trade Theory
 International Financial Markets.
 Understanding Foreign Exchange
 The Foreign Exchangemarket
 The exchange rate mechanism

Minor Test-One Hour Eurocurrency Market International
 Monetary Fund,
 International Bank for Reconstruction and Development ; International Development
 (IDA)

Minor Test-One Hour
 Barriers to International Trade and Investment.
 Multinational Corporations.
 The new International Economic Order (NIEC ORDER
 World Trade Organization (WTO),

Final Examination: Three Hours

Suggested Readings:

1. M.L.Verma : International Trade, Vikas Publication House Pvt. Ltd., New Delhi, 1995.
2. Peter H. Lindert, International Economics, All India Traveller Book Seller, Delhi, 1987.
3. V.K.Bhalla and S. Shiva Ramu, International Business Environment and Management, Arnold Publishing Pvt. Ltd., 1990.
4. Kamal Fathehi, International Management- A Cross Cultural and Functional Perspective, Prentice Hall, New Jersey, 1996.

MIL-605: ENTREPRENEURSHIP AND SMALL BUSINESS**Text****Credits 4-0-0**

Concept of Entrepreneurship : The Entrepreneur : Definition, nature, and characteristics of entrepreneurship : Emergence of entrepreneurial class including women entrepreneurs: Theories of entrepreneurship : Socio-economic environment and the entrepreneur; Characteristics of Entrepreneur Leadership, risk taking, decision making and business planning;

Innovation and entrepreneurship, entrepreneurial behaviour and motivation.

Minor Test-One Hour

Entrepreneurial Development Programmes-their relevance and achievements; Role of government in organizing such programmes. Critical Evaluation;

Small Business as a seed bed of entrepreneurship: Concept of business venture. The start-up process : Concept, Plan, Implementation, Initial Strategic Planning, Product and Marketing Scope, Legal and tax consideration, risk analysis and financial considerations;

Minor Test-One Hour

Profit Planning in Small Enterprise: Growth Strategies and diversification. Financial. Marketing and Human Resource management in Small Business Enterprises; Institutions supporting small business in India

Final Examination: Three Hours**Suggested Readings:**

1. Roy, Rajeev, "Entrepreneurship", Oxford University Press, 4th Edition, 2009
2. Charantimath, M. Poornima, "Entrepreneurship Development Small Business Enterprise", Pearson Education, 4th Edition, 2009

MIL-701: BUSINESS ENVIRONMENT**Credits 4-0-0**

Text
<p>Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment with special reference to India Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship. Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.</p>
First Minor Test: One Hour
<p>Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986. Foreign direct investment: Nature of FDI, causes of poor flows of FDI</p>
Second Minor Test: One Hour
<p>Analysis of current year Annual Budget. Disinvestment of Public Enterprises: Rationale; Objectives and Implications. Evaluation of various regulatory policies of Government: Industrial Policy, Fiscal and Monetary policy Salient Features of FEMA .prices and distribution control by government</p>
Final Examination: Three Hours

Suggested Readings:

1. Francis Cherunilam, Business Environment: Himalya Publishing House, New Delhi.
2. K Asvathappa, Legal Environment of Business, Himalya Publishing House. New Delhi.
3. M. Adhikary, Economic Environment for Business, Sultan Chand & Sons, New Delhi.
4. K. Asvathappa, Essentials of Business Environment Himalya Publishing House.
5. Ruddar Dutt and KPM Sundaram, Indian Economy, S. Chand and Company Ltd., New Delhi.
6. P.K. Ghosh and G.K. Kapoor, Business Policy and Environment, Sultan Chand and Sons, Delhi.
7. Govt. of India, Five Years Plan Documents.
8. Govt. of India, Various Issues of Annual Economic survey of India.
9. Paul Justin, Business Environment – Text and Cases, Tata McGraw Hills.

MIL-702: MANAGERIAL LEADERSHIP**Credits 4-0-0**

Text
Theories of Leadership Leadership Styles Leadership Styles and Leadership Leadership Skills
First Minor Test: One Hour
Team work & Team building Interpersonal skills – Conversation, Feedback, Feed forward Delegation, Humour, Trust, Expectations, Values, Status, Compatibility
Second Minor Test: One Hour
Conflict Management: Types of conflicts, Coping strategies and Conflict Management Conflict Management Styles Positive thinking, Attitudes, Beliefs Positive thinking – Martin Seligman’ s theory of Learned Helplessness, Learned Optimism
Final Examination: Three Hours

Suggested Readings:

1. Organizational Behavior by Fred Luthans
2. How to Manage Conflict by Peg Pickering
3. High Performance Leadership – Vijayraghavan

MIL- 703 CORPORATE GOVERNANCE & BUSINESS ETHICS**Credits 4-0-0**

Text
<p>Corporate governance: Meaning, Issues , Is governance more than just board process and procedures.</p> <p>Corporate Governance Systems, Indian model of Governance , What is good corporate Governance .</p> <p>Rights and Privileges of Shareholders: Introduction, rights of shareholders, Poor track record of Shareholders, protection and Grievance redressal process</p> <p>Relationship between investor’s protection and corporate governance.</p>
First Minor Test: One Hour
<p>Board of Directors as a powerful instrument in governance :Role of board , Governance issues related to board, Role of directors.</p> <p>Corporate social responsibility: Definition, Justification and scope.</p> <p>Role of public policies in governing business: Introduction, framing, Involvement of business in public policy decision making.</p> <p>SEBI: Role in promoting Corporate governance.</p>
Second Minor Test: One Hour
<p>Business ethics and corporate governance : importance and need for business ethics</p> <p>Ethical principles in business- codes and innovations</p> <p>Need for values in global change : Indian perspective values for managers</p> <p>Corporate governance in developing and transition economies: introduction, problems and challenges.</p>
Final Examination: Three Hours

Suggested Readings:

1. A.C. Fernando- Corporate Governance Principles Policies and Practices(Pearson Education)
2. S.S. Iyer - Managing for Value (New Age International Publishers).
3. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill).
4. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt. Ltd).
5. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall).
6. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
7. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
8. Ashok K.Nadhani–Business Ethics & Business communications (TAXMANN PUB. PVT,LTD.)

www.nfcgindia.org

www.oecd.org

MIL-704: QUANTITATIVE METHODS FOR MANAGEMENT**Credits 4-0-0**

Text
Correlation and Regression Analysis: Simple, Partial correlation coefficients; Simple and Multiple regression (three variables only) and their estimation by least square method. Elementary Probability Theory: Additive and Multiplicative laws of probability and their applications.
First Minor Test: One Hour
Probability Distributions: Binomial, Poisson and Normal Distribution and their Properties/Applications. Hypothesis, Null Hypothesis and Alternative Hypothesis, Type-I error and Type-II error.
Second Minor Test: One Hour
Hypothesis Testing Parametric Tests: Z-test, t-test, F-test ANOVA (One way and two way classification) Non parametric tests-chi-square test
Final Examination: Three Hours

Suggested Readings:

1. Mathematical Statistics by S.C. Gupta and V.K. Kapoor, Sultan Chand & Sons.
2. Vohra, N.D., Quantitative Techniques in Management, Tata McGraw Hills, New Delhi.
3. Sharma, J.K., Business Statistics, Pearson Education, New Delhi.
4. Hooda, R.P Statistics for Business and Economics. McMillan Publishers, New Delhi.
5. Suranjan Saha, Practical Business Mathematics and Statistics, Tata McGraw Hills, New Delhi.

MIL-705: REGULATORY FRAMEWORK OF BUSINESS**Credits 4-0-0**

Text
<i>Competition Act, 2002</i> <i>Consumer Protection Act, 1986</i>
First Minor Test: One Hour
<i>Industrial Disputes Act, 1947</i> <i>Factories Act, 1948</i>
Second Minor Test: One Hour
Value Added Tax (VAT) and Service Tax (will be replaced by Goods and Service Tax, when incorporated) Role of SEBI in controlling Capital Markets
Final Examination: Three Hours

Suggested Readings:

1. Singh Avtar: *Mercantile Law*, Eastern Book Company, Lucknow.
2. Kapoor N.D: *Business Law*, Sultan Chand & Sons, New Delhi.
3. Francis Cherunilam: *Business Environment*, Himalya Publishing House, New Delhi.
4. K Asvathappa: *Legal Environment of Business*, Himalya Publishing House, New Delhi
5. Malik P L: *Handbook of Industrial Law*, Eastern Book Company, Lucknow.

www.labour.nic.in

www.ncdrc.nic.in

www.cci.gov.in

www.sebi.gov.in

www.servicetax.gov.in

www.pextax.com

www.stvat.com

Punjab, Department of Excise and Taxation

General Information about VAT Act of Indian States

MIL-801 RESEARCH METHODOLOGY

Credits 4-0-0

Text
<p>Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process.</p> <p>Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs)</p>
First Minor Test : One Hour
<p>Sampling schemes: Non-probability sampling techniques—Convenience, Judgement, Snowball and Quota sampling; Probability sampling techniques—Simple random sampling, Multistage, Systematic, stratified and Cluster sampling; Sampling and nonsampling errors.</p> <p>Primary data collection: Survey and observation methods.</p> <p>Questionnaire design.</p> <p>Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.</p>
Second Minor Test: One Hour
<p>Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.</p> <p>Data analysis techniques: Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis.</p> <p>Practicals through SPSS</p>
Final Examination : Three Hours

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., Business Research Methods, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., Business Statistics, Pearson Education, New Delhi.
3. Kothari, C. R., Research Methodology.
4. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.

MIL – 802 FINANCIAL MANAGEMENT

Credits 4-0-0

Text
<p>Financial Management: Meaning and nature; Financial goal-profit vs. wealth maximization; Finance functions-investment, financing, liquidity and dividend decisions. Theories of capitalization.</p> <p>Capital Structure Theories: Conceptual framework. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses.</p> <p>Operating and Financial Leverage: Measurement of leverages; analyzing alternate financial plans; Financial and operating leverage, Combined leverage. EBIT and EPS analysis</p>
First Minor Test: One Hour
<p>Capital Budgeting: Nature of investment decisions; Investment evaluation criteria-non- discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).</p> <p>Dividend Policies: Issues in dividend decisions; Theories of relevance and irrelevance of dividends; Types of dividend policies in practice</p> <p>Bonus Shares, Stock Split & Consolidation, Buy Back of Shares.</p>
Second Minor Test: One Hour
<p>Management of Working Capital: Meaning, significance and types of working capital; approaches of working capital; Calculating operating cycle period and estimation of working capital requirements.</p> <p>Management of cash: Motives for holding cash and Strategies for effective cash management.</p> <p>Management of Receivables: Credit policy, credit terms and collection efforts.</p>
Final Examination: Three Hours

Suggested Readings:

1. Gitman, L.J., “Principles of Managerial Finance”, Pearson Education.
2. Van Horne., “Financial Management & Policy”, Pearson Education.
3. Chandra, P., “Financial Management”, Tata McGraw-Hill.
4. Pandey, I.M., “Financial Management”, Vikas Publishing House.
5. Khan, M.Y. and Jain, P.K., “Financial Management”, Tata McGraw-Hill.

MIL – 803: Marketing Management

Credits: 4-0-0

TEXT
<p>Marketing concepts, scope & importance. Developing marketing strategies & plan. Dealing with competition, strategies of market leaders, challengers and followers.</p>
First Minor Test – One Hour
<p>New product development process – challenges & development process. Retailing: Organized v Unorganized Retail, Changing Scenario with FDI in retail. Direct marketing & online marketing, issues in direct marketing.</p>
Second Minor Test – One Hour
<p>Rural Marketing – Environment, Strategies & Problems. Global Marketing - Strategies & Marketing Mix. Sustainable marketing – Socially Responsible Marketing , Green Marketing Contemporary issues in marketing. Laws affecting marketing in India.</p>
Final Examination- Three Hours

Suggested Readings:

1. Keller Kevin, Koshy A, Kotler Philip and Jha Mithileshwar, “Marketing Management: A South Asian Perspective”, Pearson Education.
2. Kotler Philip and Armstrong G., “Principles of Marketing”, Prentice Hall of India, New Delhi.
3. Ramaswamy, V.S. and Namakumari, S. “Marketing Management: Planning and Control”, Macmillan, New Delhi.

MIL-804: Human Resource Management

Credit-4-0-0

Text
<p>Human Resource Management: An Overview Strategic Human Resource Management-A Framework: Concept, Features, Steps, Levels, Types, Benefits, Barriers of Strategy. Differences between SHRM and HRM. HR Training and Development: Concept, Need, Process, Objectives, Strategy & Designing and Implementation Methods of Training Programme. Levels of Training Evaluation, Impediments to Effective Training. E-Learning-An Overview. Performance Appraisal: Meaning, Purpose, Features, Various Components of Effective Performance Appraisal, Methods and Techniques of Performance Appraisal.</p>
First Minor Test: One Hour
<p>Job Evaluation: Meaning, Process and Methods of Job Evaluation. Managing Compensation and Employee Remuneration: Concept, Objectives, Components and Factors Influencing Employee Remuneration. Challenges of Remuneration. Executive Compensation. Incentives: Concept, Importance and Process of Incentives. Fringe Benefits: Concept, Forms and Administration of Benefits.</p>
Second Minor Test: One Hour
<p>Employee Well-Being: Concept, Objectives, Need, Steps, Essentials, Statutory Provisions concerning Employee Safety and Health. Stress and Stress Management. Employee Welfare and Social Security: Concept, Features, Objectives, Statutory and Non-Statutory Welfare Facilities, Employee Welfare Responsibility, Advantages and Limitations of Employee Welfare Measures. Social Security: Concept, Feature, Classification of Social Security Schemes in India. Industrial Relations: Concept, Features, Industrial Disputes and Statutory and Non-Statutory Settlement Approaches.</p>
Final Examination: Three Hours

Suggested Readings:

1. Aswathappa, K., “*Human Resource Management*”, *Text and Cases*. New Delhi, Tata McGraw – Hill.
2. Dessler, Gary, “*Human Resource Management*”, New Delhi, Pearson Education Asia.
3. Durai, Pravin, “*Human Resource Management*,” New Delhi, Pearson
4. Mamoria and Rao, “*Personnel Management*”, New Delhi, Himalaya Publishing House.

MIL-805: International Business

Credits 4-0-0

Text
<p>Theoretical Foundation of International Business International Trade Theories: Absolute Advantage Theory, Comparative Cost Theory. International Monetary Fund World Bank and WTO: Introduction</p>
First Minor Test: One hour
<p>Barriers to International Trade and Investment: Tariff and Non Tariff Foreign Direct Investment: meaning, types, effects on economy. Multinational Corporations: meaning, types, contribution of MNCs' in economic growth.</p>
Second Minor Test: One hour
<p>Understanding Foreign Exchange The Foreign Exchange Market, arbitrage, speculation, hedging The exchange rate mechanism; theories of foreign exchange rate determination (fixed and flexible)</p>
Final Examination: Three hours

Suggested Readings:

1. Verma M. L., *International Trade*, Vikas Publication House Pvt. Ltd., New Delhi.
2. Peter H. Lindert, *International Economics*, All India Traveller Book Seller, Delhi
3. Bhalla V. K. and Shiva Ramu S., *International Business Environment and Management*, Arnold Publishing Pvt. Ltd.
4. Fathehi Kamal, *International Management- A Cross Cultural and Functional Perspective*.

MIL 806: WORKSHOP ON BUSINESS COMMUNICATION

Credits 2-0-0

Text
<p>Introduction to Communication</p> <p>Nature of Communication. Verbal and Non-verbal Communication. Myths about Communication; Communication Process and Stages in Communication. Roots of misunderstanding – Barriers to Effective communication, Formal and Informal communication, Internal and External communication. Communication Channels – Choosing the means of Communication. Audience Analysis. Ethical considerations for Business Communication. Principles of Business Communication – Choosing words, Developing sentences, Forming paragraphs, Using unbiased language.</p>
<p>First Minor Test : One Hour</p> <p>Written and Verbal Communication Skills for Managers: Positive, Negative, Neutral and Social Business Messages; Planning, Writing and Revising Business Documents. Writing letters, Memos, E-mails, Faxes, Web-writing; Types and characteristics of business reports – Writing a formal report, Mechanics of a formal report. Essentials of Oral Communication – Informal speech, Telephonic conversations and Voice mails. Preparing and delivering presentations. Overcoming Stage fright, Anxiety and Stress, Meetings, Round-table discussions, Group discussions, Seminars.</p>
<p>Second Minor Test: One Hour</p> <p>Interpersonal Communication and Teamwork: Working in teams, Characteristics of effective teams, Leadership and Management Styles, Decision making, Active and engaged team members, Team process, Gender differences in team communications, Resistance and team thinking, Developing team strategy, assigning team roles, Building trust, Giving and receiving feedback, Team writing. Application of the subject through exercises such as - Preparing for Interviews, Preparing for conferences and Seminars, Discussing Styles of Résumé, Résumé Writing and Online submission of Résumé</p>
<p>Final Examination : Three Hours</p>

References:

1. Krizan, A. C. et al. *Business Communication*, Thomson South-Western.
2. Young, Dona J, *Foundations of Business Communication: An Integrated Approach*, Tata McGraw-Hill.
3. Locker, K. O, & Kaczmarek S. K. *Business Communication: Building Critical Skills*, Tata McGraw-Hill.
4. Bovee, C.L. et. al. *Business Communication Today*, Pearson Education.
5. Taylor Shirley *Communication for Business*, Pearson Education.
6. James S. O'Rourke IV *Management Communication: A Case Analysis Approach*, Pearson Education.
7. Lesikar, R. V., & Pettit Jr, J. D. *Business Communication: Theory and Application*, Tata McGraw-Hill.

MF-901: Decision Support System and Management Information System**Time: 3 Hours****Max. Marks: 100****Theory: 60****Int. Assess.: 40**

- Note: 1. Candidates are allowed to use the simple (non-scientific) calculator.**
2. The question paper covering the entire course shall be divided into three sections as follows:

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part-I

Management Information Systems (MIS): Need and concepts, why needed. Information systems, Organization, Management and Strategy.

Managing Hardware Assets: Computer hardware and IT, Storage, Input and Hardware technology, Categories of Computers.

Managing Software Assets: System Software, Application Software, Contemporary Tools for Software Development.

Building Information Systems: Business Process Reengineering and Total Quality management. Overview of Systems Development . Ethical and Social Impact of Information Systems.

Part-II

Decision Support Systems (DSS): MIS and DSS. Types of DSS, Components of DSS.

Group DSS: What is GDSS, Characteristics of GDSS, GDSS Software Tools, How GDSS can enhance GDSS?

Managing Knowledge: Information and Knowledge Work Systems, Artificial Intelligence and other Intelligence Techniques.

Suggested Books:

1. Laudon and Laudon – Management Information Systems, Pearson Education.
2. Jerome Kantler – Management Information Systems, PHI.
3. Murdick & Ross – Information Systems for Modern Management, Prentice Hall.
4. Janakiraman & Sarukesi – Decision Support Systems.

GROUP A: FINANCE**MF-911: MANAGEMENT CONTROL SYSTEMS****Time: 3 Hrs.****Max. Marks: 100****Theory : 60****Int. Assessment. : 40****Instructions for the Paper Setters:-**

Note: The question paper covering the entire course shall be divided into three sections as follows:-

Note: The Candidates are allowed to use simple (Non-scientific) Calculator.

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Management Control System: Meaning, nature and scope. Relationship between management control, strategic planning and operational control.

Managerial Behaviour and Control Process : Goal congruence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems.

Management Control Structure: Various forms of responsibility centers. Responsibility

Accounting, Intra-company transfer pricing. International Transfer Pricing.

Segment Performance Evaluation : Traditional measures of evaluation, Residual Income, Economic Value Added, Balanced Score Card.

Part – II

Management Compensation. Various plans of management compensation and their influence on management control system.

Activity Based Costing System: Rationale and utility.

Management Control Process: Budgeting process, Preparation of different types budgets, Zero Base Budgeting, Activity Based Budgeting. Interpretation & investigation of variances, Behavioural aspects of budgeting.

Management Control in Multinational Corporations and service organizations.

Management reporting systems. Management Control related ethical issues and Analysis.

Suggested Readings:

1. Anthony, Robert N and Govindrajana, Vijay, “Management Control Systems”, Tata McGraw Hill.
2. Merchant, Kenneth A., “Management Control Systems : Text and Cases”, Pearson Education Asia.
3. Kaura, Mohinder N., “Management Control and Reporting Systems”, Response Books.
4. Horngreen, Charles T., Foster, George and Datar, Shashikant M., “Cost Accounting : A Managerial Emphasis”, Pearson Education India.
5. Saravanel, P., “Management Control System”, Himalaya Publishing House.
6. Atkinson, Anthony, Banker, Rajiv D., Kaplan, Robert S. and Young, Mark S., “Management Accounting”, Pearson Education Asia.
7. Blocher, Chen, Cokins and Lin: “Cost Management: A Strategic Emphasis”, Tata McGraw Hill.

Group-A: Finance
MF-912: Capital Markets & Investment Management

Time: 3 Hours

M. Marks: 100

Theory: 60

Int. Assessment: 40

- Note:** 1. Candidates are allowed to use the simple (non-scientific) calculator.
2. The question paper covering the entire course shall be divided into three sections as follows:

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part-I

Introduction: Evolution, Structure and Functions of Capital market in India

New Issue Market: Meaning, Functions and Mechanics of Floating New Issues-Public Issues, e- IPOs, Book Building, Private Placement, New Financial Instruments, Reforms in New Issue Market

Stock Exchange: Organisation, Management, Membership rules of stock exchange, Listing of Securities; Trading on a Stock Exchange-Online Trading, Internet Trading; Recent Reforms in the Stock Exchanges

Clearing and Settlement: Clearing and Settlement-Process, Account period settlement, Rolling Settlement,

Derivatives Market: Products, participants and functions, Derivatives market in India

Regulation of Capital Market in India

Depository System: Need, Process and Progress

Part-II

Security Analysis: Concept and Types of Risk and Return, Risk- Return Trade-off, Valuation of Equity Shares, Preference Shares, and Debentures, Factors influencing share prices
 Investment Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypotheses, Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory
 Portfolio Management: Construction, Revision and Evaluation

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, *Investments*_(Prentice Hall of India)
2. Fabozzi, Frank *Investment Management* (Prentice Hall)
3. Haugen, Robert A. *The Inefficient Stock Market*_(Prentice Hall)
4. Taggart, Robert A., *Quantitative Analysis for Investment Management* (Prentice Hall)
5. Richard Brealey and Steward Myers. *Principles of Corporate Finance*., McGraw- Hill.
6. Dimson, E. (ed.): *Stock Market Anomalies* (Cambridge: Cambridge University Press).
7. Khan, M Y, *Financial Services*, Tata McGraw Hill Publishing Company, New Delhi.
8. Singh, Preeti *Investment Management*, Himalaya Publishing House, New Delhi.
9. Avadhani, V A *Investment Management*, Himalaya Publishing House, New Delhi.
10. Annual Reports of RBI.
11. Annual Reports of SEBI.

Journals SEBI

Bulletin Capital

Market NSE

Newsletter

The Stock Exchange Review (Bombay Stock

Exchange) SEBI and Corporate Laws (Laxmann)

Websites www.sebi.gov.in

www.bseindia.com

www.nseindia.com

www.iseindia.com

www.stockholding.com

www.capitalideasonline.co

m www.indiainfoline.com

www.rbi.org.in

www.goidirectory.nic.in

www.otcei.net

www.capitalmarket.com

Group-B: Marketing
MF-921: Consumer Behaviour

Time: 3 Hrs.

Max. Marks: 100
External Exam: 60
Internal Assessment: 40

The question paper covering the entire course shall be divided into three sections as follows:

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part-I

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy.

Consumer Motivation: Nature of motivation; Types of consumer needs and motives; Dynamics of motivation; Need conflict; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives.

Personality and Consumer Behaviour: Definition of personality; Theories of personality; Personality and consumer diversity; Self concept and self image; Life style and psychographics.

Consumer Perception: Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.

Consumer Learning: Elements of consumer learning; Behavioural theories and Cognitive theories of learning.

Consumer Attitude Formation: Definition of attitudes; Structural models of attitudes; Attitude Theories; Attitude formation; Strategies of attitude change; Measuring Attitude.

Part-II

Reference Group and Family Influences: Power of reference groups; Types of consumer related reference groups; Celebrity and other reference group appeals; Family decision making and consumption related roles; Family life cycle.

Social Class: Definition; Measurement of social class; Social class dynamics.

Cultural and Sub cultural Influences on Consumer Behaviour: Definition of culture and subculture; Affect of culture on consumer behaviour; Nature of culture; Measurement of culture; Subculture and consumer behaviour; subcultural categories.

Diffusion of Innovation; Diffusion process; Adoption process.

Opinion Leadership: Definition; Dynamics of the opinion leadership process; Motivation behind opinion leadership

Consumer Decision Making: Consumer decision process; Types of decisions; Information search process; Alternative evaluation and selection; Decision rules.

Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.

Suggested Readings:

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Eductaion, 2007.
2. Blackwell, Roger D., Miniard, Paul W. and Engel James F. Consumer Behaviour, Cengage, 2006.
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006.

Group-B: Marketing
MF-922: Marketing Research

Time: 3 Hrs

Max. Marks: 100

Theory: 60

Int. Ass.: 40

Instructions for the Paper Setters:

Note: The Candidates are allowed to use simple (Non-scientific) Calculator.

The question paper covering the entire course shall be divided into three sections as follows:

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part - I

Marketing Research: Definition, nature and scope for marketing decision making. Marketing research process. Organisation for marketing research, Marketing Information Systems.

Marketing research scenario in the Indian corporate sector.

Causal Research Designs: Basic designs – After only design, Before-After design, After only with control group design, Before-After with control group design, Time series design. Statistical designs – Latin Square and Factorial designs.

Qualitative Techniques of primary data collection: Depth interview, Focus group, Delphi, and Projective methods.

Secondary data in marketing: Commercial (Syndicated) and Non-commercial sources.

Part - II

Measurement errors in marketing: Concepts of Reliability and Validity.

Data Analysis Techniques: Covariance analysis; Multidimensional scaling (MDS); Cluster analysis; Conjoint analysis; Logistic Regression.

Traditional Applications of Marketing Research: An Overview,.

Contemporary Applications of Marketing Research: Competitive Advantage, Brand Equity, Customer Satisfaction and Total Quality Management.

Applications through SPSS software.

Suggested Readings:

1. Malhotra Naresh.K., Marketing Research, Pearson Education, New Delhi, 2006.
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9th Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002
4. Aaker, Kumar and Day, Marketing Research, John Willey & Sons, Pvt.Ltd. 7th Edition, 2005.
5. Donald R. Cooper and Pamela S. Schindler, Marketing Research: Concepts and Cases, Tata McGraw Hill, New Delhi, 2006.
6. Thomas C. Kinnear and James R. Taylor – Marketing Research – An Applied Approach, McGraw Hill.
7. Harper, W. Boyd, (Jr.), Ralph Westfall and Tandoy, F–Starsch Marketing Research, All India Travellers Bookseller, Delhi, 2002.
8. Paul, E. Green and Donald, S. Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.
9. David J. Luck & Ronald S. Rubin – Marketing Research, Prentice Hall of India, 1990.

Group-C: Human Resource Management
MF-931: Labour Legislations

Time: 3 Hrs.

Max. Marks: 100

Theory: 60

Internal Assessment: 40

Instructions for the Paper Setters:

Note: The question paper covering the entire course shall be divided into three sections as follows:

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

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

Course Contents:

Part – I

Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws–Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws–Laws Relating to Workmen's Compensation, Employees' State Insurance.

Part – II

Provident Fund, Gratuity and Maternity Benefit; Wages and Bonus Laws–The Law of Minimum Wages, Payment of Wages, Payment of Bonus; laws relating to working conditions: The Law Relating to Factories, Establishment, and Contract labour; Interpretation of Labour Law and their implications for Management, Union, Workmen; The Economy and the Industry.

Suggested Readings:

1. Ghaiye. B R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The Law of Industrial Disputes. Vol. I and II. Bombay, N.M Tripathi, 1985.
3. Malik, PL. Handbook of Industrial Law. Vol., I & II Lucknow, Eastern Book Co.2007.
4. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes. New Delhi, Oxford & IBH, 1994.
6. Seth, D D Industrial Dispute Act. 1947. Vol. I & II. Bombay, N.M Tripathi, 1995.
7. Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas, 1994.
8. J.KI. Baweja, Labour Laws.
9. J.P. Sharma,

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**Group-C: Human Resource Management
MF – 932 Organisational Change and Development**

Time : 3 Hrs.

Max. Marks : 100

Theory : 60

Internal Assessment : 40

Instructions for the Paper Setters :-

Note : The Candidates are allowed to use simple (Non-scientific) Calculator .

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Definition, Field and History of Organization Development Values, assumptions and beliefs in O.D. Foundation of O.D. Managing O.D. Process, Action Research and O.D. Interventions – An Overview., Team interventions, Intergroup and third – party peacemaking interventions.

Part – II

Comprehensive Interventions, Structural Interventions.

Training experiences, Issues in consultant – client relationships, system ramifications, Power Politics and O.D., Research on O.D. The Future and O.D.

Suggested Readings:

1. Abad, Ahmad. Etc, Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
 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
- .

Group-D: Production and Operations**MF-941: Management Control Systems****Time : 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment : 40****Instructions for the Paper Setters :-****Note : The Candidates are allowed to use simple (Non-scientific) Calculator ..****The question paper covering the entire course shall be divided into three sections as follows:-**

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Management Control System: Meaning, nature and scope. Relationship between management control, strategic planning and operational control.

Managerial Behaviour and Control Process : Goal convergence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems.

Designing and Implementing Management Control Systems.

Management Control Structure : Various forms of responsibility centers. Intra-company transfer pricing. International Transfer Pricing.

Segment Performance Evaluation : Traditional measures of evaluation, Residual Income, Economic Value Added, Balance Score Card.

Management Compensation. Understanding Activity Based Costing System.

Part – II

Management Control Process : Budgeting and Budgetary control, Budgeting process, Preparation of different budget, Zero Base Budgeting, Behavioral Aspects of budgeting. Responsibility Accounting.

Standard Costing and Variance Analysis: Calculating variances, interpretations and investigation of variances.

Management Reporting Systems, Management Control in Multinational Corporations and services organizations.

Management control related ethical issues and Analysis.

Suggested Readings:

- 1 Anthony, Robert N. and Govindrajana, Vijay, “Management Control Systems”, Tata McGraw Hill.
- 2 Merchant, Kenneth A., “Management Control Systems: Text and Cases”, Pearson Education Asia.
- 3 Kaura, Mohinder N., “Management Control and Reporting Systems”, Response Books.
- 4 Horngreen, Charles T., Foster, George and Datar, Shashikant M., “Cost Accounting: A Managerial Emphasis”, Pearson Education India.
- 5 Saravanavel, P., “Management Control System”, Himalaya Publishing House.
- 6 Atkinson, Anthony, Banker, Rajiv D., Kaplan, Robert S. and Young, Mark S., “Management Accounting”, Pearson Education Asia.

Group-D: Production and Operations**MF – 942: Production Planning & Control****Time: 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment: 40**

Note : The Candidates are allowed to use simple (Non-scientific) Calculator . Instructions for the Paper Setters :-

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Part – I

Production Planning and Control Function; Material Requirement Planning ; Production- Inventory Systems; Forecasting for Inventory and Production Control; Aggregate Planning; Job Shop Planning; Scheduling and Control.

Part – II

Just-in-Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP.

Suggested Readings:

1. Burbidge. John L., *Principles of Production Control*. London. Donald and Evans,1981.
2. Caubang, Ted C., *Readings on Production Planning and Control*. Geneva, ILO.
3. Greene, James H., *Production and Inventory Control Handbook*. New York, McGraw Hill, 1987.
4. Mc Leavey. Dennis Wand Narasimhan. S L., *Production and Inventory Control*. Boston, Allyn and Bacon.1985.
5. Peterson. R and Silver, E A., *Decision Systems for Inventory Management and Production Planning*. New York, John Wiley, 1979.
6. Vollmann, T E. Etc., *Manufacturing Planning and Control*. Homewood. Illinois. Richard D Irwin, 1988.

Group-E: International Business**MF-951: International Economic Organisations****Time: 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment: 40**

Note: The Candidates are allowed to use simple (Non-scientific) Calculator. Instructions for the Paper Setters:

The question paper covering the entire course shall be divided into three sections as follows:

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

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.

Part – I

Origin, functions and role of International Economic Organisations: 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).

Part – II

General Agreement on Tariffs and Trade (GATT). World Trade Organisation (WTO), United Nations Conference on Trade and Development (UNCTAD); International Labour Organisation (ILO).

Suggested Readings:

1. Hunt, Diana, *Economic Theories of Development: An Analysis of Competing Paradigms*, Hemel Hempstead: Harvester Wheatsheaf, 1989.
2. Keohane, Robert O. *International Institutions and State Power: Essays in International Relations Theory* Boulder: Westview, 1989.
3. Krasner, Stephen D. *Structural Conflict: The Third World Against Global Liberalism*, Berkley, University of California Press, 1985.
4. Simai, Mihaly, *The Future of Global Governance*, Washington, D.C.: United States Institute of Peace Press, 1994.
5. Sidell, Scott, *The IMF and Third World Political Instability*, London Macmillan, 1988.
6. Students are required to consult the Annual Reports of the Respective Institutions.

Group-E : International Business**MF – 952: Management of International Business Operations****Time: 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment: 40**

Note: The Candidates are allowed to use simple (Non-scientific) Calculator. Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part-I

Multinational Firms: Nature rationale, goals and constraints, orientation of a; Multinational: Ethno, poly, regio and geocentric firms, Economic Superpowers: The Traid.

Cultural Context for International Management : Japanese, American, European and Indian Management values, Cultural diversity, perceptions and stereotypes, Cultural dimension:Power distance, uncertainty avoidance, individualism and masculinity.

Global Sourcing, production and export Strategies : Offshore manufacture Dimensionsof Global production strategy, Different ways of sourcing materials and manufacturing products, Key elements of import and export strategies.

Strategic Alliances: Variables affecting choice, Licensing, Franchising, Management: Contracts, Turnkey operations, Custom Contracts, Access to foreign technology, Shared ownership. Managing foreign arrangements.

Part-II

Country Evaluation and Selection: Choosing Geographic sites, scanning for alternatives, ROI: Country comparison, Types of risks, Tools for comparing countries:- Investment proposal evaluation, investment decisions.

Structure and Control: Challenges of foreign operations, Location of decision making, Alternative organizational structures, designing International Control Systems.

International Human Resource Strategy: Assessing human resource requirement, choosing staffing policy, training selected people, compensating employees in host country, Impact of host country regulations. American, European & Japanese Practices. Leadership in International contact vs US Leadership styles.

Suggested Readings:

1. Daniel, John D., Radebangh, Lee H. and Sulivan Daniel P., International Business – Environment and Operations, 10th Ed., New Delhi.
2. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., International Business, 6th Edition, Thomson, South Western, Bangalore, 2005.
3. C. Paul Hallwood and Ronald Macdonald, International Money and Finance, Blackwell, Oxford U.K., 1995.
4. Sharan Vyuptakesh, International Business – Concept, Environment and Strategy, 2nd Edition, Pearson Education, Delhi, 2006.
5. Hill, Charles W.L. and Jain, Arun Kumar, International Business – Competing in the Global Market Place, 5th Edition, The McGraw Hill Publishing Co. Ltd., New Delhi, 2006.

Group-F : Small Business and Entrepreneurship Development**MF-961: Government and Business****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt. : 40**

Note:- The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

The objective of the course is to highlight the need for strong interaction between government and business in India so that the resources are channelised to priority sectors and the firms are induced to enter into a competitive environment specifically created for them by government.

Part – I

State Participation in Business, Interaction between Government, Business and Different Chambers of Commerce and Industry in India; Public Distribution System; Government Contra: over Price and Distribution; Consumer Protection Act (CPA) and the Role of Voluntary:, Organizations in Protecting Consumer's Rights; Industrial Policy Resolution, New Industrial. Policy of the Government; Concentration of Economic Power; Role of Multinationals Foreign Capital and Foreign Collaborations.

Part – II

Indian Planning System; Government Policy Concerning Development of Backward Areas/Regions; Government Policy with Regard to Export Promotion-and Import Substitution; Controller of Capital Issues. Government Policy with Regard to Small Scale Industries. The responsibilities of the Business as well as the Government to Protect the Environment; Government Clearance for Establishing a New Enterprise. .

Suggested Readings:

1. Amarchand, D., *Government and Business*. 3rd Ed. New Delhi, Tata McGraw Hill, 1996.
2. Cherunilam, Francis., *Business and Government*. 8th ed. Bombay, Himalaya, 1995.
3. Dasgupta A. and Sengupta, N., *Government and Business*. New Delhi, Vikas, 1987.
4. Marathe. Sharad S., *Regulation and Development*. New Delhi, Sage, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

Group-F: Small Business and Entrepreneurship Development**MF-962: FINANCING OF SMALL BUSINESS****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt. : 40**

Note:- The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

The objective of the course is to familiarise the participants with the various modes of Small Business Financing.

Part – I

Financial Management in Small Industries; Financial needs of Small Business -types of capital requirements: Cash Management Problems; Sources of finance for small business In India: Indigenous bankers. public deposits. State Finance Corporations, Industrial Co-operatives- adequacy and appropriateness of funds from banking and non-banking financial intermediaries.

Part – II

Monetary Policy of the Reserve Bank of India for Small Business; Financial Assistance from the Central and State Governments. Small Scale Industries and Financial Allocation and Utilization under Five Years Plans - a Critical Appraisal.

Suggested Readings:

1. Bhalla. V.K., *Financial Management and Policy*, 2nd Ed., New Delhi, Anmol, 1998.
2. Bhattacharya C.D, *Public Sector Enterprises in India*, Allahabad, Kitab Mahal, 1990.
3. Desai, Vasant, *Small Scale Industries and. Entrepreneurship*, Bombay, Himalaya, 1995.
4. Pickle, Hal B and Abrahamjon, Royee L. *Small Business Management*, 5th Ed. New York. John Wiley. 1990.
5. Schumacher, E F. *Small is Beautiful*. New Delhi, Rupa, 1990.
6. Staley, E and Morsey, R. *Small Scale Industries in the Developing Countries*, New York, McGraw Hill.
7. Vepa, Ram N, *How to Success in Small Industry*, New Delhi, Vikas. 1984.

Group-G: Rural and Urban Management**MF-971: RURAL CREDIT AND FINANCE****Time : 3 Hours****Max. Marks: 100****Theory: 60****Intl. Asstt.: 40**

Note:- The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

To provide a conceptual framework and understanding of financial management practices and methods for rural development agencies.

Part - I

Rural Indebtness: Factors, Analysis and Implications.: System of Rural and Agricultural Credits in India: Short term, Medium term and Long term Credit Systems. Rural Credit: Needs, Objectives, Sources (Institutional, Non-institutional), and Types. Role of Central, State and Local Bodies. Role of Cooperatives and Commercial Banks.

Part - II

Integrated Agricultural Credit Services. Multi agency approach to Rural Credit and Agricultural Finance. Structure and Responsibilities of Credit agencies Loans Overdues and Recovery, Farm Credit and Modernisation : District and Block level Credit Planning: Refinance: Purpose, Guidelines, Terms and Conditions : Credit Facilities and Support Services.

Suggested Readings:

1. Ajit Singh., "Rural Development and Banking in India Theory and Practice". 1985, Deep & Deep, New Delhi.
2. Dandekar, V M., "Financing Small and Marginal Farmers through Co-Operative Credit Structure". 1976. Allied. Bombay.
3. Desai, Vasant, "Rural Development: Organisation and Management'.vol-3, 1988, Himalaya, Bombay.
4. Jain, S.C., "Management in Agricultural Finance". 1970, Vora, Bombay.
5. Naidu, L.K., "Bank Finance and Rural Development". 1986, Ashish, New Delhi.
6. Tokbi, M.R. and Sharma, D.P. Ed. "Rural Banking in India". 1975, Oxford, Delhi.

Group-G: Rural and Urban Management**MF-972: Urban Planning and Strategies For Development****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt. : 40**

Note:- The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

To provide comprehensive knowledge on methodologies and techniques of Urban Planning and Management Strategies.

Part – I

Urban policies in Indian Cities: Urban planning in India: Review and analysis: Multi criterion evaluation of Urban planning; Urban programme planning; The 'Master Plans: Housing and resettlements.

Part-II

Public Infra-Structure Planning and Management : Need assessment and access:
Community participation in planning and development of sites and services projects:
Spatial. Vocational analysis and distribution strategies.

Suggested Readings:

1. Bourne, L A Ed "Urbanisation and Settlement Systems: International Perspective". 1984. Oxford University Press, Oxford.
2. Foot, David, "Operational Urban Models: Ail Introduction", 1981. Methuefi, London.
3. Goldstein, S and Sly, D F. Ed. "Measurement of Urbanisation, and Projection of Urban Population". 1985. International Union for the Scientific Study of Population.
4. Indian Ministry of Works and Housing, Town and Country Planning Organisation. "Towards, Human Settlement Policy in India.: 2001 A.D.". 1978. New Delhi.
5. Krueckberg, D A and Silvers, A L. "Urban Planning and Analysis: Methods and Models" 1974. John Wiley, New York.
6. Lee, C. "Model in Planning: An Introduction to the Use of Quantitative Models in Planning". 1974, Pergamon Press. Oxford.
7. Masser, Ian. "Evaluating Urban Planning Efforts: Approaches to Policy Analysis". 1983 Gower, Hampshire.

Group-H : Public System Management**MF-981: PUBLIC ENTERPRISE****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt. : 40**

Note:- The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

The objective of this course is to expose the students to the managerial aspects of public enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

Course Contents:**Part-I**

Genesis, Rationale and Objectives and Roles of Public Enterprise. Organizational Forms and Working of the Board of Management, Public Enterprise Policy and Reform Measures. Institutional Arrangement for Designing and Implementing Memorandum of Understanding (MoU); Project Management Methodologies in Public Enterprises; Problems with Regard to Choice, Transfer and Management of Technologies in Public Enterprises; Pricing Policy and Price Controls in Developing Countries, Marketing Problems of Public Enterprises;

Part- II

The Concept of Administered Prices: Institutional Mechanism for Price Fixation Process; Budgetary Techniques and Financial Control System in Public Enterprises; Expenditure Control, Zero Base Budgeting and Performance Budgeting; Personnel Administration in India; Training and Development Facilities; Problems of Job Satisfaction. Absenteeism, System of Reward and Punishment; Stress and Executive Behaviour, Problems of Industrial Relations and Trade Unionism in Public Enterprises; Problems of Evaluation of Performance Autonomy vs Accountability In Public Enterprises; Human Resource Development in Public Enterprises.

Suggested Readings:

1. Bhattacharya C D., *Public Sector Enterprises in India*, Allahabad, Kitab Mahal, 1990.
2. *Bureau of Public Enterprises*. Public Enterprises Survey. 1994-95, New Delhi, 1996.
3. Khandwall, Pradip N., *Excellent Management in the Public Sector: Cases and Models* New Delhi, Vision Books, 1990.
4. Laxmi Narain. *Principles and Practices of Public Enterprise Management*, Delhi, Sultan Chand, 1991.
5. Mishra, R K and Ravishanker, O S. *Current Perspectives in Public Enterprises*. Delhi, Ajanta, 1985.
6. Nigam, Raj K., *Towards a viable and Vibrant Public Sector in India*. New Delhi, Documentation Centre for Corporate and Business Policy Research, 1986.
7. Patil S M. and Nigam R K., *We and the Public Sector*, Documentation Centre for Corporate and Business Policy Research. New Delhi, 1988.

Group-H: Public System Management**MF-982: HOTEL MANAGEMENT****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt. : 40**

Note:- The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

The basic objective of this Course is to acquaint the students with the working of the hospitality industry.

Part – I

Hotel Industry -Introduction and evolution -classification of hotels -types of accommodation - Intermediary accommodation and grouping of accommodation; Development of Hotel Industry in India - Industry defined-Early history of Hotel Management -Hotel Industry Vs Tourism ~ Industry Characteristics of Hotels -Activities of Hotels -Accommodation Management -Front: office -House keeping -Bar and Restaurant -Supporting services - Working of Hotels - Maintenance of equipments -Maintenance of accounts.; Room occupancy rate management - estimation. of demand, seasonal pattern of guest occupancy - factors affecting the determination of room rates during season and off season;

Part – II

Marketing functions and its relevance to the hotel industry -sales -purchasing -storage systems - inventory levels - ordering levels -costing -food cost reports -recipe costing -menu pricing -hotel security; licences -permission from statutory authorities -labour department - city corporation - police - state excise -customs -department of tourism -employee state insurance -food and beverage services -problems and prospects of Hotel industry. ,

Suggested Readings:

1. Anand, M.M., *Tourism and Hotel Management in India*, Prentice-Hall". Delhi, 1976
2. Doswell, Roger, *Approach to Hotel Planning*, New University Education. London, 1970
3. Mediik, S., *The British Hotel and Catering. Industry*. Sir Issac Pitman and Sons Ltd. London,1961
4. Negi, Jagmohan, *Hotels for Tourism Development*. Metropolitan Books, Delhi,1983
5. Paige, G. and D.K. Paige, *The Hotel Receptionist*, Cassell, London, 1979
6. Sutton, Donald F., *Financial Management in Hotel and Catering Operation*, Heinemann.1979

MF-1001: Project Management**Time : 3 Hours****Max. Marks : 100****Theory : 60****Int. Assess : 40****Note : 1. Candidates are allowed to use the simple (non-scientific) calculator.****2. The question paper covering the entire course shall be divided into three sections as follows:-**

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part-I

Concept of project and project management; characteristics of a project, types of projects. Project life cycle, Identification of project.

Technical Appraisal : Factors for considerations of technical appraisal.

Market Appraisal: Market survey, sources of data, methods of data collection, forecasting future demand and sales.

Financial Appraisal: Estimation of financial requirements. (Project Report Making), Project Financing, Sources of finance.

Part-II

Project scheduling and control through Network Analysis, managing time and cost over runs.

Capital Budgeting Techniques, Risk Analysis, Cost of capital of project.

Social Appraisal: Rationale of Social cost benefit analysis. Approaches to social cost benefit analysis: UNIDO approach, L-M approach social appraisal of projects in India.

Suggested Readings:

1. Prasanna Chandra Projects, Preparation, Appraisal Budgeting and Implementation, Tata McGraw Hills, New Delhi, 1987.
2. B.B. Goel Project Management, (A Development Perspective), Deep and Deep Publications New Delhi, 1987.
3. Cennis Lock Project Management (3rd ed.). Wild Wood House Limited London, 1986.
4. S. Chaudhary Project Management, Tata McGraw Hill Publishing, Company Ltd., New Delhi, 1988.
5. B.M. Naail Project Management (Scheduling and Monitoring by PERT / CPM). Vikas Publishing House Pvt. Ltd., 1986.
6. Bouis J. Goodman & Ralph N. Levee Project Planning of Management Pergamon Press, New York 1980.
7. E.J. Misson Elements of Cost Benefit Analysis George Allen & Unwin, London, 1975.
8. A.K. Dasgupta & D.W. Pearce Cost Benefit Analysis (Theory and Practice) ELBS / McMillan 1978.
9. D.W. Pearce & C.A. Nash. The Social Appraisal of Project (A Test in Cost Benefit Analysis). ELBS McMillan, 1983.
10. UNIDO Manual for Evaluation of Industrial Project. United Nations, New York, 1980.
11. UNIDO Guidelines for project Evaluation, United Nations, 1972.
12. L.S. Perwal Capital Budgeting in India, Sultan Chand and Sons, New Delhi, 1979.

MF – 1002: STRATEGIC MANAGEMENT**Time: 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment: 40**

Note : The Candidates are allowed to use simple (Non-scientific) Calculator. Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Understanding strategy and strategic management. Levels of strategy. Basic model of strategic management.

Corporate mission and objectives.

Scanning the Environment: Environmental scanning and industry analysis; Internal Scanning. SWOT analysis. Porter's model to determine industry attractiveness.

Identifying Strategic Alternatives : Growth strategies ; mergers and take-overs; joint ventures; harvesting and retrenchment strategies.

Part – II

Selecting a Strategy: Evaluating strategic alternatives-BCG Model, GE business planning grid,Royal Dutch/ Shell's Directional Policy Matrix, Hofer's Product/Market Evaluation Portfolio Matrix. Strategy Selection.

Strategy Implementation: Strategy–structure fit, developing organizational structure, leadership and organization culture.

Strategic Evaluation and Control : Measuring performance, Reward systems.

Suggested Readings:

1. Wheelen, Thomas L. and J. David Hunger, “Concepts in Strategic Management and Business Policy”, Pearson Education India.
2. Byars, Lloyd L., “Strategic Management : Planning and Implementation”, Harper and Row Publishers.
3. Pearce II, John A and Robinson (Jr) Richard B., “Strategic Management-Strategy Formulation and Implementation”, All India Traveller Book Sellers.
4. Kazmi, Azhar, “Business Policy”, Tata McGraw Hill.
5. Boulton R. William, “Business Policy - The Art of Strategy Mangement”, Macmillan Publishing Company.

Group-A : Finance**MF – 1011: INTERNATIONAL FINANCIAL MANAGEMENT****Time : 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment: 40**

Note: The Candidates are allowed to use simple (Non-scientific) Calculator. Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

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

Course Contents:**Part – I**

Multinational Financial Management - An overview ; Evolution of the International Monetary and Financial System; Managing short-term assets and liabilities; Long-run Investment *Decisions*. The Foreign Investment Decisions – Political Risk Management ; Multinational Capital Budgeting - Application and Interpretation.

Part – II

Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

Suggested Readings:

1. Abdullah, FA., *Financial Management for the Multinational Firm*, Englewood Cliffs, New Jersey, Prentice Hall Inc.. 1987.
2. A.K. Seth, *International Business Management*.
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.

Group-A : Finance**MF – 1012: DIRECT TAX PLANNING****Time: 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment: 40**

Note: The Candidates are allowed to use simple (Non-scientific) Calculator. Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Concept of residential status, income exempt from Tax and accounts with respect to Income Tax Act with special reference to the heads of income. Provisions regarding clubbing and aggregation of Income.

Provision with respect to set off and carry – forward of losses, relevant deductions from G.T.I. assessment of firms, charitable and other trusts, co-operative societies. Assessment of companies and Companies.

Part –II

Problems arising because of difference in capital / revenue expenditure / income. Maintenance of proper book keeping and accounts. Methods to obtain maximum tax reliefs. Provisions regarding procedures of assessment, Penalties tax deduction at source and advance payment of tax.

Tax planning, tax evasion and tax avoidance, statutory restrictions on tax planning; statutory provisions to check legal avoidance. Tax planning through firms, companies, trusts charities. HUF. Tax planning with reference to amalgamation of companies ; own or lease, make or buy decision.

Suggested Readings:

1. Singhanian K. Vinod Direct Taxes. Theory and Practice; Taxman Publication (P) Ltd.
2. Shah D.D., Anand, Mehta D.D. A Treatise on Tax Planning.
3. Srinivas E.A. Corporate Tax Planning.

Group-A : Finance
MF – 1013: Financial Markets and Financial Services

Time : 3 Hrs.

Max. Marks : 100

Theory : 60

Internal Assessment : 40

Note : The Candidates are allowed to use simple (Non-scientific) Calculator . Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part –I

Indian Financial System: Meaning, Structure, Role and Deficiencies

Development Banking in India: Evolution, Structure, Promotional Role, Resource Planning and Mobilisation, Project Evaluation and Follow Up, Performance Evaluation. Recent Developments in Development Banking.

Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary control, Liquidity Adjustment Facility.

NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects. Banking Sector Reforms in India.

Part-II

Factoring Services in India

Venture Capital Financing in India.

DFHI: Role and Functions

Repos: Concept, Process and Progress in India

Govt. Securities Market in India Call Money Market in India Treasury Bills Market in India Commercial Paper and Certificate Deposit Market in India.

Securitization: Concept, Process and Progress in India.

Suggested Readings:

1. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd.
2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.
3. Management of Indian Financial Institutions by R.M.Srivastava – Himalya Publishing House.
4. Managing Indian Banks by Vasant C. Joshi, Sage Publications.
5. Indian Financial System by Vasant Desai, Himalya Publishing House.
6. Financial Institutions & Markets by L.M. Bhole.
7. M.Y. Khan, Financial Services, Tata McGraw Hills, New Delhi, 2007.

Web sites: -

1. WWW.RBI.Org.in
2. WWW.NSDL.Com
3. WWW.Lic India.com
4. WWW.Sebi.gov.in
5. WWW.nabard.org
6. WWW.IFCI Ltd.Com
7. WW.IDBI.Com

Group-B: Marketing
MF – 1021: Advertising and Sales Management

Time : 3 Hrs.

Max. Marks: 100

Theory: 60

Internal Assessment : 40

Note : The Candidates are allowed to use simple (Non-scientific) Calculator. Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Nature and scope and functions of advertising, Classification of advertising, Advertising as an element of Marketing Mix, Marketing communication Process. Setting Advertising Objectives, Functions of objectives, Behavioural Dynamics, the DAGMAR Approach, Segmentation and Positioning Strategies. Building Advertising Programme: Message, Theme, Copy, Appeals Layout. Advertising Media: Media Planning, Media Selection and Scheduling Advertising Budget. Measuring Advertising Effectiveness: Pre-testing and Post-testing copy. Advertising Agency: Organisation Structure, Role and Functions, Methods of Compensation. Legal, Ethical and Social Aspects of Advertising.

Part – II

Nature and Scope of Sales Management ; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; 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.

Suggested Readings:

1. Belch, George E. and Belch, Michael A., Advertising and Promotion, New Delhi, Tata McGraw Hill, 2001.
2. Batra, Rajeev, Mayers, John G. and Aaker, David A., Advertising Management, New Delhi, Pearson Education, 2002.
3. Mohan, Manendra, Advertising Management, New Delhi, Tata McGraw Hill, 1995.
4. Spiro, Management for Salesforce, Tata McGraw Hill.
5. Buskrik, R.H. and Stanton, W.J. Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.

Group-B : Marketing
MF – 1022: Brand and Retail Management

Time: 3 Hrs.

Max. Marks: 100

Theory : 60

Internal Assessment : 40

Instructions for the Paper Setters:-

Note:- The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Brand Management

Brands and Brand Management: What is brand?; Importance of brands; Strategic Brand Management Process.

Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgements, Brand Feelings, Brand Resonance.

Brand Positioning: Identifying and Establishing Brand Positioning; Leveraging Secondary Brand knowledge to Build Brand Equity: Country of Origin, Co-branding, Licensing, Celebrity endorsement.

Measuring and Interpreting Brand Performance: Measuring sources of brand equity: Qualitative Research Techniques: Free association, Projective Techniques, Brand Personality: Quantitative Research Techniques: Awareness, Image. Brand Valuation Methods.

Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.

Part – II**Detail Management**

Introduction to Retailing: What is Retailing?; Functions performed by Retailers; Types of Retailers, Nonstore Retail Formats; Retail Franchising: Concept, Types, Advantages and Disadvantages. Retailing in India.

Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.

Retail Merchandising: Concept of Merchandising; Planning Merchandising assortments.

Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy; Measuring the Gaps in Service.

Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.

Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.

Suggested Readings:

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi).
2. Aaker, David: Managing Brand Equity (Free Press: New York).
3. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi).
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi).
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi).

Group-B : Marketing
MF – 1023: Marketing of Services

Time: 3 Hrs.

Max. Marks : 100

Theory : 60

Internal Assessment : 40

Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12marks. The total weightage of the section shall be 24 marks.

Part-I

Evolution of service marketing

Emergence of service economy globally, relative role of service sector in Indian economy, growth and importance of services marketing in India.

Introduction and understanding of services marketing

Conceptual framework, differentiating goods from services; services defined; characteristics of services, nature and scope of services, classification of services, goods- services marketing continuum, marketing challenges and opportunities pertaining to services marketing.

Services marketing targeting

Marketing-mix framework of services; marketing segmentation and service positioning to target markets.

Implementing services marketing strategy

Strategic process; Mckinsey 7-S framework, Gronroos Model of services marketing trinity.

Part-II**Consumer behavior in services**

Determining factors; consumer purchase decision process; customer involvement in services encounters; model of consumer expectations and perceptions.

Services Quality Management

Determinants of services quality; Gronroos Model of service quality; PZB Model for measuring services quality using SERVQUAL; PZB Gap Model of Service quality; Measuring and Improving SQ; tools for addressing SQ problems.

Services marketing and Customer Relationship management

Concept; CRM marketing initiatives; relative importance of CRM in SM; Factors determining, different relationship markets for services; CRM Model and Ladder of Customer Loyalty; CRM and customer service; usage of e-CRM in the Services scenario in India.

Areas of Services Marketing in Indian services sector

- Marketing of banking services
- Marketing of insurance services
- Marketing of tourism services
- Marketing of hospitality services
- Marketing of telecom services
- Marketing of health care and personal care services

Suggested Readings:

1. Zeithaml, VA, Bitner, M.J. Pandit, Ajay; *Services Marketing*, Tata Mcgraw Hill, New Delhi.
2. Lovelock, Christopher; Wirtz Jochen; “ *Services Marketing: People, Technology, Strategy*”, Pearson Education, New Delhi.
3. Kotler, Philip; Keller, Kevin Lane; “*Marketing Management*, Pearson Education, New Delhi.
4. Payne, Adrian: *The Essence of Services Marketing*, Prentice Hall of India, New Delhi.
5. Rao, Rama Mohana; *Services Marketing*, Pearson Education, New Delhi.
6. Chowdhary, Nimit, Chowdhary Monika; *Marketing of Services: The Indian Experience*, Macmillan India Ltd, New Delhi.
7. Nargundhar, Rajendra “*Services Marketing*” Tata Mcgraw Hill, New Delhi.
8. Goncalves, Karen P; “*Services Marketing-A Strategic Approach*”, Prentice Hall International. New Jersey.
9. Jha, SM, “*Services Marketing*” Himalaya Publishing House, New Delhi.
10. Dyche, Jill; *The CRM Handbook*” Pearson Education, New Delhi.

Group-C : Human Resources
MF – 1031: Industrial Relations

Time: 3 Hrs.

Max. Marks: 100

Theory: 60

Internal Assessment: 40

Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

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.

Part – I

Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations; Role and Future of trade Unions; Trade Union and the Employee; Trade Union and the Management.

Part – II

Discipline and Grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings:

1. Venkata Ratnam C. S., Industrial Relations, Oxford University Press, 2002.
2. Bhatia, S.K., International Practices in Industrial Relations, Deep and Deep Publications, New Delhi, 2002.
3. Kochan, T.A. & Katz Henry, Collective Bargaining and Industrial Relations. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
4. Mamkoottam, K Trade Unionism. Myth and Reality. New Delhi, Oxford University Press, 1982.
5. Niland J.R., Etc. The Future of Industrial Relations. New Delhi, Sage, 1994.
6. Papola, T.S. & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.
7. Ramaswamy, E A., The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.
8. Virmani, B.R., Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988.
9. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman, 1987.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Group-C : Human Resources
MF – 1032: Trade Unionism and Collective Bargaining

Time: 3 Hrs.

Max. Marks: 100

Theory : 60

Internal Assessment : 40

Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Trade Unions : Concept, Evolution of Trade Unions ; Theories of Trade Unions ; Early theories of Labour Movement ; Modern theories of Trade Unions. Types and Structures of Trade Unions at international level. Trade Union Movement in India : Types, Structures, Growth and Development of Trade Union Movement. Problems of Trade Unions : Finance, Recognition, Multiplicity of Trade Union, Internal Vs. Outside Leadership ; Relationship with Political Parties. Working of National Level Trade Unions: AITUC, INTUC, CITU, BMS and UTUC. International Labour Organisation and Trade Unionism.

Part – II

Collective Bargaining : Concept, Salient features of CB ; Scope of CB ; Perquisites for CB; Basics of CB ; Process of CB.

Bargaining Approaches, Techniques, Strategies and Tactics ; Collective agreements ; Impasse prevention and resolution procedure ; Patterns of CB with special reference to India.

Suggested Readings:

1. Sinha, P.R.N., Sinha Indu Bala, Shekhar Seema Priydarshini, Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education, Delhi, 2006.
2. Michael Poole : Theories of Trade Unionism : A Sociology of Industrial Relations, Routledge and Keganpaul, London.
3. E.A.Ramaswamy : Workers Consciousness and Trade Unions Response, Oxford University Press, New Delhi.
4. S.D.Tripathi and P.P. Aryas : Trade Union Management Relations in India, Deep and Deep Publications, New Delhi.
5. Allen Flanders : Collective Bargaining.
6. ILO : Collective Bargaining- A Workers Education Manual, Geneva, 1972.
7. ILO : CB and Challenge of New Technology, Geneva, 1972.
8. ILO : CB in Industrialized Market Economies, Reappraisal, Geneva, 1980.
9. ILO : Worker's Participation in Decisions with Undertakings, Geneva, 1986.
10. B.R.Patil, Collective Bargaining- Perspectives and Practices, University Press (India Ltd.), Madras.

Group-C: Human Resources**MF – 1033: INTERNATIONAL HUMAN RESOURCE MANAGEMENT****Time: 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment: 40****Instructions for the Paper Setters:**

The question paper covering the entire course shall be divided into three sections as follows:

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organisations and to impart skills in designing, analysing and restructuring reward management systems, policies and strategies.

Part-I

International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.

International HRM- Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function.

Recruiting and Selecting Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.

Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure training Programs, the Effectiveness of Pre-Departure Training, Developing Staff through International Assignments.

Compensation: Concept and Objectives of International Compensation, Key components of an International Compensation Program, Approaches to International Compensation.

Part-II

Re-entry and Career issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.

Performance Management: Concept, Multinational performance Management, Performance Management of International Employees, Performance Appraisal of International Employees. Knowledge Transfer within a Multinational Company: Organizational Knowledge and its significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of knowledge within MNCs, Transfer of Knowledge across national borders, Transfer of Managerial Know-how and HRM across national borders.

National Context of HRM: HRM practices in Japan, United Kingdom, United States, India and China.

Suggested Readings:

1. Peter J. Dowling and Denice E. Welch, *International Human Resource Management*, New Delhi, Thomson, 2007.
2. Monir H. Tayeb, *International Human Resource Management – A Multinational Company Perspective*, New Delhi, Oxford University Press, 2004.
3. Anne-Wil Harzing and Joris Van Ruysseveldt, *International Human Resource Management*, New Delhi, Sage, 1995.
4. Ian Beardwell and Len Holdon, *HRM: A Contemporary Perspective*, New Delhi, McMillan, 2001.

**Group-D : Production and Operations
MF – 1041: Inventory Management**

Time: 3 Hrs.

Max. Marks: 100

Theory: 60

Internal Assessment: 40

Instructions for the Paper Setters:

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Types and functions of inventories and their importance, identification of stores, codification and specification. Factors affecting inventory, various costs. Nature of lead time and requirement of material requirement planning and demand forecasting.

Inventory control levels, order point, re-order level, maximum and minimum level, standard order quantity safety stock.

Part – II

Inventory control models; static, dynamic and deterministic.

Probabilistic Models: Determinations of EOQ under various conditions of demand and lead time analysis.

Application of techniques in inventory control, inventory control system, cycle order system and fixed order quantity system and theory variations.

Feed back inventory information system.

Suggested Readings:

1. P. Gopal Krishan and M.S. Sandelya – Inventory Management: Text and Cases, Macmillan, New Delhi.
2. R.J. Bunchas & E – Keeingsberg : Scientific Inventory Management Prentice Hall, New Delhi.
3. Marge J.F. Production Planning & Inventory Control, New York, McGraw Hill.
4. Buff E.S. and W.H. Tauber: Production Inventory Systems – Planning & Control Richard D. Irwin, Homewood, Illinois.
5. R.S. Chadha – Inventory Management in India, Allied Publishers, New Delhi.

Group-D: Production and Operations
MF-1042: Logistics Management

Time: 3 Hrs.

Max. Marks: 100

Theory: 60

Internal Assessment: 40

Note: The Candidates are allowed to use simple (Non-scientific) Calculator. Instructions for the Paper Setters

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

The Course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

Course Contents:

Part – I

Introduction to logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation systems: Facilities and Services; Dispatch and Routing Decisions and Models;

Part-II

Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling; International Logistics Management; Logistics Future Directions.

Suggested Readings:

1. Ballau, Renald H. *Business Logistics Management*. Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Bear K. *A Management Guide to Logistics Engineering*. U.S.A, Institute of Production Engineering, 1990.
3. Benjamin S B. *Logistics Engineering and Management*. Englewood Cliffs, New York, Prentice Hall Inc., 1996.
4. Bowersox, D J and Closs, D J. *Logistics Management: A System Integration of Physical Distribution*. New York. MacMillan. 1986.
5. Christopher, M. *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*. London, Pitsman, 1992.
6. James, C J. and Wood, Donald F. *Contemporary Logistics*. New York, Macmillan, 1990.
7. Shapiro, R. *Logistics Strategy: Cases and Concepts*. St. Paul, West, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Group-D : Production and Operations**MF – 1043: Total Quality Management and Quality Control****Time: 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment: 40****Instructions for the Paper Setters**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

The objective of this course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems-ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.

Course Contents:**Part – I**

Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TOM Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools;

Part – II

Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); Quality Audits; Lead Assessment and, ISO-9000 Standards~ Marketing Aspects of T.Q :Total.Quality of Services ; Total Quality and Safety ; Six Sigma.

Quality function, meaning of control quality. Characteristics inspection and its Importance, difference between Inspection and quality control.

Organising for Quality; objectives and nature of Organization. Principles of Organization; Quality organization, types of quality control organization. Responsibilities of quality manage.

Economic of quality; quality; quality costs, types of quality costs, control of quality costs, cost studies and optimization, economics of quality of design and quality of confirmation

Statistical quality control, Basic statistical methods; techniques of quality control; charts of attributes and variables.

Acceptance sampling; sampling theory, sample size on crating characteristics and curve for single sampling, double sampling and sequential sampling plants, use of Dodge Raming and MILSD - 15 tables.

Suggested Readings:

1. Dale. H. Bosterfield: Quality Control, Prentice Hall, New Jersey,
2. Grant F.L. & R.S Leaven Worth, Statistical Quality Control, McGraw Hill., New York.
3. Krikpauick F.G. Quality Control for Manager and Engineers, John Wiley.
4. Dunchan, A.J. Quality Control & Industrial Statistics, Richard D. Irwin, Home, Illinois.
5. Carruba. Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
6. Granl, Eu-gene Land Leavenworth. Richards. Statistical Quality Control, McGraw Hin, New York. 1991.
7. Ireson, W G. and Coombas, C P. Handbook of Reliability Engineering & Management. New York. McGraw Hill, 1988.
8. Lochner, Robert H. and Matar. Joseph E. Designing for Quality. London. Chapman & Hill, 1990.
9. Pike. John and Barnes. Richard. TQM in Action. London. Chapman & Hill, 1994.
10. Schmidt. Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
11. Spenlcy, Paul, World Class Performance Through TQ, London, Chapman & Hall, 1992.

Group-E : International Business**MF – 1051: International Financial Markets and Foreign Exchange****Time : 3 Hrs.****Max. Marks: 100****Theory: 60****Internal Assessment : 40****Instructions for the Paper Setters:**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

The objective of this course is to give students an in-depth knowledge of the working of international financial markets.

Part - I

History of the International Financial System -The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market , Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets-Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future-Central Banks and the Balance of Payments, The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country RISK , International Portfolio Diversification, International Transfer Pricing.

Part - II

Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organisation of the Exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates- Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.

Suggested Readings:

1. Aliber, R.Z. Exchange Risk and Corporate International Finance, London. Macmillan, 1978.
2. Bhalla, V.K. International Financial Management. 2nd Ed., New Delhi, Anmol, 2001.
3. Luca Cornelius Trading in the Global Currency Markets. NJ, Prentice Hall, 1995.
4. Shapiro, A.C. International Financial Management. Boston. Allyn and Bacon, 1979.
5. Sutton. W.H. Trading in Currency Options, New York Institute of Finance, 1987.
6. Buckley, Adrian. *Multinational Finance*. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996.
7. Eiteman. David K and Stonehill. Arthur I., *Multinational Business Finance*, California, Addison – Wesley, 1988.
8. Johnson and Giaccotto. *Options and Futures*. St. Paul. West, 1995.
9. Kim, Suk and Kim. Seung,. *Global Corporate Finance: Text and Cases*. 2nd Ed. Miami, Florida, 1993.
10. Shapiro, Alan C., *Multinational Financial Management*,. New Delhi, Prentice Hall of India, 1995.

Group-E: International Business**MF – 1052: International Financial Management****Time : 3 Hrs.****, Max. Marks: 100****Theory: 60****Internal Assessment : 40****Instructions for the Paper Setters**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

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

Course Contents:**Part - I**

Multinational Financial Management - An overview ; Evolution of the International Monetary and Financial System ; Managing short-term assets and liabilities; Long-run Investment Decisions. The Foreign Investment Decision ; Political Risk Management; Multinational Capital Budgeting-Application and Interpretation

Part -II

Cost of capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long-term Financing.

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.

Group-E : International Business**MF – 1053: International Marketing****Time : 3 Hrs.****Max. Marks: 100****Theory : 60****Internal Assessment : 40****Instructions for the Paper Setters**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

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

Course Contents:**Part – 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,GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-tariff Barriers; Trading Partners -Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils,

Part – II

Public Sector Trading Agencies, ECGC, Commodity Boards etc.; 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; 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.

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. Terpstra, Vern and Sarathy. R., *International Marketin.*, Orlando, Dryden Press, 1991.
6. Walter, I and Murray, T., *Handbook of International Business*, New York, John Wiley, 1988.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

Group-F : Information Technology**MF : 1061: Data Management Techniques****Time : 3 Hrs.****Max. Marks: 100****Theory : 60****Internal Assessment : 40****Instructions for the Paper Setters:**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Getting Acquainted with Fox Pro

Introducing the FoxPro Menu Structure: Making Menu Selections, A Quick Tour of the Menu System

Introducing FoxPro Dialog Boxes: Dialog Box Controls, Using dialog boxes.

Working with FoxPro's Windows: Controlling Windows in FoxPro for Windows, Window Controls in FoxPro for DOS

How to use the Editor: The Edit Menu, Fonts.

Working with the Command Window: Other Features: Getting Help, Quitting.

Creating a Database Structure: Creating a Sample Database file: How to create a new file, How to define the structure of a database, Entering the Field names and Types, Saving the

Database File.

The Database File in the Background: Opening and Closing a Database file. Copying and

Modifying the Structure of a database file.

Adding, Editing, and Viewing Data: Appending Data: Appending Data with the Change Display, Appending Data with the Browse Display, Ending the Data Entry Session.

Change (or Editing) Data, Browsing through the Data; Resizing and changing the order of fields, Partitioning the Window. Additional Features of a Browse Menu.

Deleting a Record: Moving the Pointer : GOTO Commands.

Shortcuts using the Command Window

Part – II

Understanding Indexes and Expressions.

Types of Index: Single Index files, compound; index files, structural command indexes, compact indexes.

Using Some Simple Indexes: an overview of the index dialog box, creating simple indexes using the index, dialog box, indexing commands, creating simple indexes using the structure dialog box.

Understanding Expressions: Constants, Functions and Operators.

Using Expressions in Indexes: Alphabetizing by name, indexing in descending order.

Using indexes: selecting the controlling indexes, a review of the setup dialog box.

Sorting using Queries and Logical Expressions.

Working with Logical Expressions: Logical functions, relational operators, logical operators.

To Index or not to Index: FOR and WHILE clauses, preparing to use WHILE, Rushmore technology.

Making Queries for Single and Multiple records: unindexed queries for a single record, indexed queries for a single record, queries for multiple records, querying with other data types, dealing with deleted records.

Special Techniques: setting a filter, building a query into an index.

Restricting the query: scope, fields, the easiest possible report: LIST with options.

Generating Reports and Mailing Labels.

The process of Producing Reports: Designing the report form.

Designing the Report: Working with report queries: Report objects in FoxPro for windows, Object dialog boxes in FoxPro for Windows, field expressions in reports in FoxPro for Windows, Report Objects in FoxPro for DOS, Object dialog boxes in FoxPro for DOS.

The Report Menu: Page layout in FoxPro for Windows, Page layout in FoxPro for DOS, Page preview, layout tools, title/summary, data grouping, variables, quick report.

Working with Objects: special techniques: Selecting multiple objects, copying and pasting objects.’’

A Sample Report: A report in FoxPro for Windows, A report in FoxPro for DOS. Creating Mailing Labels: Label layout in FoxPro for Windows, label layout in FoxPro for DOS producing labels.

Suggested Reading:

Mastering FoxPro 2.5”, Charles Siegel, BPS Publications.

Group-F : Information Technology**MF : 1062: e-Commerce and Internet****Time : 3 Hrs.****Max. Marks: 100****Theory : 60****Internal Assessment : 40****Instructions for the Paper Setters**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Overview of E-Commerce: Definition, benefits of e-commerce, Role of Internet in e-commerce, Impact of e-commerce on Business Models (Goal congruence, value chain, ICDDT Business Strategy Model), e-commerce security, implications for Accounting profession.

The Regulatory Environment : Cryptography Issues, Privacy issues (Children's issues, Adults Rights) Web Linking (inappropriately referencing a Linked Site, displaying information without proper rights, Linking using framing, Linking using Trademarks in Key Meta Tags, unauthorized display of a registered trademark linking to illegal files), Domain name disputes, Internet Sales Tax, electronic agreements & digital signatures, Internet Service Providers & International Libel Laws.

EDI, E-Commerce & Internet: Traditional EDI systems (origin, non EDI systems, value Added Networks, partially & fully integrated EDI systems, Benefits of EDI systems, Data transfers & Standards, Financial EDI, EDI systems & Internet, Internet Trading Relationship & its Benefits, Impact of EDI – Internet on the Accounting profession.

Risks of Insecure Systems: Risks associated with Internet transactions. Internet associated Risks (Risks to customers, risks to selling Agents), Intranet Associated risks (Sabotage by former employees, Threats from current employees), social engineering, Risk associated with business transaction data transferred between trading partners, risks associated with confidentially- maintained archival, Master file & reference data, risks associated with viruses & malicious code overflows.

Risk Management: Control weakness vs. control risk (security gaps, culture management, excessively tight controls), Risk Management paradigm, Disaster Recovery plans, Role of Internet Controls in Risk Management.

Part – II

Cryptography & Authentication : Messaging security issues (confidentiality non-repudiation, access controls), Encryption techniques (Symmetric encryption Asymmetric cryptography, public private key pairs, elliptic curve cryptography, integrity check values & digital signatures, on time pads), Good encryption , practices, additional authentication methods. additional non- repudiation techniques.

Fire Walls : Definition, TCP/IP, open systems interconnect (ODI), components of a fire wall, Typical functionality of firewalls, securing the fire wall, factors to consider in firewall de design, In-house solutions vs. Commercial firewall software, Limitations of the security prevention provided by firewalls.

e-commerce & Payment Mechanisms : Set Protocol, SET vs. SSL, magnetic strip cards, smart card:. e-chcks, e-cash.

Intelligent Agents : Definition, capabilities of intelligent agents, agent societies, intelligent agents & e-commerce (online information chain, business to business transaction negotiation). Limitations of agents.

Web Based Marketing : 'Business, Marketing & IT strategy, congruence, The 4 Ps applied to Internet marketing, 5th P. Internet Marketing Techniques. Online advertising mechanism' , web site design issue Impact of intelligent agents on Marketing Techniques.

Suggested Readings:

1. E-Commerce by S. Pankaj, A.P.H. Publication, New Delhi.
2. E-Business Revolution by Daniel Amar.
3. E-Commerce, A Manager, Guide by Ravi Kalakota and Andrew B. Whinston.
4. New Directives in E-Commerce by Charles Steinfield, Jaico Publication House, New Delhi.
5. E-Commerce in Indian Banking by T.M. Bhasin Authors Press, New Delhi.

Group-F : Information Technology**MF : 1063:WEB DESIGNING AND HTML****Time: 3 Hrs.****Max. Marks : 100****Theory: 60****Internal Assessment: 40****Instructions for the Paper Setters**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: It will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: It will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Part – I

Virtual functions protected members, overloading (method, function and operator) Method overriding field shadowing. Multiple inheritance, template classes and functions. Virtual base classes, exception handling.

Java Fundamentals: Programme structure, syntax and layout conventions, classes instance and objects.

Java Elements: Data types, literals and variables operators expressions. Control exceptions arrays strings streams.

Part – II

Programming with Java: Client server applications, exception handling.

HTML: Building executing HTML documents, Formatting and alligning text, tags, attributes and values, Adding units, linking pales, working with images, Fonts, creating tables, working with Frames and building Forms.

Suggested Readings:

1. Gilbert. Stephan D. and William B. Heeaerthy, “Object Oriented Programming in Java”, 1997. The Waite Group Press.
2. Mary Compione and Kathy Walrath, “Java Tutirial”, Addison-Wesley, 1996.
3. Tunothy Budd. “An Introduction to Object Oriented Programming,” 2nd Edition. Addison-Wesley, 1997.
4. Horstmann. Cay. S and Gray Comell, “Core Java I.I.: Fundamentals”, Addison-Wesley, 1997.
5. Mark Lorenz, “Object Oriented Software Development.” Prentice Hall, 1993.
6. Lemay, Laura, ‘Tech. Yourself Web Publishing with HTML 3.0 in a Week.’ 2nd Edition, Sams Net, 1996.
7. Special Edition-Using HTML 4, Mills. E. Hilzschlag – VI Edition (2000) Prentice Hall of India.

Group-G : Small Business and Entrepreneurship Development**MF-1071: Small Business Marketing****Time : 3 Hrs.****Max. Marks : 100****Theory : 60****Internal Assessment : 40****Instructions for the Paper Setters**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

The objective of this course is to develop in-depth analysis for better understanding of the nature of competition in changing business environment.

Course Contents:**Part – I**

Basis for Competition; Structural Analysis of Industries; Generic Competitive Strategies; Framework for Competition Analysis; Market Signals; Competitive Moves; Technology of Competitive Advantage; Strategy towards Buyers and Suppliers; Strategic Groups within Industries; Competitive Strategy in Declining Industries.

Part-II

Competitive Strategy in Global Industries; Strategic Analysis of Integration Capacity Expansion; Strategies of Entering into New Businesses; Portfolio Techniques in Competitor Analysis; Techniques of Conducting Industry Analysis.

Suggested Readings:

1. Albert. Kenneth J, *The Strategic Management Handbook*. New York, McGraw Hill, 1983.
2. Allio, Robert J., *The Practical Strategist : Business and corporate Strategy in the 1990s*. Calilornia, Ballinger,1988
3. Ansoff, H I., *Implanting Stratergic Management*. Englewood Cliffs, Prentice Hall Inc., 1984.
4. Harnel, Gary and Prahlad, C K. *Completing for the Future*. Boston, Harvard Business School Press, 1994.
5. Hax, A C and Mailyt, N S. *Readings in Strategic Management*. Cambridge. Ballinger, 1984.
6. Porter. Michael E. *Competitive Advantage*. New York. Free Press, 1985.
7. Stalk, George, *Competing Against Time*. New York. Free Press, 1990.

Group-G : Small Business and Entrepreneurship Development**MF-1072: NEW ENTERPRISE MANAGEMENT****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt.: 40**

Note:-The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and to measure and evaluate their performance and efficiency.

Course Contents:**Part – I**

Entrepreneurship and its role in economic development. Problems of industrialization in underdeveloped countries with special reference to India. Industrial policy, Regulation and control of Industries in India; Mechanics of setting of new enterprises -size and location, optimum units -its meaning and determinants; size of industrial units in India. Theory of industrial location factors determining the industrial location.

Part – II

Regional distribution of industrial activity in India; Recent trends in the localisation of industrial activity in India; Regional planning of industrial activity in India; Feasibility studies: technical, marketing and financial; Managerial problems of new enterprises; production purchasing, Financing labour and marketing problems Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities.

Suggested Readings:

1. Caticts A Dalley: *Entrepreneurial Management Going All out for Results* (McGraw Hill, 1971).
2. Clelland, D.C. and D.G, Winer: *Motivating Economic Achievement* (New York 1969).
3. Drucker. Peter. *Innovation and Entrepreneurship*. East -West Press (P) Ltd., 1992.
4. F .M. Harbison: *Entrepreneurial Organisation as a Factor in Economic Development*, Ouaterly Journal in Economics, August, '1952.
5. Gupta, C B and Srinivasan. *Entrepreneurial Development in India*. New Delhi, Sultan Chand, 1997.
6. Hisrich, Robert D and Petors, Micheal P. *Enterpreneurship: Starting, Developing and Managing A New : Enterprise*. 3rd ed. Chicago, Irwin, 1995.
7. Holt, David H., *Entrepreneurship, New Venture Creation*. Englewood Cliffs, New Jersey, Prentice Hall Inc.. 1992.

Group-G: Small Business and Entrepreneurship Development**MF-1073: Small Business, Environment and Management****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt. : 40****Instructions for the Paper Setters:**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objective

The objective of the course is to analyse and develop an understanding of socio-economic-political environment of small business and to develop an understanding of the overall management process in a small business unit, particularly in a developing economy.

Course Contents:**Part-I**

Small Business in Indian Environment-Economic, Social, Political Cultural and Legal; Policies Governing Small Scale Units; Industrial Policies and Strategies relating to Small Scale Sector; Technological Know-how and Appropriate Technology; Quality Circles and Productivity and linkage between small and Big Business. Organizational Structure and other Characteristics of Small Firms.

Part – II

Special problems in the Management of Small Business in various Functional Areas like Finance, Marketing, Production and Personnel; Sickness in the Small Scale Sector; Modernisation of Small and Village Industries; Training Programmes and Consultancy Services; Institution Assisting Export Promotion of Small Business in India; Export Promotion Councils Global Perspective of Small Business in selected Countries.

Suggested Readings:

1. Desai, Vasant., Organization and Management of Small Scale Industry.
Bombay, Himalaya, 1979.
2. Small Scale Industries and Entrepreneurship. Bombay, Himalaya, 1995.
3. Papola, T S. Rural Industrialization Approaches and Potential. Bombay, Himalaya. 1982.
4. Pickle, Hal Band Abrahamjon, Royee L. Small Business Management. 5th ed.
New York, John Wiley, 1990.
5. Schumacher, E F. Small is Beautiful. New Delhi, Rupa, 1990.
6. Vepa, Ram N., How to Success in Small Industry. New Delhi, Vikas, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

Group-H: Rural and Urban Management**MF-1081: Co-operative Management****Time: 3 Hours****Max. Marks: 100****Theory: 60****Intl. Asstt.: 40****Instructions for the Paper Setters:**

The question paper covering the entire course shall be divided into three sections as follows:

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

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

Course Contents:**Part – I**

Co-operative Administration: A Global Perspective; Ecology of Co-operative Administration; the Cooperative Sector & Economic Development; Cooperative Management: Nature & Functions; Professionalised Management for cooperatives; Role of Leadership in Cooperative Management; Placement and the Role of the Board of Directors in Cooperative Management; The State and the Cooperative Movement.

Part - II

Effects of Cooperative Law on Management; Long Range Planning for Cooperative Expansion; Policy Making; Executive Direction; Human Resource Management; Organisational Structure; Project Formulation, Implementation and Evaluation; Financial Management; Marketing Management; Procuring Management; Distribution Management; Coordination between Trading Cooperatives & Public Sector Trading Agencies: Problems & Prospects.

Suggested Readings:

1. Ansari, A.A. " Cooperative Management Patterns", Amot Pub., Delhi, 1990.
2. Akmat, J.S., " New Dimensions of Cooperative 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 Pub., 1987.
5. Sah, A.K., "Professional management for the Cooperatives", Vikas Pub. House P. Ltd., 1984.
6. Taimni, K.K., "Managing the Cooperative Enterprise Ed.", Minarva Associates P. Ltd., 1978.

List of cases and specific references including research papers, articles and books will be announced in the class.

Group-H : Rural and Urban Management
MF-1082: RURAL INDUSTRIALISATION

Time: 3 Hours

Max. Marks: 100

Theory: 60

Intl. Asstt.: 40

Instructions for the Paper Setters:

The question paper covering the entire course shall be divided into three sections as follows:

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

To provide a comprehensive understanding of the Linkages between Rural Industrialisation, Agro-based industries and Rural Development. Course Contents

Course Contents:

Part-I

Rural-Urban Organisational and Industrial Patterns: Decentralised Industries: Small and Medium Scale Industries: Choice of Rural, Agro based industries: Issues in the size and Location of Industries.: Appropriate technology and issues in the transfer of technology. Rural labour employment and rural industries : Policy and Development of Cottage Industries ; Organisation and administration of KVIC.

Part-II

Promotional Measures: Subsidies, Incentives and financial inputs: Issues in product development, Pricing, Quality marketing and supporting organisations.: Role of Co-operatives. Financial institutions, Central. State and Local Governments: Socio-economic impacts of Rural industrialisation.: Sectoral Systems Approach to Rural Industrialisation.

Suggested Readings:

1. Acharya, S.S. and Agarwal, N.L., "Agricultural Marketing in India". 1987, Oxford & IBH, New Delhi.
2. Dasgupta, S., "Diffusion of Agricultural Innovation in Village India". 1989, John Wiley, New York.
3. Desai, Vasant, "Rural Development" 1988. Himalaya, Bombay.
4. Dholakia, R H. and Iyenger 5. "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 Industrialisation " 1982 . Himalays , Bombay.
7. Thakur, S.Y., " Rural Industrialisation in India : Strategy and Approach " 1986, Sterling, New Delhi.

Group-H: Rural and Urban Management**MF-1083: Urban Development and Regional Planning****Time: 3 Hours****Max. Marks: 100****Theory: 60****Intl. Asstt.: 40****Instructions for the Paper Setters:**

The question paper covering the entire course shall be divided into three sections as follows:

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

To provide a comprehensive understanding of the importance of regional planning and micro level planning in Urbanisation and Urban development.

Course Contents:**Part-I**

Regional disparities-Urbanisation: Indices and structural characteristics ; Systems Approach to Regional Urbanisation: Role of small towns and Institutions In Urbanisation. Micro level planning.

Part-II

Concepts, Strategies and Factors; regional planning strategies; information needs; networking; Generation and Utilisation for planning; evaluating and monitoring.

Suggested Readings:

1. Clavel, P., "Urban and Regional Planning in An Age of Austerity", 1980, Pergamon Press. New York.
2. India Ministry of Works and Housing, "Report of the Task Force on Planning and Development of Small and Medium Towns and Cities." V.1 1977, New Delhi.
3. Mandal. R.S. and Peter G.S. Ed. "Urbanisation and Regional Development", 1982. Concept, New Delhi.
4. Shukla. V. "Urban Development and Regional Policy in India: An Iconometric Analysis", 1988, Himalaya, Bombay.
5. United Nations. Department of International Economics and Social Affairs. "Patterns of Urban and Rural Population Growth", 1980, New York.
6. Wishwa Karma, R.K., "Urban and Regional Planning Policy in India", 1981, Uppal Books, New Delhi.

Group-I : Public System Management**MF-1091: Tourism Management****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt.: 40****Instructions for the Paper Setters:**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives

The basic objective of this course is to acquaint the students with the tourism.

Course Contents:**Part-I**

Definition of Tourism and the need for Tourism-The birth, growth and development of Tourism-Factors influencing growth of Tourism-Tourism in India and abroad; Tourism Planning-Need for planning-Government's Role in planning-Tourism under Five Year Plans; Tourism and culture: Tourism and people-Tourism and economic development-Tourism and growth of related industries-Tourism and employment-Tourism and related developments such as social, political, educational etc.

Part – II

Tourism Marketing : Concepts and importance-Marketing functions in Tourism-Tourism marketing mix; Tourism pricing: Methods of pricing-Tourism promotion Advertising costs-Steps in planning an advertising campaign-Tourist publicity; Tourism and Government administrative systems: Ministry of Tourism-Department of tourism-Indian Tourism Development Corporation- World Tourism Organisation-Travel agents in India.

Suggested Readings:

1. Elliot, James *Tourism*, Routledge, London, 1997.
2. Hall, Derak R. (Ed.), *Tourism and Economic Development*. Belhaven Press, London, 1991.
3. Mazanec., Josef, A. (Ed.), *International City Tourism.Pinter*. London.1997.
4. Lea, J., *Tourism and Development in the Third World*, Routledge, London, 1988.
5. Mowforth, Martin and Ian, Munt, *Tourism and Sustainability*. Routledge, London, 1988.

Group-I : Public System Management**MF-1092: Planning and Management of Education System****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt.: 40****Instructions for the Paper Setters**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Course Contents:**Part-I**

Education as Development Priority; Education and Economic growth: International Comparisons; Strategies of Development of Education Systems; Concept of Investment in Man; Relationship between Education and Earning; Strategies of Planning of Education Systems; Cost Benefit analysis of Education Systems; Understanding of Education Systems as Organisations.

Part-II

Personnel and Administrative Problems of Education Systems; Financing of Education Systems; Systems of Education in India: Formal, informal, Primary, Secondary and Higher Education; Policies of Development of Education in India since Independence; Hierarchy in the System of Education and its implications; The New Education Policy.

Suggested Readings:

1. Bowman, M.J., et. al., "Readings in Economics of Education". 1968, UNESCO, Paris.
2. Gray; H.L. PD. "The Management of Educational Institutions: Theory and Practice". 1982, Falffier Press, Sussex (U.K.).
3. Harbinson, F. and Myers, Charles A. "Education Manpower and Economic Growth: Strategy of Human Resources Development". 1970, Oxford & IBH, New Delhi.
4. Harbinson F. and Myers, Charies A, "Man Power and Education: Country Studies in Economic Development" 1965, McGraw Hill, New York.
5. Schultz, T.W., "Investment in Education: The Equity, Efficiency and Quandary", 1972. University of Chicago Press, Chicago.
6. Tilak, J.B.G., "The Economic of Inequality in Education," 1987, Sage, New Delhi.

Group-I : Public System Management**MF- 1093: Management of Telecommunication System****Time : 3 Hours****Max. Marks : 100****Theory : 60****Intl. Asstt.: 40****Instructions for the Paper Setters**

The question paper covering the entire course shall be divided into three sections as follows:-

Section A: This will consist of 8 very short answer questions from the entire syllabus with answer to each question upto ten lines in length. Students will attempt 6 questions. Each question will carry two marks; the total weightage being 12 marks.

Section B: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-I of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Section C: This will consist of essay type/case studies/numerical questions with answer to each question upto five pages in length. Four questions will be set by the examiner from Part-II of the syllabus and the candidates will be required to attempt two questions. Each question will carry 12 marks. The total weightage of the section shall be 24 marks.

Objectives:

The objective of this course is to facilitate the understanding about the role of telecommunications and its management in India.

Course Contents:**Part – I**

Role of Telecommunications; Effects of technology and scale on cost of service, Organisation, management and financing in Telecommunications; Global and domestic competition in Telecommunication; telephone access and use; characteristics of telephone subscribers of business and residential telephones, use of public call office telephones,

Part - II

Telecommunication tariff policy, Mobilising resources for expansion, Impact of Telecommunications on rural development, organisational studies on BEL,C- DOT, and Telecom Commission.

Suggested Readings:

1. Dickenson, C.R., "Telecommunications in Developing Countries: The Relation to the Economy and the Society", 1978 (Report No.PUN 32B). World Bank, Washington DC.
2. India, Ministry of Communications, "Posts and Telegraph Board. Economics Study Cell. Cost Return Analysis and Economics of Scale in Telephone Network Expansion in India", 1980, New Delhi.
3. "India's Rural Telephone Network", 1981, New Delhi.
4. International Telecommunication Union. "Economic Studies at National Level in Field of Telecommunications," 1968. Geneva.
5. Saunders, R.J. Warford J.J. and Wellenius B., "Telecommunication and Economic Development". 1983. World Bank, Washington DC.
6. Wasserman, Neil "From Invention to Innovation: Long Distance Telephone Transmission at the turn of the Century". 1985 John Hopkins University Press, Baltimore.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.