

# FACULTY OF ECONOMICS & BUSINESS

## SYLLABUS

FOR

## M.A. BUSINESS ECONOMICS & IT

(SEMESTER I – IV)

Session: 2019-20



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**GURU NANAK DEV UNIVERSITY**  
**AMRITSAR**

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## M.A. BUSINESS ECONOMICS &amp; IT (SEMESTER SYSTEM)

**SCHEME****SEMESTER-I:**

<b>Paper</b>	<b>Paper name</b>	<b>Theory</b>	<b>Practical</b>
MBEIT 101	Financial Management	100	–
MBEIT 102	Marketing Management	100	–
MBEIT 103	Economic Analysis for Business Decisions	100	–
MBEIT 104	Quantitative Techniques for Business	100	–
MBEIT 105	Introduction to Computer and Information Technology	80	20

**SEMESTER-II:**

<b>Paper</b>	<b>Paper name</b>	<b>Theory</b>	<b>Practical</b>
MBEIT 201	Human Resource Management	100	–
MBEIT 202	Banking and Foreign Exchange Management	100	–
MBEIT 203	Financial Institutions and Financial Services	100	–
MBEIT 204	Indian Economy, Environment and Policy	100	–
MBEIT 205	Management Information System	100	–

**SEMESTER–III:**

<b>Paper Code</b>	<b>Paper name</b>	<b>Theory</b>	<b>Practical</b>	<b>Max. Marks</b>
MBEIT 301	Production and Operation Management	100	—	100
MBEIT 302	Business Communication	100	—	100
MBEIT 303	Foreign Trade Management	100	—	100
MBEIT 304	Public Finance and Budgetary Policy	100	—	100
MBEIT 305	Computer Network Concepts and DBMS	80	20	100

**SEMESTER–IV:**

<b>Paper Code</b>	<b>Paper name</b>	<b>Theory</b>	<b>Practical</b>	<b>Max. Marks</b>
MBEIT 401	Strategic Management	100	—	100
MBEIT 402	Investment Theory and Portfolio Management	100	—	100
MBEIT 403	Research Methodology	100	—	100
MBEIT 404	Industrial Structure, Organization and Policy	100	—	100
MBEIT 405	Project Report	100	—	100

**MBEIT 101: FINANCIAL MANAGEMENT****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Accounting as Information System:** Concepts, conventions and principles of accounting, recording of transactions, Ledger, Trial Balance, Introduction to Income and Position Statement.

**SECTION B**

**Financial Analysis:** Concepts and Objectives: Tools of Financial Analysis– Ratio Analysis, Trend Analysis, Common size Financial statements, cash flow statements.

**SECTION C**

**Scope and Objectives of Business Finance.** Sources of Business Finance – long term and short term sources of finance. Capital structure Planning, designing the optimum capital structure. Analysis of operating and financial leverage.

**SECTION D**

**Capital Budgeting** Concept and Techniques, Concept and measurement of cost of capital of different sources of Finance. Assessment of working capital requirements. Determinants of Dividend policy.

**Suggested Readings:**

1. Bhattacharys, S.K. & Dearden, Accounting for Management, Vikas, New Delhi.
2. Jawaharlal, Management Accounting, Himalya, New Delhi.
3. Pandey, I.M., Financial Management, Vikas, New Delhi.
4. Van Harne, James C., Financial Management & Policy, Prentice Hall of India, New Delhi.
5. Pandey, I.M., Management Accounting, Vikas, New Delhi.
6. Chandra Parsanna, Financial Management, THM
7. Tulsian, Financial Management, S. Chand
8. Rustagi, Financial Management, Taxman
9. Jain & Khan, Financial Management

**MBEIT 102: MARKETING MANAGEMENT****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Marketing concepts**, tasks, philosophies and functions. Marketing in Modern context, its relevance to developing countries. Marketing system and environment, concept of marketing mix, market segmentation–Bases of Segmenting the Markets.

**SECTION B**

**Product Decisions** – Product differentiation, product line decisions; new product development, Product life cycle. Positioning and diversification. Branding and Packaging decisions.

**Distribution Decisions** – Channels of Distribution, selection of channels, Distribution policies and strategies and their management. Physical distribution and its components.

**SECTION C**

**Pricing Decisions** – Significance and objectives of pricing factors affecting the pricing decisions, pricing methods, Pricing Policies and strategies.

**Promotion and its components** – Advertising, Sales Promotion and Personal Selling

**SECTION D**

**Marketing Information system** – concept and components of a marketing information system.

**Marketing Research:** Meaning, nature, scope, applications and techniques. Process of marketing research. Role of research agencies,

**Suggested Readings:**

1. Kotler, Philip, Marketing Management: Analysis, Planning and Control, Prentice Hall of India, New Delhi.
2. Stanton, W. J., Fundamentals of Marketing, Tata McGraw Hill, New Delhi.
3. Ramaswamy and Nama Kumari , Marketing Management, MacMillan, New Delhi.
4. Gandhi J.C., Marketing – A Managerial Introduction, Tata McGraw Hill, New Delhi.
5. Boyd Harper, W. Jr., Ralph Westfall and Standoy P. Starch, Marketing Research – Text and Cases, All Indian Travellers Booksellers, Delhi.
6. Majumdar Ramanuj, Marketing Research – Text Applications and Case Studies, Wiley Eastern Ltd., New Delhi.

**Journals:**

Journal of Marketing.

Journal of Marketing Research.

Harvard Business Review.

Indian Management.

A & M

Business Today.

**MBEIT-103: ECONOMIC ANALYSIS FOR BUSINESS DECISIONS****Time: 3 Hours****Max. Marks 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

Introduction to economic analysis and business decisions

**Demand decisions**– Concept of Demand and types , Elasticity of demand –types, measurement and empirical estimation ,Demand forecasting methods, Cardinal utility , Indifference curves &revealed preference approaches.

**Input Output Decisions**– Production function, isoquants, law of variable proportions, returns to scale, economies of scale, elasticity of factor substitution, and estimation of production functions. Costs– concepts, traditional and modern theories of costs, cost functions and their estimation, derivation of cost function from production function .Equilibrium of the firm– revenue curves and marginal analysis.

**SECTION B**

**Price output decision** – Market environment, price determination under perfect competition, monopoly and discriminating monopoly, monopolistic competition, oligopoly and bilateral monopoly.

**Critique of economic theory**– Managerial theories (Baumol, Marris & Williamson), Behavioral theory, Limit pricing, mark–up pricing.

**SECTION C**

**National Income** – Concept, components and measurement.

**National Income in India**– Measurement and problems. Social Accounting and its uses.

**Determination of Income and Employment**– Classical and Keynesian Views.

Consumption – Consumption Function, Various approaches to secular and cyclical consumption function –Absolute, relative, permanent income and life cycle hypothesis.

**Theories of Investment:** Neo–classical (Jorgenson) and Keynesian .Objectives of macro – economic policy, Macro Economic stabilization policies and their co–ordination (Swan–model approach)

**SECTION D**

**Money**– Definition, Mechanics of Money supply Determination.

Interest rate Determination (Classical, loanable funds). Keynesian approaches.

**Inflation**– Causes, consequences and cures, its Theories and Inflation unemployment Trade–off.

**Suggested Readings:**

1. Koutsoyiannis A., Modern Micro Economics, Macmillan, 1979.
2. Dean, JJ, Managerial Economics, Prentice Hall, 1976.
3. Mote, Paul & Gupta, Managerial Economics ,Tata McGraw Hill ,1977.
4. Deo, K.K., Managerial Economics, Richard d.Irwin, (Indian Reprint, Surjeet Publications, 1988).
5. Brigham, E.F and J.I Papas, Managerial Economics, Dryden Press, 1976.
6. Beckman, W., An Introduction to National Income Analysis, ELBS, London, 1976.

**MBEIT 104: QUANTITATIVE TECHNIQUES FOR BUSINESS****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Matrix Algebra:** Types of matrices; basic operations of matrices; determinant of a matrix and its properties; rank and inverse of a matrix; solution of simultaneous linear equations– Cramer's rule and matrix inversion, method, application of matrices– National Income Model, input–output analysis (Introductory Treatment)

**SECTION B**

**Measures of Central Tendency and Dispersion.**

**Simple Correlation and Regression Analysis:** Assumptions; Persons product moment and Spearman's rank correlation method; least squares technique ; properties of correlations and regression coefficients ;estimation of semi–log and double –log equations.

**SECTION C**

**Time Series Analysis:** Meaning and components of Time series; Models used for isolating components; methods of estimating trends and seasonal fluctuations, concept of stationary.

**Elementary Probability Theory–** Deterministic and non–deterministic experiments; different types of events; a priori and empirical definition of probability, conditional probability, laws of addition and multiplication of probability. Meaning and types of random variables; probability density and mass functions; mathematical expectation, moments generating function.

**SECTION D**

**Characteristics properties of binomial Poisson and normal distributions.** Elements of Statistical inference : Concept of sampling distribution of a statistic; statistical hypothesis null and alternative hypothesis; two types of errors; large and small sampling, tests of significance for means and proportions–z test, t tests and f–tests (ANOVA one –way and two–way, chi–square test)

**Practical Through SPSS:**

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

Topics: Z tests, T tests, and F tests. (ANOVA one–way and two–way), Chi–square test, correlation.

**Suggested Readings:**

1. Sharma, J.K., Business Statistics.
2. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
3. Heinz, Kohler; Statistics for Business & Economics, Harper Collins, New York.
4. Hien, L.W; Quantitative Approach to Managerial Decisions, Prentice Hall, New Jersey,
5. Lawrence B, Morse: Statistics for Business & Economics, Harper Collins, NY.
6. Levin, Richard t, and David S Rubin: Statistics for Management
7. Ching A.C., Fund mental Methods of Mathematical Economics, Mc Graw Hill, Kogakusha, 1974

**MBEIT 105: INTRODUCTION TO COMPUTER AND INFORMATION TECHNOLOGY****Time: 3 Hours****Max. Marks: 100****Theory: 80****Practical: 20****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Computer Fundamentals:** Definition of computer, Components of a computer system, Brief history of evolution of computers and generation of computers.

**Internal and External Memory Storage:** RAM, ROM, PROM, EPROM. Commonly used Input/Output/Memory storage devices: Punched Card, VDU, CRT. Difference between Hardware & Software. Types of software system. Software & Application software. Interpreter.

**SECTION B**

**Operating System:** Definition, Introduction to windows (Overview of working of windows using Mouse and Manipulation of Icons. Menus and Opening different applications simultaneously). Basic Commands of windows (Creating, moving, renaming, deleting files/folders).

**SECTION C**

**MS–Word:** Overview, Creating, Saving, Opening, Importing, Exporting & Inserting files. Formatting pages, paragraphs and sections. Indents and outdents. Creating lists and numbering. Heading Styles, Fonts and size editing, positioning & viewing text. Finding & replacing text, inserting page breaks, page numbers, book marks, symbols & dates. Using tabs and tables Header, Footer & Printings.

**SECTION D**

**MS–Excel:** Worksheet overview. Entering information. Worksheet creating. Opening and saving workbook. Formatting number and texts. Protecting cells. Producing Charges and printing operations graphs.

**MS–Power Point:** Presentation Basics, Menus & Toolbars. Opening & Saving & existing presentation creating & Saving a presentation using auto content wizard. Design Template Blank Presentation. The slides sorter view. Insert slides from another presentation. Inserting pictures and graphics. Slide show, printing, slides.

**Suggested Readings:**

1. Peter Norton (2010), "Introduction to Computers", 7th Edition, McGraw–Hill, New Delhi.
2. Sanjay Sexana, (2003) "A First Course in Computers", Vikas Publishing House, New Delhi.
3. Rajaraman, V. (2006) "Fundamental of Computers", 4th Edition, Prentice Hall India, New Delhi.
4. Srivastava, S.S. (2008), "MS–Office", Firewall Media, New Delhi.
5. Alexis Loeon and Matheus Leon (2001), "Introduction to Computers with MS–Office 2000", 1st Edition, Tata McGraw–Hill, New Delhi.



**MBEIT 201: HUMAN RESOURCE MANAGEMENT****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Human Resource Management:** Meaning, objectives, scope, Importance and functions. Human resource planning, recruitment, selection, training and performance appraisal, Role of HR Manager.

**SECTION B**

**Motivation:** Needs & motivation theories of motivation with special reference to Maslow's need hierarchy, Herzberg's two factor theory, Varoom's Expectancy theory, Porter and Lawler's model of motivation.

**Leadership:** Meaning, approaches, leadership styles.

**SECTION C**

**Communication:** Meaning, importance, process, channels of communication, communication networks, barriers to communication, enhancing communication effectiveness.

**Workgroups:** Meaning, group dynamics, group behaviour, group cohesiveness.

**SECTION D**

**Compensation Management:** Concepts and components, Job Evaluation – Incentives and methods

**Industrial Relations:** Grievance procedure, Collective bargaining, Settlements of disputes.

**Suggested Readings:**

1. Koutz – Harlod & Heinz Weirich, Essentials of Management, McGraw Hill, New Delhi.
2. Luthans, Frennd, Organizational Behaviour, McGraw Hill, New Delhi.
3. Gene Burton & Manab Thakur, Management Today: Principles and Practice, McGraw Hill, New Delhi.
4. Flippo, Edwin Personnel Management, McGraw Hill, New Delhi.
5. Sekaran, Uma. Organizational Behaviour, Text and Cases, Tata McGraw Hill, New Delhi.
6. Hersy, Paul, Bolanchard Kenneth, H., Management of Organizational Behaviour, Prentice Hall, New Delhi.
7. Lyman W. Porter, Edward E. Lawler III and J. Richard Harkman, Behaviour on Organizations, McGraw Hill, New Delhi.
8. Drucker, Peter, F., Management, Allied Publishers Pvt. Ltd., New Delhi.

**MBEIT 202: BANKING AND FOREIGN EXCHANGE MANAGEMENT****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Commercial Bank:** Meaning and function – primary functions; agency services; general utility services, credit creation process by banks, Asset and liability management by banks. Productivity and Profitability of banks. Banking Reforms in India.

**Secured and Unsecured Advances:** Modes of security advance; lien pledge, leasing, hypothecation and mortgage.

**SECTION B**

**Money Market Instruments:** Money at call and short notice; treasury bills, bill of exchange, promisory notes, letters of credits, certificate of deposits (CDs), commercial papers (CPs), inter bank participation certificates (IBPCs); insurance of bank deposits with reference to Indian Economy.

**SECTION C**

**Banker Customer Relationship:** Debtor and creditor law of limitation. Banker's right of set – off. Banker's rights and obligations – banker's obligation to honour cheques; Furnished order, order nisi. Banker's clients – general and particular, secrecy of accounts.

**SECTION D**

**Foreign Exchange:** Exchange banks, exchange rate: theories of determination; spot and forward rates. India's exchange arrangements; management of exchange reserves in India; FERA: FEMA, convertibility of rupee – current account and capital account.

**Suggested Readings:**

1. Radhaswamy, M., Practical Banking, S. Chand & Co., New Delhi, 1980.
2. Srivastva, P.K., Banking Theory and Practice, Himalya, Bombay, 1981.
3. Ghosh, A. and B. Maitra, Studies in the Fundamentals of Practical Banking, World Press, Calcutta.
4. Bedi, H.L. and V.K. Hrikas, Practical Banking Advances, UBS, New Delhi, 1993, (Selected Chapters only).
5. Indian Bank's Association, IBA Bulletin.
6. Indian Institute of Banker's Mumbai, Journal of the Indian Institute of Banker's.
7. Government of India, Economic Survey.
8. Kane, David.R., Principles of International Finance, Croom Helm, London.
9. Avadhani, V.A., International Finance – Theory and Practice, Himalya, Bombay.

**MBEIT 203 FINANCIAL INSTITUTIONS AND FINANCIAL SERVICES****Time: 3 Hours****Max Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**The Basic Theoretical Framework:** The financial system and its technology; the factors affecting the stability of the financial system: Development finance vs universal banking; financial intermediaries and financial innovation: RBI– Central Banking.

**The Financial Institutions:** The brief historical perspective, An update on the performance of IDBI, ICICI, IFCI, SFCS, LIC & GIC.

**SECTION B**

**The Banking Institutions:** Commercial Banks the public and the private sectors structure and comparative performance. The problems of competition; internet rates, spreads and NPA's Bank Capital market support.

**The Non–Banking Financial Intuitions:** Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve Bank of India. Framework for regulation of Bank Credit: Commercial Paper: Features and Advantages, Framework of Indian CP Market, Effective Cost/Interest Yield.

**SECTION C**

**Financial Services:** Asset /fund based financial services –lease finance, consumer credit and hire purchase finance, functions advantages and evolution forgetting , bills discounting , housing finance , venture capital financing .Fee–Based advisory services :Stock broking, credit rating.

**Insurance:** The Economics of Insurance: Life Insurance; Reinsurance; The Insurance Industry and its regulation .Efficiency and the Structure of the Insurance Industry ; Pension Plans today.

**SECTION D**

**Merchant Banking:** Functions and activities, underwriting, bankers to an issue, debenture, trustees, portfolio managers.

**Operations:** Financial Assets/Instruments Right Issues, Issue of Debentures ,Issue of Equity shares–pre–issue activity ,Post –issue activities . The Regulatory Framework : SEBI and Regulation of Primary and Secondary Markets , Company Law provisions.

**References:**

1. M. Y. Khan, Financial Services,Tata Mcgraw–Hill, New Delhi, 2004.
2. Harsh V. Verma, Marketing of Services, Global Business Press, 2002.
3. Sames L. Heskett, Managing in The Services Economy, Harvard Business Scholl Press, Boston 2001.
4. M.Y Khan Indian Financial System 4/e Mc Graw –Hill ,New Delhi.2004.

**MBEIT 204: INDIAN ECONOMY, ENVIRONMENT AND POLICY****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Aspects of Human Development** – Education, unemployment, poverty and inequalities of income distribution. Infrastructural development.

Issues in agriculture and rural development, agricultural price policy, agrarian reforms.

**SECTION B**

Problems of manufacturing industries and service sector, Industrial policy and attitude towards foreign capital. Public enterprises – problems, policies and privatization.

**SECTION C**

**Financial Environment** – Problems of money and capital markets, financial policies.

Balance of Payment, Foreign exchange and external debt. Import and export policies.

Structural trends in Indian Economy. Policy of structural adjustment and its evaluation.

**SECTION D**

WTO and the new international trading regime . Globalization and agricultural, trade in services ,intellectual property rights, environment and labour standards. Regional economic groupings . Implications for India.

**Consumer Rights and consumer:** Role of consumer groups with special reference to India : consumer protection act 1986 with latest amendments.

**Suggested Readings:**

1. Ahluwalia, I.J. and I.M.D. Little (Eds.) (1999), *India's Economic Reforms and Development* (Essay in Honour of Manmohan Singh, Oxford University Press, New Delhi.
2. Bardhan, P.K. (9th Edition) (1999), *The Political Economy of Development in India*, Oxford University Press, New Delhi.
3. Bawa, R.S. and P.S. Raikhy (Ed.) (1997), *Structural Changes in Indian Economy*, Guru Nanak Dev University Press, Amritsar.
4. Brahmananda, P.R. and V.R. Panchmukhi (Eds.) (2001), *Development Experience in The Indian Economy: Inter-State Perspectives*, Bookwell, Delhi.
5. Chakravarty, S. (1987), *Development Planning: The Indian Experience*, Oxford University Press, New Delhi.
6. Dantwala, M.L. (1996), *Dilemmas of Growth: The Indian Experience*, Sage Publications, New Delhi.
7. Datt, R. (Ed.) (2001), *Second Generation Economic Reforms in India*, Deep & Deep Publications, New Delhi.
8. Government of India, *Economic Survey, (Annual)*, Ministry of Finance, New Delhi.
9. Jain, A.K. (1986), *Economic Planning in India*, Ashish Publishing House, New Delhi.
10. Jalan, B. (1992), *The Indian Economy – Problems and Prospects*, New Delhi.
11. Francis Cherunilam, *Business Environment: Himalya Publishing House*, New Delhi.
12. K Asvathappa, *Legal Environment of Business*, Himalya Publishing House, New Delhi.
13. M. Adhikary, *Economic Environment for Business*, Sultan Chand & Sons, New Delhi.
14. K. Asvathappa, *Essentials of Business Environment* Himalya Publishing House.
15. Ruddar Dutt and KPM Sundaram, *Indian Economy (Fifty-third ed.)*, S. Chand and Company Ltd., New Delhi, 2006.

**MBEIT 205: MANAGEMENT INFORMATION SYSTEM****Time: 3 Hours****Max. Marks: 100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

Introduction to system theory, Types of systems, Concepts of Information, Attributes of Information, Evolution of Information Systems, Categories of Information Systems, System Development Life cycle.

**SECTION B**

An overview of Management Information System, Fundamental types of Management Information System, Role of Information System in an organization.  
Introduction to E-Commerce, Perspective of E-Commerce, Conceptual Framework of E-Commerce, How E-Commerce Works.

**SECTION C**

Decision Support Systems (DSS), Conceptual Foundations of DSS, Concepts of DSS, DSS Software, Strategies for DSS, GDSS, and Executive Support System (ESS), Fundamentals of Knowledge Management systems, Knowledge Based Decision Support; Artificial Intelligence and Expert systems, Expert System & its integration with DSS.

**SECTION D**

Advanced Concepts in Information Systems: Enterprise Resources Management(ERP), SupplyChain Management, C R M, Procurement Management System, Pitfalls in MIS development.

**Suggested Readings:**

1. Ashok Arora, Akshaya Bhatia: Information System for Managers, Excel Books, 1999.
2. Laudon C. Kenneth & Laudon P. Janes: Management Information Systems, Pearson Education, 2002.
3. Turban Ejraini & Aronson E. Jay: Decision Support Systems & Intelligent Systems, Pearson Education, 2001.
4. Mudrick R.G., Ross, J.E. & Glegge, J.R.: Information Systems for Modern Management, 3rd Edition, Prentice Hall of India, 1987.
5. Alter Steven : Information Systems , 3rd Edition, Pearson Education, 2000.
6. McNurlin C. Barbara & Spargue H. Ralph: Information Systems Management in Practice, 5<sup>TH</sup> Edition, Pearson Education, 2003.

**MBEIT 301: PRODUCTION AND OPERATION MANAGEMENT****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

Operations management, Concept, Functions. Product design and development – product design and its characteristics: Product development process (Technical): Product development techniques. Process Selection– Project, Job, batch, Mass and process types of production systems. Product – Process Mix.

**SECTION-B**

Facility Location – Importance, Factors in Location Analysis: Location analysis techniques. Facility Layout – Objectives, Advantages: basic Types of Layouts  
Capacity Planning – Concepts: Factors affecting capacity planning, capacity planning decisions  
Production planning and control (PPC) – concepts, objectives, Functions.  
Work Study – Productivity, Method Study ; Work Measurement

**SECTION-C**

Introduction to modern productivity techniques– just in time, kanban system, total quality management and six sigma.  
Functions of Purchasing Management– Objectives, Functions: Methods: Procedure. Value Analysis – Concepts. Stock control systems, virtual factory concepts, production worksheets.

**SECTION-D**

Inventory Management– Concepts, Classification: Objectives: Factors affecting inventory. Control policy: Inventory costs: Basic EOQ Model: Re Order Level: ABC Analysis. Quality Management – Quality concepts, difference between inspections, quality control, quality assurance, Total Quality Management: Control Charts: Acceptance sampling

**Suggested Readings:**

1. Operations Management Theory and Practice: B. Mahadevan, Pearson Education
2. Operations Management Processes and Values Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
3. Productions and Operations Management, Kanishka Bedi, Oxford Higher 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 Aggarwal, Tata McGraw Hill Companies.

**MBEIT 302: BUSINESS COMMUNICATION****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

Nature and scope of communication–need for effective communication–process and components of communication–barriers of communication – significance of listening in effective communication–different types and forms of communication.

**SECTION-B**

Oral communication – different forms of and occasions of oral communication–role of non verbal components in verbal communication–public speaking–business presentations–interviewing–conducting of meetings and conferences – telephoning–tone of courtesy–audience analysis

**SECTION-C**

Written communication–need for and principles of persuasive writing– forms of written communication–letters and circulars – salutations and complimentary clauses – designing and drafting of letters and circulars.

**SECTION-D**

Reports and reporting – essentials and types of reports – short, horizontal, upward, downward, formal and informal reports. Proposals – kinds and parts. Linguistic factors in business communication. Techniques of emphasizing. Legal aspects of business communication.

**Suggested Readings:**

1. Louis E. Boone and Others: Business Communication
2. Herta A. Murphy and Others: Effective Business Communication
3. Sinha K. K.: Business Communication
4. Raymond V. L. & John D. Petit Jr: Business Communication–Theory and application
5. Bovee C. L., Thill J. V. And Barbara E. S. Business Communication Today
6. Kitty O. Locke: Business and Administrative Communication
7. Browman J. P. & Bran chaw B. P. : Business Communication: From process to Product  
Hatch Richard: Communicating in Business.



**MBEIT 303: FOREIGN TRADE MANAGEMENT****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

Financing Foreign Trade– Export/Import Finance– Export Financing, Import Financing, Financing Practices or Terms of Trade, Export Financing Techniques or Types of Credit, Institutional Arrangements in India Regarding Foreign Trade Financing–Lending Programmes of EXIM Bank, Export Credit Guarantee through ECGC Policy Framework and Procedural Aspects.

**SECTION-B**

Import–Export Policy of India, Export Promotion Capital Goods Scheme, Duty Exemption Scheme, Export House, Trading Houses & Star Trading Houses. Export Oriented Units & Units in Export Processing Zones . Import – Export Documentation– Principal Export Documents. Auxiliary Documents, Documents in Import Trade, Export Documentation and Procedures– Step by Step, Simplified Export Documents.

**SECTION-C**

The Pure Theory of International Trade–Theories of Absolute Advantage, Comparative Advantage and opportunity costs, Modern theory of International trade, Theorem of factor price equalization Empirical testing of theory of absolute and comparative cost–Heckscher– Ohlin theory of trade, Kravis and Linder theory of trade, Role of dynamic factors i.e. changes in tastes, technology and factor endowments in explaining the emergence of trade.

**SECTION-D**

The Rybnszynski theorem–Concept and policy implications of immersing growth; Causes of emergence and measurement of intra–industry trade and its impact of developing economies. The theory of interventions (Tariffs, Quotas and Non–Tariff barriers); Economics effects of tariffs and quotas on national income, output employment, terms of trade, Income distribution, balance of payments on trade partners both in partial and general equilibrium analysis.

**Suggested Readings:**

1. Bhagwati J. (Ed.) (1981), *International Trade: Selected Readings*, Cambridge University Press, Massachusetts.
2. M (1990), *International Trade: Theory and Policy*, McGraw Hill, Kogakusha, Japan.
3. Kenen, P.B. (1994), *The International Economy*, Cambridge University Press, London.
4. Kindleberger C.P. (1973), *International Economics*, R.D. Irwin, Homewood.
5. Krugman, P.B. and M. Dkstfeld (1994), *International Economics, Theory and Policy*, Glenview Foresman.
6. Salvatore, D (1977) *International Economics*, Prentice Hall, Upper Saddle, NJJ, New York.
7. Soderstong .Bo (1991) *Internaional Economics* .The Mcmillan Pulishers Ltd. London.
8. Corden, W.M. (1965) *Recent Developments in the Theory of International Trade*, Princeton University Press, Princeton.
9. Greenway D. (1983) *International Trade Policy*, Macmillan Publishers Ltd. London.
10. Aggarwal, M.R. (1979), *Economics Co–operation, South Asia*, S. Chand and Co., New Delhi.
11. Godstein M. (1998) *The Asian Financial Crisis: Causes and Systematics Implications*, Institute for International Economics, Washington D.C.
12. Heller, H. Robert (1968) *International Monetary Economics*, Prentice Hall, India.
13. Niehand J. (1984) *International Monetary Economics*, John Hopkins University Press Baltimore.
14. Brahmanada P.R. (1982) *The IMF Loan and India's Economics Failure*, Himalaya Publishing House, Bombay.
15. Kenen, P.B (1995) *Economics and Monetary Union in Europe*, Cambridge University Press, U.K.

**MBEIT 304: PUBLIC FINANCE AND BUDGETARY POLICY****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

**Public Finance:** Meaning and scope of Public Finance, Role of Public Finance in developing countries.

Distinction between public, private and merit goods.

**Public revenue:** Sources, taxation, tax elasticity and buoyancy, taxable capacity and tax effort; Theory of incidence and shifting of taxation; equity in taxation; principles of taxation; direct and indirect taxes; effect of taxation on production and distribution; major taxes in India; tax reforms in India.

**SECTION-B**

**Theory of public expenditure:** structure and growth of public expenditure, reasons for growth in public expenditure; Wagner's law; Effects of public expenditure on production and distribution.

Role of public expenditure in developing countries.

**SECTION-C**

**Public budgets:** kinds of budget, programme budgeting and Zero-base budgeting; different concepts of budget deficits, budget of Union Government in India.

**Public Debt:** classification, significance and burden of public debt, principles of debt management, external debt servicing, Public debt in India.

**SECTION-D**

**Fiscal Federalism** – theory and problems. Criteria for resource transfer from Union to States.

**Centre-State financial relations in India,** recommendations of the latest Finance Commission.

**Fiscal Policy** – objectives, interdependence of monetary and fiscal policies.

**Suggested Readings:**

1. Musgrave, R.A. (1959), The Theory of Public Finance, McGraw Hill, Kogakusha, Tokyo.
2. Musgrave, R.A. and P.B. Musgrave (1976), Public Finance in Theory and Practice, McGraw Hill, Kogakusha, Tokyo.
3. Shome, P. (Ed.) (1995), Tax Policy: Handbook, Tax Division, Fiscal Affairs Department, International Monetary Fund, Washington D.C.
4. Herber, B.P. (1967), Modern Public Finance, Richard D. Irwin, Homewood.

**MBEIT 305: COMPUTER NETWORK CONCEPTS AND DBMS****Time: 3 Hours****Max .Marks:100****Theory : 80****Practical : 20****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

**Fundamental Concepts of Networking :** Need and advantages of computer networks, Components of networks, Types of network , Transmission Media, Network Protocols(HTTP, FTP, POP, SMTP, SNMP), Network Security, Topologies of networks , IP Addressing, Domain Name System, Routing.Meaning of internet,evolution,uses.

**SECTION-B**

**DBMS:**Introduction to database management system, components of DBMS, ER Diagrams. Data Models, Hierarchical Model, Network Model and Relational Model, Relational Databases. Relational Algebra and Calculus, Normalisation. Database Security, Protection, Integrity, Recovery, Concurrency Control, DBA, Responsibilities of DBA,Different Keys used in Relational System, SQL.

**SECTION-C****Oracle 10g**

**SQL \* PLUS:**Introduction to Oracle 10 g,SQL – DDL, DML, DCL,Join methods & Sub query, Union, Intersection, Tree Walking, Built in Functions, View Security amongst users, Sequences, Indexing,Object Oriented Features of Oracle 10 g.

**SECTION-D**

**PL/SQL:** Introduction to PL/SQL. Cursors – Implicit & Explicit, Procedures, Functions & Packages, Database Triggers.

**Suggested Readings:**

1. Desai B.C.: An Introduction to Database Systems, Galgotia Publishers.
2. Date C.J. An Introduction to Database Systems, Vol. I, Narosa Publishers.
3. Peter Norton, Introduction to Computers, Glencoe, Macmillan/McGraw Hill. Kroenke, Business Computer System, McGraw Hill.
4. Patric, G.Mckeown, Living with the Computers, 2nd edition, HBT Publishers, USA.
5. Hussain & Hussain, Computer Technology, Applications & Social Implications, PHI.
6. Database Concept by Korth.
7. Simplified Approach to DBMS– Kalyani Publishers
8. Oracle – Developer – 2000 by Ivan Bayross.

**MBEIT 401: STRATEGIC MANAGEMENT****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

Socio Economic set up of business in India; Internal and External perceptions.

**Enterprise of Objective:** Multiple objectives, Managerial Objectives. Interaction of Government and Enterprise Objective. Enterprise Ethos and management Styles.

**SECTION-B**

**Strategic Management Decisions:** Nature Characteristics

Process of strategic management decisions.

**Strategy Formulation:** Defining Company mission and goals. Assessing external environment, Industry analysis, Internal analysis of the firm.

**SECTION-C**

**Policy Alternatives and Grand Strategies:** Concentration, market development, product development, innovation, interpretation joint ventures, Diversification, Retrenchment, Divestiture and Liquidation

**SECTION-D**

**Strategic Analysis and Control Corporate Level:** BCG growth/ Share matrix. The GE nine cell Planning Grid, Swot analysis, Behavioural characteristics affecting strategic choice.

**Strategy Interpretation:** Operationalising and Institutionalising the strategy, Strategic Central.

**Suggested Readings:**

1. Glirock, William, F., Business Policy and Strategic management, McGraw Hill, new York
2. John A. Pearce II, Richard B., Robinson, J. R., Strategic Management: Strategy Formulation and Implementation
3. Davidson, W. H. , Global Strategic Management, John Wiley, New York
4. Ansaf M.I., Dedrek and Hayes, R.I., From Strategic Planning to Strategic Management, Wiley New York
5. Roger David, Business Policy and Planning, Prentice Hall, New York

**MBEIT 402: INVESTMENT THEORY AND PORTFOLIO MANAGEMENT****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

Nature and Scope of Investment analysis, Elements of analysis, Avenues of Investment, Approaches to investment analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk.

Financial Assets – Type and their characteristics, Sources of financial information.

**SECTION-B**

Capital Market, Importance, primary market, Procedure for floating public issues, Broad contents of offer document, Listing of securities.

Stock Exchanges: Mechanism of Trading

Evaluation of Securities: Bonds, Debentures, Preference Shares and equity shares.

**SECTION-C**

**Investment Analysis:** Fundamental analysis – economic analysis, industry analysis and company analysis. Financial and non financial parameters, trend analysis, ratio analysis, cash flow analysis, SWOT analysis.

Technical analysis: – Tools of technical analysis, Efficient market theory– forms and tests.

**SECTION-D**

Derivatives: distinction between options and futures, mechanics of option trading, determinants of option values.

Portfolio Management: Objectives of Portfolio management. Portfolio analysis and selection – Markovitz theory, Sharpe's model, Capital asset pricing model: Arbitrage pricing Theory.

**Suggested Readings:**

1. Bhalla V. K. , Investment Management, Sultan Chand and Co, New Delhi
2. Singh, Preeti, Investment Management, Himalaya Publishers, Bombay
3. Barua, Raghunathan Verma, Portfolio Management, Tata McGraw Hills, New Delhi
4. Fischer & Jordan: Security Analysis & Portfolio Management
5. Robert Haughen: Modern Investment Theory
6. Elton E. J. And Gmber M. J., Modern Portfolio Theory and Investment Analysis
7. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India,New Delhi
8. Schwart G. William and Clifford W. Smith, Empirical Research in Capital Markets, McGraw Hill, New York.
9. Gupta,O.P.,Stock Market Efficiency and Price Behaviour–The Indian Experience Anmol Publishers,New Delhi

**MBEIT 403: RESEARCH METHODOLOGY****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process. Choose a Research Topic.

- Goals of a Literature Review
- Types of Reviews
- Sources of Research Literature
- Writing of Review

**SECTION-B**

Research designs: Exploratory, Descriptive and Causal Designs (Basic Designs–After only, Before After, After along with control group, Before after with control group, Timeseries Designs).

**SECTION-C**

Measurement concept, Levels of measurement– Nominal, Ordinal, Interval and Ratio. Attitude Measurement: Comparative and Non–Comparative scaling techniques, Tabulation and Cross–tabulation of data.

Data Preparation, Analysis and Interpretation

- Data preparation
- Data screening
- Transforming data
- Data Analysis and Interpretation

**SECTION-D**

Data analysis techniques: Multiple regression analysis, Discriminant analysis and factor analysis.

**PRACTICALS THROUGH SPSS:**

**The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.**

**Topics:** Data preparation, Data screening, Transforming data, Data Analysis and Interpretation, multiple regression analysis, discriminant analysis and factor analysis.

**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.



**MBEIT 404: INDUSTRIAL STRUCTURE, ORGANIZATION AND POLICY****Time: 3 Hours****Max .Marks:100****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION-A**

Scope and methods of industrial economics. Industrial and Market structure–industrial concentration .Structure – conduct performance paradigm .Pricing in Practice. Economics of Advertising; the firm and its objectives–nonprofit maximizing models .

**SECTION-B**

Industrial Policy in India –evolution and paradigm shift; Recent trends in Indian Industrial growth; MNCs, transfer of technology and issues related with TRIMS; Privatization: Forms and global and Indian evidence; Regional industrial growth and concentration in India and dispersal policy; economic and remedial measures ;Issues in Industrial proliferation and environmental preservation.

**SECTION-C**

**Industrialization**–rationale, objectives, strategies and policies. Patterns of Industrialization. Employment amplifications of industrialization – appropriate technology. Small scale industry. Foreign direct investment.

**SECTION-D**

Public sector –organization role, performance and problems .Public Private Partnership. Industrial growth and structural changes in Indian industries.

**Suggested Readings:**

1. P.J Devine Et.L. An Introduction to Industrial Economics, George Allen & Unwin Ltd. Landon, 1974.
2. Donald .A. Hay & Darek. Merris, Industrial Economics: Theory and Evidence , Oxford University Press Delhi, 1991.
3. Malclom C. Sawyer, The Economics of Industries and Firms, Croom Helm, London 1987.
4. G.H Kirkpatrick, et.al., Industrial Structure and Policy in Less Developed Countries , Heritage Publishers ,1985
5. R.B Sutcliffe, Industry and Underdevelopment, Addison Wesley, Landon, 1971.
6. J.C .S Andersara, Industrial Policy and Planning, 1947 –91, Sage Publications, New Delhi, 1992.
7. Laxmi Narain, Principals and Practice of Public Enterprise Management. S. Chand & Co. New Delhi , 1986
8. A.K. Bagchi and N. Banerjee, Changes and Choice in Indian Industry Bagchi, New Delhi, 1981.
9. I.M. Scherer, I Industrial Market Structure and Economic Performance, Rand McNally, Chicago.
10. Isher J. Ahluwalia, Productivity and Growth in Indian Manufacturing, Oxford University Press, New Delhi, 1991.

**MBEIT 405: Project Report**

**Max. Marks: 100**

Student will undertake one project on any area being covered in the syllabi.