FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

MASTER IN BUSINESS ADMINISTRATION
(Five Years Integrated Course)

(SEMESTER: I–IV)
(Credit Based Evaluation and Grading System)

(SEMESTER: V–X)
(Under Credit Based Continuous Evaluation Grading System)

Session: 2019–20

GURU NANAK DEV UNIVERSITY
AMRITSAR

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     Defaulters will be prosecuted.
(ii) Subject to change in the syllabi at any time. Please visit
     the University website time to time.
## SCHEME OF COURSE

### Semester – I:

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Note.

1. * Special Paper in lieu of Punjabi Compulsory, for those students who are not domicile of Punjab
2. ** Credits will not be included in SGPA. Student can opt this paper whether in 1st or 2nd Semester.
3. PSL-053 ID Course Human Rights & Constitutional Duties (Compulsory Paper). Students can opt in any Semester except Semester 1st. This ID Paper is one of the total ID Papers of this course.
# MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER SYSTEM) (CREDIT BASED EVALUATION AND GRADING SYSTEM)

## Semester – III:

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*Note: The marks of Paper ESL–220 (Semester–III) Environmental Studies will not be added in the total marks.

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*Note: Every student would be required to undergo industrial training of four weeks duration.
**MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER SYSTEM)**
**(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)**

**Semester – V:**

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(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

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**Semester – IX:**

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<th>Course No.</th>
<th>C/E/I</th>
<th>Course Title</th>
<th>L</th>
<th>T</th>
<th>P</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core Courses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>MIL – 513</td>
<td>C</td>
<td>Project Management</td>
<td>4</td>
<td>--</td>
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<td>4</td>
</tr>
<tr>
<td>MIS – 512</td>
<td>C</td>
<td>Seminar</td>
<td>--</td>
<td>--</td>
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<tr>
<td><strong>Interdisciplinary Courses (3 Credits)</strong></td>
<td></td>
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<tr>
<td>I</td>
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<td>To be offered from the outside Department.</td>
<td>3</td>
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<tr>
<td><strong>Elective Courses (16 Credits)</strong></td>
<td></td>
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<tr>
<td>E</td>
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<td>Elective Courses*</td>
<td>16</td>
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<td>16</td>
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<td><strong>Total Credits:</strong></td>
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<td>23</td>
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</table>

*Note: Any two of the following groups, each having two papers.

**Group A: Finance**

<table>
<thead>
<tr>
<th>Course No</th>
<th>C/E/I</th>
<th>Course Title</th>
<th>L</th>
<th>T</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIL – 531</td>
<td>E</td>
<td>Management Control Systems</td>
<td>4</td>
<td>--</td>
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</tr>
<tr>
<td>MIL – 532</td>
<td>E</td>
<td>Capital Markets and Investment Management</td>
<td>4</td>
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</table>

**Group B: Marketing**

<table>
<thead>
<tr>
<th>Course No</th>
<th>C/E/I</th>
<th>Course Title</th>
<th>L</th>
<th>T</th>
<th>P</th>
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<tbody>
<tr>
<td>MIL – 533</td>
<td>E</td>
<td>Consumer Behaviour</td>
<td>4</td>
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</tr>
<tr>
<td>MIL – 534</td>
<td>E</td>
<td>Marketing Research</td>
<td>4</td>
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**Group C: Human Resource Management**

<table>
<thead>
<tr>
<th>Course No</th>
<th>C/E/I</th>
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<th>P</th>
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<tbody>
<tr>
<td>MIL – 536</td>
<td>E</td>
<td>Organisational Change &amp; Development</td>
<td>4</td>
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<tr>
<td>MIL – 539</td>
<td>E</td>
<td>Labour Legislations and Social Security</td>
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**Group D: International Business**

<table>
<thead>
<tr>
<th>Course No</th>
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<th>T</th>
<th>P</th>
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<tbody>
<tr>
<td>MIL – 537</td>
<td>E</td>
<td>International Financial and Economic Organizations</td>
<td>4</td>
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<tr>
<td>MIL – 538</td>
<td>E</td>
<td>Management of International Business Operations</td>
<td>4</td>
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</table>
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER SYSTEM)  
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

Semester – X:

<table>
<thead>
<tr>
<th>Course No.</th>
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<th>Course Title</th>
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<th>P</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Core Courses</td>
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<tr>
<td>MIL – 551</td>
<td>C</td>
<td>Strategic Management</td>
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<tr>
<td>MIL - 600</td>
<td>C</td>
<td>Decision Support System and Management Information System**</td>
<td>4</td>
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<tr>
<td></td>
<td></td>
<td>Interdisciplinary Courses (3 Credits)</td>
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</tr>
<tr>
<td>I</td>
<td></td>
<td>To be offered from the outside Department.</td>
<td>3</td>
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</tr>
<tr>
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<td>Elective Courses (12 Credits)</td>
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<td>Elective Courses*</td>
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</table>

*Total Credits: 22

*Any one of the following groups, each having four papers.

** This paper in only for Session 2016-17 & 2017-18.

Group A: Finance

| MIL – 581  | E     | International Financial Management               | 4 |   |   | 4             |
| MIL – 582  | E     | Financial Markets and Financial Services         | 4 |   |   | 4             |
| MIL – 583  | E     | Corporate Tax Law and Planning                   | 4 |   |   | 4             |
| MIL – 593  | E     | Case Studies in Finance                          | 2 |   |   | 2             |

Group B: Marketing

| MIL – 584  | E     | Advertising and Sales Management                 | 4 |   |   | 4             |
| MIL – 585  | E     | Brand and Retail Management                      | 4 |   |   | 4             |
| MIL – 586  | E     | Services Marketing                               | 4 |   |   | 4             |
| MIL – 594  | E     | Case Studies in Marketing                        | 2 |   |   | 2             |

Group C: Human Resource Management

| MIL – 588  | E     | Managerial Competencies and Career Development   | 4 |   |   | 4             |
| MIL – 589  | E     | International Human Resource Management          | 4 |   |   | 4             |
| MIL – 595  | E     | Case Studies in Human Resource Management        | 2 |   |   | 2             |
| MIL – 597  | E     | Industrial Relations                             | 4 |   |   | 4             |

Group D: International Business

| MIL – 590  | E     | International Financial Markets and Foreign Exchange | 4 |   |   | 4             |
| MIL – 591  | E     | International Financial Management                | 4 |   |   | 4             |
| MIL – 592  | E     | International Marketing                          | 4 |   |   | 4             |
| MIL – 596  | E     | Case Studies in International Business            | 2 |   |   | 2             |
PBL 121: भौतिकी समार्थक - I (Credit Based)

Credit: 2-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

मानकर्ता

I. रोज़ा (मै. उपरिस्तर सिलिस, प्रायोजक समझ शिक्षक)
   ब्रह्मतत्त्व रोज़ा पुराणकालीन। अभ्युज्ञान हिंजे रोज़ा हिंजे ब्रह्मतत्त्व
   (क) सारी ब्रह्मतत्त्व
   (घ) पार्श्व विवरण
   (ड) पुत्र/पुत्री सारी
   (श) ब्रह्मतत्त्व
   (वर्तमान, विद्याधिकारी, विद्युत-माधुर्य, वाणि-वल्लय)

II. वृत्ताक्षरों भौतिकी की पात्र (वृत्ताक्षर, भूजनदी, विज्ञान, विज्ञान अथवा)
    विद्वान विद्वान, मधुर नेत्र (मधु-मधु)

मानकर्ता-दी

I. रोज़ा (मै. उपरिस्तर सिलिस, प्रायोजक समझ शिक्षक)
   ब्रह्मतत्त्व रोज़ा पुराणकालीन। अभ्युज्ञान हिंजे रोज़ा हिंजे ब्रह्मतत्त्व
   (क) विद्वानस्तील सारी
   (घ) पूर्व विद्वान सारी
   (ड) ब्रह्मतत्त्व
   (वर्तमान, विद्याधिकारी, विद्युत-माधुर्य, वाणि-वल्लय)

II. वृत्ताक्षरों भौतिकी (वृत्ताक्षर, भूजनदी, मधुर नेत्र अथवा विद्वान विद्वान)
    : 10 वृत्त विकल्पिते
    (वल्लय विकल्प अथवा वल्लय विकल्प)

मानकर्ता-ती

I. रोज़ा (मै. उपरिस्तर सिलिस, प्रायोजक समझ शिक्षक)
   ब्रह्मतत्त्व रोज़ा पुराणकालीन। अभ्युज्ञान हिंजे रोज़ा हिंजे ब्रह्मतत्त्व
   (क) रूट स्तर पुराणकालीन
   (घ) अभ्युज्ञ धौतमवहत
   (ड) डा. उपरिस्तर सिलिस
   (वर्तमान, विद्याधिकारी, विद्युत-माधुर्य, वाणि-वल्लय)

II. वृत्ताक्षरों भौतिकी: 15 वृत्त विकल्पिते
   (वल्लय अथवा वल्लय अथवा वल्लय विकल्प)

मानकर्ता-चतुर्थी
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

I. भूमिका (मैं, उर्जासंचय मिश्रित हिंदी, पूर्व भूमिका महत्वपूर्ण)
बाहुल्यता देख पुनरुद्धारित, आवश्यकता हिंदू पूरा हो वहीं बहुत : 
(5) मित्र बहमा घटावकी 
(4) शुमाइड़ धाव 
(बहुत का मीठता, राजिंदर-मात्र, रिम्स-रमण, बहि-बखी)

II. अध्यायों की वितरण : भिंती, नहीं, रहना हो जो महत्त्व वादित्यों तरह \संबंध

अन्वेषण आउँ धर्मिकश्रव स्तरी उपलब्धाओं

1. पूरा धारा में धन बना देंगे। उन धन दिएं दें पूरा धारा दें रहते।
2. सुनिश्चित की ते वैध धन पूरा बनते रहते। उन धन दिएं धर्म पूरा दें सम्पर्क के।। ध्वस्त पूरा विश्वा
3. ही ही धन दिएं बीजन के मात्र \संबंध
4. वेष्ठ मैंट वलत देख नैवेद्य वापस उन पूरा \दें \वाली धर्म धारा \दें \धर्म धन ध्वस्तधारा \दिए \वाली \
मात्र दें.
PBL-122: ਪੁਸਤਕਾਰੀ ਖਣਾਣਦੀ (In lieu of Punjabi Compulsory)

Credits: 2-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage
HSL:101 Punjab History & Culture (1450-1716) (Special paper in lieu of Punjabi Compulsory) (For those students who are not domicile of Punjab)

Credits: 2-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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
1. Land and the People.
2. Bhakti Movement

SECTION-B
3. Life and Teaching of Guru Nanak Dev.

SECTION-C
5. Guru Hargobind.
6. Martyrdom of Guru Teg Bahadur

SECTION-D

Suggested Reading

COMMUNICATIVE ENGLISH–I

Subject Code- ENL-101

Credits: 02 (L=2, T=0, U=0)
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Objective: To introduce students to the skills and strategies of reading and writing by identifying organizational patterns, spotting classification systems and understanding associations between ideas. This course will prepare students to read a variety of texts and also to communicate more effectively through writing. The course will also pay special attention to vocabulary building.

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.

Prescribed Text books:

SECTION–A

SECTION–B

SECTION–C

SECTION–D
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

**MIL 102: BUSINESS ECONOMICS – I**

<table>
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<tbody>
<tr>
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<tr>
<td>Mid Semester Marks: 20</td>
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<tr>
<td>End Semester Marks: 80</td>
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</tbody>
</table>

**Mid Semester Examination:** 20% weightage  
**End Semester Examination:** 80% weightage

**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.

<table>
<thead>
<tr>
<th>SECTION A</th>
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<tbody>
<tr>
<td>Indifference Curve Analysis: Consumer’s Equilibrium,</td>
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</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production Analysis: Returns to Factor and Return to Scale.</td>
</tr>
<tr>
<td>Theory of Costs: Traditional and Modern Theories of Cost.</td>
</tr>
<tr>
<td>Concept of Revenue: Total Revenue, Average Revenue, Marginal Revenue and Elasticity of Demand.</td>
</tr>
<tr>
<td>Equilibrium Analysis: Static, Comparative Static and Dynamic Equilibrium.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monopoly; Price Determination, Equilibrium of Firm and Industry, Price Discrimination, Monopoly Power, Regulation of Monopoly.</td>
</tr>
<tr>
<td>Monopolistic Competition; Price Determination, Group Equilibrium, Selling Cost, Excess Capacity. Introduction to the Concept of Oligopoly.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneur; Dynamic Theory of Profit, Risk Theory of Profit, Uncertainty Theory of Profit. Labour; Marginal Productivity Theory, Modern Theory of Wages</td>
</tr>
</tbody>
</table>

**Suggested Readings:**
1. Ahuja, H. L., Advanced Economic Theory.  
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-I)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM) 

MIL–103: BUSINESS MATHEMATICS 

Credits: 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage  

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  
Functions: Introduction, characteristics of a function, linear function, the exponential function, logarithmic function, even and odd functions.  
Trigonometry: System of measuring angles, trigonometric ratios, trigonometric identities, signs of trigonometric ratios.  

SECTION B  
Matrices: Introduction, types of matrices, operations on matrices, transpose of a matrix, symmetric matrix, skew-symmetric matrix, orthogonal matrix.  
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  

SECTION C  
Differentiation: 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, Differentiation of parametric forms, successive differentiation.  
Interest and Annuities: Simple interest, compound interest, Effective rate of interest, Sinking Funds Annuity: Annuity due, Annuity immediate, Deferred Annuity, Amount of annuity, Notations and results, Concept of present value and Annuity Concepts, Present value of a deferred annuity Notations and Results  

SECTION D  
Progressions: Arithmetical progression, Geometrical progression, Harmonic progression.  
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 thing.  

Suggested Readings:  
1. Ajay Goel and Alka Goel –Mathematics and Statistics (Taxmann’s).  
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–105: COMPUTER APPLICATIONS FOR BUSINESS–I

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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 Computer: Definition & Block Diagram of Computer.
Components of Computer: Input, Output, Central Processing Unit, Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes.
Introduction to Internet: Definition of Internet, Working of Internet, Modem and Its functioning, IP Address, Domain Name System, Uniform Resource Locator

SECTION B

Hardware and Software: Difference between Hardware and Software, Types of Software (System Software and Application Software).
Operating System: Definition & Function of Operating System.
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).

SECTION C

Mail merge, Preview and Printings command.

SECTION D

MS-Excel: Introduction, Components of Excel, Creating, Opening & Saving workbook & worksheets, Formatting number & texts in cells, Creating, editing & formatting of charts, Mathematical, Text, Statistical, Lookup & Reference Functions, Sorting & Filtering of Data also how to use advanced filtering, Protecting worksheet & cells.
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.
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
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–107: BUSINESS ORGANIZATION

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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 of Business: Concept of Industry and its Types; Concept of Commerce; Concept of Trade and its Types, Auxiliaries of Trade; Comparison between Industry, Commerce and Trade.
Forms of Business Organizations: Sole Proprietorship, Partnership, Joint Hindu Family, Joint Stock Company, Cooperative Organizations

SECTION B

Different Sectors of Indian Economy: Primary, Secondary, Tertiary; Difference between Product and Service, Features of Service, Reasons for the rapid Growth of Service Sector in India.
Public Sector Enterprises: Rationale, Objectives, Forms of organization, Causes of Poor Performance
Public Utilities: Meaning, Characteristics, Rights and Duties of Public Utilities, Problems of Organizations, Ownership and Management

SECTION C

Multinational Corporations: Concept, Features, Mode of Entry of MNCs in Global Markets, Key Features of Indian MNCs, Role of MNCs, Arguments against MNCs, Transnational Corporations.

SECTION D

Franchising and Network Marketing: Concept, Features, Benefits and Drawbacks of Network Marketing, Differences between Franchising and Network Marketing.
Business Process Outsourcing: Concept, Types of BPO, BPO industry in India, Problem of Attrition in BPO industry and its Solution, Benefits and Limitations of BPO, Knowledge Process Outsourcing (KPO), Difference between BPO and KPO.
E-Commerce: Concept, Components, Advantages, Disadvantages, Threats and Solutions

Suggested Readings:
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–108: FINANCIAL ACCOUNTING

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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
Meaning and objectives of accounting, Users of accounting information, Limitations of accounting information, Basic accounting concepts.
**Journal:** Meaning and Classification of Accounts, Identification of Transactions, Format of Journal Book, Recording of transactions in Journal
**Ledger:** Preparation of Ledgers from Journal, Posting and Balancing of Ledgers, Distinction between Journal and Ledger

SECTION B

SECTION C
**Final Accounts:** Meaning of Financial Statements, Usefulness of Financial Statements, Elements of Financial Statements, Preparation of Trading and Profit and Loss Accounts and Balance sheet without Adjustments
**Final Accounts with Adjustments :** Treatment of Some Items which may be Direct Items, Indirect Items, Incomes and Expenses, Treatment of Items of Adjustment Appearing Outside the Trial Balance, Treatment of Items of Adjustment Appearing Inside the Trial Balance
**Bank Reconciliation Statement:** Introduction, Purpose of Preparing Bank Reconciliation Statement, Uses and Importance of Bank Reconciliation Statement, Methods for preparing Bank Reconciliation Statement.

SECTION D
**Depreciation:** 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.
Capital and revenue expenditures and receipts
Preparation of accounts with accounting software package – Tally (latest available version)

Suggested Readings:

SOA : 101 - PROBLEM OF DRUG ABUSE

Time: 3 Hours
Credit 3-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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

Meaning of Drug Abuse:
2) Consequences of Drug Abuse for:
   Individual : Education, Employment, Income.
   Family : Violence.
   Society : Crime.
   Nation : Law and Order problem.

SECTION – B

Management of Drug Abuse:
(i) Medical Management: Medication for treatment and to reduce withdrawal effects.
(ii) Psychiatric Management: Counselling, Behavioural and Cognitive therapy.
(iii) Social Management: Family, Group therapy and Environmental Intervention.

SECTION – C

Prevention of Drug Abuse:
(i) Role of family: Parent child relationship, Family support, Supervision, Shaping values, Active Scrutiny.
(ii) School: Counselling, Teacher as role-model. Parent-teacher-Health Professional Coordination, Random testing on students.

SECTION – D

Controlling Drug Abuse:
(i) Media: Restraint on advertisements of drugs, advertisements on bad effects of drugs, Publicity and media, Campaigns against drug abuse, Educational and awareness program
References:

COMMUNICATIVE ENGLISH–II

Subject Code- ENL-151

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

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Objective: To introduce students to the skills and strategies of reading and writing by identifying organizational patterns, spotting classification systems and understanding associations between ideas. This course will prepare students to read a variety of texts and also to communicate more effectively through writing. The course will also pay special attention to vocabulary building.

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.

Prescribed Text books:


SECTION–A

Practical question on Note Making, Summarizing and Abstracting as given in *The Written Word* by Vandana R. Singh

SECTION–B

Practical question on Paragraph writing as prescribed in *The Written Word* by Vandana R. Singh

SECTION–C

Theoretical questions based on ABC of Good Notes as prescribed in *The Written Word* by Vandana R. Singh.


SECTION–D

Practical question on Essay writing from *The Written Word* by Vandana R. Singh

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

PBL 131: पॉली रुपामी - II (Credit Based)

Credit: 2-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

मैत्रमध्ये

I. ते वेड़ा (मंथं, उत्तमिल्य निधिर दिल्ये, पूर्वम निधिर सर्वाधिकार)
बाप-पालन नेह ज्युतीलमात, आभूषणो दिल्ये गेळे सिफे वर्गीकरणः
(५) उपवन निधिर : जुढ़ा
(६) ज्युतीलमात निधिर भावानिधिर : बाप की मी
(७) पेडी देवो मेघ : गेमी दे मिलाते
(वर्गीकरण एन सीडी, वर्गी साव, हिमा-स्वाम, वर्गी धुत)

II. पॉली रुपामी घटनात : ग्राहु मृदु, घरेलू (वलोकन, भविष्यवात, हिस्टोयिक अने कपण्याती),मानमा।

मैत्रमध्ये

I. ते वेड़ा (मंथं, उत्तमिल्य निधिर दिल्ये, पूर्वम निधिर सर्वाधिकार)
बाप-पालन नेह ज्युतीलमात, आभूषणो दिल्ये गेळे सिफे वर्गीकरणः
(५) मुम्मः निधिर : घापण एन लघु
(६) वर्गी निधिर चिमावः : हे बी कारण एन आर्थिक
(वर्गीकरण एन सीडी, वर्गी साव, हिमा-स्वाम, वर्गी धुत)

II. गेमी उपवन : वाहन देवो १० दिशिनां (विभागातील, वाहन अने उपजिती) 'ते गेमी उपवन देने आधिकार व्ययावृत्ती.

मैत्रमध्ये

I. ते वेड़ा (मंथं, उत्तमिल्य निधिर दिल्ये, पूर्वम निधिर सर्वाधिकार)
बाप-पालन नेह ज्युतीलमात, आभूषणो दिल्ये गेळे सिफे वर्गीकरणः
(५) उपवन निधिर दिशाः : यहनी देशात वेध
(६) नावन निधिर : दुधी दृष्टी मेघ वंटी गाढी
(७) पेडी पूर्णमा : खेड़भी
(वर्गीकरण एन सीडी, वर्गी साव, हिमा-स्वाम, वर्गी धुत)

II. मुख्यतः ते अभ्यास (अभ्यास अने मुख्यत देवो) २०० मुख्यतकांमध्ये १०० मुख्यत एंटे देवां दिश उद्ध देने आधिकार व्ययावृत्ती (ब्रह्म देव के भात हसीं)।
I. देढ़ ग्रेज़ (मैथ, उत्तरीय विभाग, बीजान्त, बीज, संस्कृत, अंग, रिक्ष, शिक्षा विभाग)।
(ए) अभिनव वेतन : ज्ञापन विभाग
(ब) दलितवंशीय वेतन विभाग : बौद्ध विभाग
(ल) आवेदन वेतन विभाग (वातावरण, वातावरण, वातावरण, वातावरण, वातावरण)

II. मार्ग । मूल, ज्ञापन, ज्ञापन, ज्ञापन, ज्ञापन, ज्ञापन, ज्ञापन, ज्ञापन, मार्ग ।

अव-मैट अध्याय पहली हिंदी कक्षीय उपाधियाँ

1. पूर्ण धांते दे चार ज्ञात रखें। उत्तर ज्ञात रखिये दे पूर्ण धांते रखें।
2. विशिष्टाध्यायी रूप में पूर्ण बताएं। उत्तर ज्ञात रखिये पूर्ण लम्बाई। पूर्ण धांते सिमी
   दी ज्ञात रखिये बीड़ ना मार्ग।
3. अनेक पूर्ण दे समय। अध्याय रखें।
4. भेंड में बतल दास नेत्र तेज़ रखिये उं पूर्ण दो दो भेंड अवधि दंप उं दंप चार दूर-पूर्ण दिच्छ अव
   मार्ग।
PBL-132: ਪ੍ਰਸ਼ਾਸਕੀ ਪੰਜਾਬੀ
(In lieu of Punjabi Compulsory)

Credits: 2-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

ਭਾਸ਼ਾ-ਚੌਖ

ਲੇਖਾਣ-ਵਿਕਾਸ

ਅਧਿਐਨਦੱਖਲ ਪ੍ਰਧਾਨ ਰੇਖਾਵਾਂ

1. ਪ੍ਰਸ਼ਾਸਕੀ ਵਿਚ ਤਲਾਬ ਵਿਚ ਭੂਮਿਕਾ ਦੇ ਨਿਰੂਪਣ ਦਿੱਤੇ ਜਾਂਦੇ ਹਨ।
2. ਕਿਸੇ ਵੇਲੇ ਐਂਟ ਭੂਮਿਕਾ ਦਿੱਤੀ ਰਹਿੰਦੇ ਹਨ। ਤਾਂ ਜੇਕਰ ਤਲਾਬ ਦੀ ਭੂਮਿਕਾ ਦਿੱਤੀ ਜਾਂਦੀ ਹੈ। ਖੁਦ ਤੋਂ ਜਾਣੀ ਸਭ ਦੇ ਹਿੱਸੇ ਦੀ ਭੂਮਿਕਾ ਦੀ ਧਾਰਾ ਰਹਿੰਦੀ ਹੈ।
3. ਉੱਠਣ ਦੇ ਸਮੇਂ ਵੀਅਲ ਆਪਣੇ ਪ੍ਰਸ਼ਾਸਕੀ ਦੀ ਭੂਮਿਕਾ ਦਿੱਤੀ ਹੈ।
4. ਪ੍ਰਸ਼ਾਸਕੀ ਵਿਚ ਤਲਾਬ ਵਿਚ ਕਲਜੀ ਰੱਖਣ ਦੀ ਭੂਮਿਕਾ ਦਿੱਤੀ ਹੈ। ਤਾਂ ਜੇਕਰ ਤਲਾਬ ਵਿਚ ਭੂਮਿਕਾ ਦਿੱਤੀ ਹੈ।
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

HSL:102 Punjab History & Culture (1717-1947)
(Special paper in lieu of Punjabi Compulsory)
(For those students who are not domicile of Punjab)

Credits: 2-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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
1. Sikh Struggle for Sovereignty.
2. Ranjit Singh : Conquests, Administration and the Anglo-Sikh Relations.

SECTION-B
3. Anglo-Sikh Wars and the Annexation.

SECTION-C
5. Economic Changes: Agricultural

SECTION-D
8. Fairs and Festivals.

Suggested Reading
MIL 152: BUSINESS ECONOMICS – II

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

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

SECTION B


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.

SECTION C

Keynesian Economics: Theory of Money, Saving and Investment Function.

Multiplier: Static and Dynamic Analysis; Balanced Budget Multiplier, Employment Multiplier.


SECTION D


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
6. Gupta, R.D., Keynes, Post–Keynesian Economics
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–153: BUSINESS STATISTICS

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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 |
| Measures of Dispersion: Range, Quartile deviation, Mean deviation and Standard deviation. |

| SECTION B |
| Moments, Skewness and Kurtosis: Introduction, Moments about the mean, Skewness, Kurtosis. |
| Correlation Analysis: Introduction, types of correlation, measurement of correlation: Karl Pearson’s Coefficient of correlation, Spearman’s rank correlation. |

| SECTION C |
| Index Numbers: Introduction, Price index numbers, Quantity index numbers, Choice of base for computing index numbers. |

| SECTION D |
| Intrapolation and Extrapolation: Introduction, Utility, Assumptions, Methods of Intrapolation, Extrapolation (formulae used). |

Suggested Readings:
5. Ajay Goel and Alka Goel – Mathematics and Statistics (Taxmann’s).
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–154: COMPUTER APPLICATIONS FOR BUSINESS–II

Credits: 3-0-1
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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, Types of Networks (LAN, MAN, WAN), Intranet, Extranet Network Security, Topologies of Networks.

**Introduction to Web development using HTML:** Designing web pages using HTML Hypertext, Hyperlinks, Basic structure of web Page, HTML Tags Head, Body, Title, Basic Tags, BR, inserting Hyperlinks, images to web page, List Tag, Table Tag.

SECTION B

**C Language:** Introduction of C, Structure of C Program, Data types & Identifier or Variables & Constants, Operators in C, Arithmetic, Logical, Relational, Control Statements: Simple if, Nested if, Else if ladder, Switch & their Programs.

**Looping Statements:** While, Do-while & For, Break & continue & their Programs

SECTION C

**Database Management System:** What is DBMS, advantages of DBMS, Database, Data, Information, Functions of DBMS, DML & DDL. **SQL:** What is SQL, Creation of Tables using SQL, Select, Insert & delete, update Commands In SQL.

SECTION D

**Computerized Accounting:** Introduction of Tally 9.0, Meaning, advantages of Accounting software.

**MS-Access:** Introduction and advantages of ms-access, creation of database, creation of tables in a database, different query in ms access to get the data out of database.

**Practical:** Weightage 40%.
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

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.
7. Introduction to Information Technology by Anshuman Sharma
10. Let Us C By Yashwant Kanitkar, BPB Publication.
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–157: FUNDAMENTALS OF MANAGEMENT

<table>
<thead>
<tr>
<th>Credits: 4-0-0</th>
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<tbody>
<tr>
<td>Total Marks: 100</td>
</tr>
<tr>
<td>Mid Semester Marks: 20</td>
</tr>
<tr>
<td>End Semester Marks: 80</td>
</tr>
</tbody>
</table>

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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.

<table>
<thead>
<tr>
<th>SECTION A</th>
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<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Culture and Environment</strong>: The Omnipotent View, Symbolic View, Organizational Culture, Strong Cultures, Where Culture’s comes from and How it Continues, Employee Learning Culture, Culture affecting Managers.</td>
</tr>
<tr>
<td><strong>Work Team</strong>: Types, Managing Global Teams</td>
</tr>
<tr>
<td><strong>Looping Statements</strong>: While, Do-while &amp; For, Break &amp; continue &amp; their Programs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Managing in Global Environment</strong>: Goal Perspective, Understanding global Environment, Regional Trading Alliances, WTO, Types of International Organization, Organizations going International, Political/Legal Environment, Economic Environment, Cultural Environment</td>
</tr>
<tr>
<td><strong>Types of Goals, Types of Plans, Strategic Management and its Importance, Corporate Strategy; Types and managing them.</strong></td>
</tr>
<tr>
<td><strong>Managing Human Resources</strong>: Importance, Factors affecting HRM Process, Groups and Group Development: Stages, Group performance, Satisfaction, Resources and conditions Imposed</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Change</strong>: Types and Managing Resistance Understanding Individual Behavior, Focus and Goals. Attitudes, Job Performance, Job Involvement, Organizational commitment, Employee Engagement</td>
</tr>
<tr>
<td><strong>Communication</strong>: Nature and Functions Motivation: Theories and current Issues.</td>
</tr>
<tr>
<td><strong>Leadership</strong>: Theories and Current Issues. Controlling and its Importance.</td>
</tr>
</tbody>
</table>
Suggested Readings:

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIS-156: SEMINAR

Credits: 0-2-0
DRUG ABUSE: PROBLEM, MANAGEMENT AND PREVENTION

(Student can opt this Paper in 1st or 2nd Semester)

SOA : 101 - PROBLEM OF DRUG ABUSE

Time: 3 Hours
Credit 3-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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

Meaning of Drug Abuse:
2) Consequences of Drug Abuse for:
   Individual : Education, Employment, Income.
   Family : Violence.
   Society : Crime.
   Nation : Law and Order problem.

SECTION – B

Management of Drug Abuse:
(i) Medical Management: Medication for treatment and to reduce withdrawal effects.
(ii) Psychiatric Management: Counselling, Behavioural and Cognitive therapy.
(iii) Social Management: Family, Group therapy and Environmental Intervention.

SECTION – C

Prevention of Drug abuse:
(i) Role of family: Parent child relationship, Family support, Supervision, Shaping values, Active Scrutiny.
(ii) School: Counselling, Teacher as role-model. Parent-teacher-Health Professional Coordination, Random testing on students.
Controlling Drug Abuse:
(i) Media: Restraint on advertisements of drugs, advertisements on bad effects of drugs, Publicity and media, Campaigns against drug abuse, Educational and awareness program

References:
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MIL–202: BUSINESS LAWS  

Credits: 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage  

**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.  

<table>
<thead>
<tr>
<th>SECTION A</th>
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<tbody>
<tr>
<td><strong>Law of Contract (1872):</strong></td>
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<tr>
<td><strong>SECTION B</strong></td>
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<tr>
<td><strong>Legality of object:</strong></td>
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<tr>
<td>Sale of Goods Act 1930:</td>
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<tr>
<td><strong>SECTION C</strong></td>
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<tr>
<td>Sale of Goods Act:</td>
</tr>
<tr>
<td>Indian Partnership Act,1932:</td>
</tr>
<tr>
<td></td>
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<tr>
<td><strong>SECTION D</strong></td>
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<tr>
<td>Negotiable Instrument Act 1881:</td>
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<tr>
<td>Crossing of a Cheque:</td>
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</tbody>
</table>

**Suggested Readings:**  
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MIL-204: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Credits: 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  

Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

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: Concept, Nature, Scope, Objectives, Functions of HRM, Challenges before HRM.  
Human Resource Planning: Concept, Need and Importance; Human Resource Planning Process; Factors affecting HRP; Barriers to HRP.  
Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.  

SECTION B

Selection: Concept, Process, Tests, Interviews and Barriers to effective Selection.  

SECTION C

Managing Careers: Concept, Promotion, issues related to Promotion; Demotion-Concept, Purpose and issues related to Demotion; Transfer- Concept, Purpose and issues related to Transfer.  
Succession Planning: Concept, Objectives, Internal versus external succession planning, Succession Planning Model, Challenges in the absence of succession planning, Strategies for accelerating development for succession.

SECTION D

Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.  
Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

Suggested Readings:

MIL-206: FUNDAMENTALS OF MARKETING MANAGEMENT

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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:** Marketing Concepts, nature and scope of Marketing, Role of Marketing in Economic Development.

**Marketing Mix** (Product, Price, Place, Promotion), 7’Ps

**Marketing Environment:** Types of Marketing environment, Scanning and analyzing the marketing environment

SECTION B

**Market Segmentation** – Concept and Importance ; Basis for Market Segmentation, Need of segmentation, Targeting and its strategies, Positioning.

**Consumer Behavior:** Nature, Scope ; Importance ; Buying motives, Buying process, Factors influencing consumer behavior

SECTION C

**Marketing Research:** Meaning, Importance, Classification of Marketing Research, Marketing Research Process, Scope and Applications, Marketing Research Supplier and Services, Selecting Marketing Research Suppliers.

**Database Marketing:** Customer Databases, data Warehouses, Data Mining tools and techniques

SECTION D

**Digital Marketing:** Online Marketing, Advantages and Disadvantages, Online marketing communication options, Social media , Social media platforms and using social media.

**Mobile Marketing:** Meaning, Scope of Mobile marketing, developing effective mobile marketing programs and mobile marketing across markets.

Suggested Readings:

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL 207: FUNDAMENTALS OF OPERATIONS MANAGEMENT

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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
Plant location- Factors affecting location selection, techniques for location selection.
Plant layout- Types of layout, suitability of layout.

SECTION B
Productivity: Concept and Importance, Factors Affecting Productivity, Methods to improve productivity.

SECTION C
Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement.

SECTION D
Quality Issues: Concept of Quality and Total Quality Management, Statistical Quality Control.
Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Basic EOQ Model, Reorder level, Lead Time and Safety Stock

Suggested Readings:
1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
4. Production Operation Management, B.S. Goel.
ESL 220 ENVIRONMENTAL STUDIES (COMPULSORY PAPER)

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Teaching Methodologies
The Core Module Syllabus for Environmental Studies includes class room teaching and field work. The syllabus is divided into 8 Units [Unit-1 to Unit-VII] covering 45 lectures + 5 hours for field work [Unit-VIII]. The first 7 Units will cover 45 lectures which are class room based to enhance knowledge skills and attitude to environment. Unit-VIII comprises of 5 hours field work to be submitted by each candidate to the Teacher in-charge for evaluation latest by 15 December, 2019.

Exam Pattern:
End Semester Examination- 75 marks
Project Report/Field Study- 25 marks [based on submitted report]
Total Marks- 100

The structure of the question paper being:

Part-A, Short answer pattern with inbuilt choice – 25 marks
Attempt any five questions out of seven distributed equally from Unit-1 to Unit-VII. Each question carries 5 marks. Answer to each question should not exceed 2 pages.

Part-B, Essay type with inbuilt choice – 50 marks
Attempt any five questions out of eight distributed equally from Unit-1 to Unit-VII. Each question carries 10 marks. Answer to each question should not exceed 5 pages.

Project Report / Internal Assessment:

Part-C, Field work – 25 marks [Field work equal to 5 lecture hours]
The candidate will submit a hand written field work report showing photographs, sketches, observations, perspective of any topic related to Environment or Ecosystem. The exhaustive list for project report/area of study are given just for reference:

1. Visit to a local area to document environmental assets: River / Forest/ Grassland / Hill / Mountain / Water body / Pond / Lake / Solid Waste Disposal / Water Treatment Plant / Wastewater Treatment Facility etc.
2. Visit to a local polluted site – Urban / Rural / Industrial / Agricultural
3. Study of common plants, insects, birds
4. Study of tree in your areas with their botanical names and soil types
5. Study of birds and their nesting habits
6. Study of local pond in terms of wastewater inflow and water quality
7. Study of industrial units in your area. Name of industry, type of industry, Size (Large, Medium or small scale)
8. Study of common disease in the village and basic data from community health centre
9. Adopt any five young plants and photograph its growth
10. Analyze the Total dissolved solids of ground water samples in your area.
11. Study of Particulate Matter (PM$_{2.5}$ or PM$_{10}$) data from Sameer website. Download from Play store.
12. Perspective on any field on Environmental Studies with secondary data taken from Central Pollution Control Board, State Pollution Control Board, State Science & Technology Council etc.

Unit-I
The multidisciplinary nature of environmental studies
Definition, scope and importance, Need for public awareness

(2 lectures)
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Unit-II

**Natural Resources: Renewable and non-renewable resources:**
Natural resources and associated problems.
(a) Forest resources: Use and 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, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
(e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.
(f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
- Role of an individual in conservation of natural resources.
- Equitable use of resources for sustainable lifestyles.

(8 Lectures)

Unit-III

**Ecosystems**
- 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 ecosystem: Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

(6 Lectures)

Unit-IV

**Biodiversity and its conservation**
- Introduction – Definition: genetic, species and ecosystem diversity
- Biogeographical classification of India
- Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values
- Biodiversity at global, national and local levels
- India as a mega-diversity nation
- Hot-spots of biodiversity
- Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts
- Endangered and endemic species of India
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

(8 Lectures)

Unit-V

**Environmental Pollution**

Definition
- Causes, effects and control measures of Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear pollution
- 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

(8 Lectures)
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Unit-VI

Social Issues and the Environment
- From unsustainable to sustainable development
- Urban problems and 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, 1986
- Air (Prevention and Control of Pollution) Act, 1981
- Water (Prevention and control of Pollution) Act, 1974
- Wildlife Protection Act
- Forest Conservation Act
- Issues involved in enforcement of environmental legislation
- Public awareness

(7 Lectures)

Unit-VII

Human Population and the Environment
- Population growth, variation among nations
- Population explosion – Family Welfare Programmes
- 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

(6 Lectures)

Unit-VIII

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:
2. Down to Earth, Centre for Science and Environment, New Delhi.
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–251: COST ACCOUNTING

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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


Materials: Purchase and storage of material, Pricing of material issue, Inventory control techniques like EOQ, fixation of levels, ABC and VED analysis

Labour: Items of labour cost, Remuneration methods, Accounting and control of idle time and overtime.

SECTION B

Overheads: Classification, apportionment and absorption of overheads, Preparation of cost sheet.

Budgets and Budgetary Control: Understanding concepts of master budget, fixed budget and flexible budget, zero based budget, participative budget and performance budget

SECTION C

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

SECTION D

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.

Suggested Readings:

MIL–252: BUSINESS COMMUNICATION

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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


Communicating in a Diverse Work Environment:- Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture

SECTION B


Interpersonal Communication: - Defining Interpersonal Communication, An Evolving Model for Interpersonal Communication, Principles of Interpersonal Communication and Barriers to Interpersonal Communication.

Relational Development:- The Role of Interpersonal Semantics- The Open Area or the Arena, The Blind Area, The Facade, The Unknown Area; Managerial Implications of the Johari Window, Johari Window, Tuckman Model, and Team Development- Forming, Storming, Norming, Performing; Emotional Intelligence, Getting Along with Others, Interpersonal Communication Styles, Interpersonal Communication Under Stress- Fight or Flight, Bases for Selecting a Conflict Communication Mode, Conflict Resolution and Communication, Being Assertive.
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SECTION C


**Business Meetings**: Meetings: Definition and Types- Skip Level Meetings, Stand-up Meetings or the Daily Scrum, Performance Appraisal Meetings, Annual General Meetings, Key Attributes of a Productive Meeting, A Tentative Model of Process of Meeting, Meeting Etiquette, Do’s and Don’ts, Handling Disruptions in Meetings- Side Talkers, Ramblers, Aggressors, Opponents, Wallflowers; The Agenda and Minutes of a Meeting, Challenges Before Managers.

SECTION D

**Preparing and Delivering Presentations**: Introduction and Importance of Presentations, Types of Presentations, Common Problems with Presentations, The Central Tenets of Presentations, Qualities of an Effective Presenter, Presentation Strategies- Purpose, Audience, Context, Technique; Preparation and Delivery- Collecting Information, Organizing Information, Structure of a Presentation; Opening, Closing, and Sustaining the Presentation, Getting Ready to Deliver a Presentation- Delivering Outline, Stage Fright and Speech Anxiety, How to Deal with Stage Fright Successfully, An Ideal Presenter, Body Language and Presentations, Visual Cues, Vocal and Verbal Enhancements in a Presentation, Handling Questions, Preparing Visual Aids.

**Employment Communication**: Introduction, Networking, Correspondence Related to Recruitment-The Cover Letter and Resume, Other Types of Job Correspondence, Preparing & Writing a Resume, Resume Formats, List of Do’s & Don’ts, Scannable Resumes and Resumes Sent by E-mail, E-mailing Resumes. **Group Discussions**: Knowledge, Communication Skills, Team Dynamics, Leadership Skills, Classification of Group Discussions, Evaluating Group Discussions, Real-Life Scenarios: Lessons to be Learnt.

**The Job Interview Process**: Types of Interviews, Preparing for an Interview, Special Techniques for Facing Different Kinds of Interviews.

Suggested Readings:

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–253: MONEY & BANKING

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:-
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<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Money</strong>: Definition, functions, kinds of money; supply of money: mechanics of money supply, Measures of money supply in India.</td>
</tr>
<tr>
<td><strong>Demand for money</strong>: Fisher, Cambridge, Keynesian and Freidman theories.</td>
</tr>
<tr>
<td><strong>Rate of Interest</strong>: Determination, Factors affecting the level and structure of Interest Rates.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Money and Capital Markets</strong> (Introductory), Characteristics of Indian Money Market and its weaknesses.</td>
</tr>
<tr>
<td><strong>Banking: Functions and Theories</strong>: Credit Creation. Commercial Banking in India; structure and functioning;</td>
</tr>
<tr>
<td><strong>Nationalization</strong>: Objectives and Performance Evaluation. Banking Sector Reforms.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Role of Commercial Banks in Economic Development</strong>: Latest Developments in Banking Sector in India.</td>
</tr>
<tr>
<td><strong>Central Banking</strong>: Functions and techniques of credit control. Monetary policy: Objectives, Targets and indicators. Reserve Bank of India.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Innovations in Banking</strong>: Internet Banking, E–Banking, Mobile banking, Wholesale and Retail Banking, Universal and Narrow Banking, Off–shore Banking.</td>
</tr>
<tr>
<td><strong>Asset Classification</strong>: Non Performing Assets.</td>
</tr>
</tbody>
</table>

Suggested Readings:

2. Gupta, S.B. : Monetary Planning for India, Oxford University Press, New Delhi
8. Reserve Bank of India Bulletin
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL–255: E–COMMERCE

<table>
<thead>
<tr>
<th>Credits</th>
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<tbody>
<tr>
<td>Total Marks</td>
<td>100</td>
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<tr>
<td>Mid Semester Marks</td>
<td>20</td>
</tr>
<tr>
<td>End Semester Marks</td>
<td>80</td>
</tr>
</tbody>
</table>

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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.

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<thead>
<tr>
<th>SECTION A</th>
</tr>
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<tbody>
<tr>
<td>History of E–Commerce: Definition, advantages &amp; disadvantages of E–Commerce; Emergence of World Wide Web; Transition to e-commerce in India; E–Commerce opportunities for Industries; <strong>Business Models for E–Commerce:</strong> E–business models based on the relationship of Transaction parties.</td>
</tr>
</tbody>
</table>

| Technologies of World Wide Web: Internet client–server applications; Telnet, File Transfer Protocol(FTP), Internet, Relay Chart(IRC), ICQ, Multipurpose Internet Mail Extensions(MIME), Internet Networks and Internets; Network Routers, Internet Naming Conventions, Uniform Resource Locators (URLs), Transmission Control Protocol(TCP), Internet Service Providers (ISPs); Major ISP Players in India. |

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

| 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, measuring the effectiveness of E–advertising; Internet Marketing Trends, Target Markets; E–branding; e–marketing related marketing strategies. |

| E–Payment Systems: Digital payment Requirements; Classification of new–payment systems; Properties of Electronic–Cash; Risks in E–payments; Digital Signatures. |
### SECTION C


**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.

### SECTION D

**Web–Designing:** Requirements of Intelligent Websites, setting website goals and objectives,

**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.

### Suggested Readings:

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MIL 260: OPERATIONS RESEARCH

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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.

<table>
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<tbody>
<tr>
<td>Linear Programming Problems: Formulation, Solution by Graphic/ Simplex methods, Two Phase Simplex Method.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Linear Programming: Duality and Sensitivity Analysis.</td>
</tr>
<tr>
<td>Integer Programming and Goal Programming.</td>
</tr>
<tr>
<td>Transportation Problems and Transhipment.</td>
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<table>
<thead>
<tr>
<th>SECTION C</th>
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</thead>
<tbody>
<tr>
<td>Assignment Problems</td>
</tr>
<tr>
<td>Game Theory: Competitive games, pure strategy, by Dominance, mixed strategy (2x2, 2xn, mx2). Two persons zero sum game, ‘n’ persons zero sum game, solution of game problem with linear programming.</td>
</tr>
<tr>
<td>Queuing models: Characteristics, single channel queuing models, Multichannel queuing model</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory models with deterministic Model (EOQ Models, Gradual Inventory System, Price and discount, Shortages).</td>
</tr>
<tr>
<td>Project scheduling by PERT and CPM.</td>
</tr>
<tr>
<td>Simulation</td>
</tr>
</tbody>
</table>

Suggested Readings:

7. Vohra, N. D., Quantitative Techniques in Management.
MIL–301: MANAGEMENT ACCOUNTING AND BUSINESS FINANCE

Credits 4–0–0

Text
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 maximization vs. wealth maximization.

Second Minor Test: One Hour
Time Value of Money: meaning, reasons, compounding & discounting calculations
Capital Budgeting Decisions: Concept, Payback Period, Net Present Value, Internal Rate of Return, Discounting Rate of Return 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:

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –V)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL–302: COMPANY LAW

Credits 4–0–0

Text

**Company**- Meaning, Features, Latest Amendments, Difference between partnership and Company, Limited Liability Partnership, One Person Company

**Memorandum of association**- Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Vires.

**First Minor Test–One Hour**

**Article of Association**: Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive Notice of Memorandum and Article, Doctrine of Indoor Management.

**Prospectus**- Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus.

**Shares**- Types of share capital, kinds of shares & debentures. Application and Allotment of Shares.

**Second Minor Test–One Hour**

**Directors**- Meaning, appointment & restriction on appointment, removal, Duties and Powers, Remuneration of Directors. Women Directors.

**Meeting of Shareholders**- Rules of Meetings, Types-AGM, EGM, Board Meetings

**Winding up of a company**. Modes, Procedure and consequences of winding up.

**Final Examination: Three Hours**

**Suggested Readings:**

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –V)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL-305: ORGANISATIONAL BEHAVIOUR

Credits 4-0-0

<table>
<thead>
<tr>
<th>Text</th>
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<tbody>
<tr>
<td><strong>Organisational Behaviour (OB):</strong> Conceptual foundations, Significance, Challenges and Opportunities for OB.</td>
</tr>
</tbody>
</table>

**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;

Transaction Analysis; Deviant Organizational Behaviour: Concept, Dimensions and Categories of Deviant Organizational Behaviour. **Organizational Culture:** Nature and Characteristics, Functions and Deciphering Organizational Culture, Creating sand Sustaining Culture.

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

**Final Examination: Three Hours**

**Suggested Readings:**

MIL-307: MANAGEMENT INFORMATION SYSTEM AND ENTERPRISE RESOURCE PLANNING

<table>
<thead>
<tr>
<th>Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to system, Elements of system, characteristics, types of systems. Data and information, Classification of Information, Management Information Systems (MIS): Need and concepts, importance &amp; Evolution of MIS, Types of MIS, Role of MIS in an organisation, structure of MIS, Pitfalls of MIS development.</td>
</tr>
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<th>First Minor Test: One hour</th>
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<th>Second Minor Test: One hour</th>
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<th>Final Examination: Three hours</th>
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</table>

Suggested Readings:

2. Jerome Kantler – *Management Information Systems*, PHI.
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –V)  
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL-308: Digital Marketing

<table>
<thead>
<tr>
<th>Text</th>
<th>Credits 4-0-0</th>
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</thead>
</table>
| **Digital Marketing:** Introduction, E-definitions, Internet benefits, Ten C’s, Online marketing environment in the Modern Economy.  
**Online Marketing Planning Issues:** Developing Online Vision, Online Marketing plans, The Online Marketing Mix; Product, Price, Plays, Promotion, Service Mix, Implementation Framework for Online marketing Promotional Plans.  
**First Minor Test: One Hour**  
**Online Buying Behaviour:** Understanding Buyer Behaviour, Consumer Buying Decision process, Online B2C Buyer behavior, Online B2B Buyer Behaviour, Database Marketing.  
**Search Engine Marketing:** Search Engine Optimization, Pay per Click (PPC) Search Engine advertising, CRM and one-to-one Marketing.  
**Online marketing Legal Issues:** Legal, Privacy, Trust, Electronic Authentication, Electronic Information and Confidentiality, Data Protection.  
**Pricing Issues on the Web:** Influences on Pricing Strategies and Tactics, Pricing and Market Sophistication, Pricing and Segmentation.  
**Second Minor Test: One Hour**  
**Online Communication Tools:** Introduction, Communication process, Promotional Communication Mix, Online Advertising, E-mail Marketing, Viral Marketing, Public Comment sites, affiliate Marketing, Commercial Newsletters, Blogging, Online Sales Promotion, Integrating Multi-channel Strategy.  
**Online Distribution and Procurement:** Internet Distribution Issues, the Distribution Environment, Traditional Distribution Management Issues, Channel Management Behavioral issues, Traditional Operations going Online, Traditional value added functions of Channel members, Channel Strategies, Disintermediation, Logistic management, Supply Chain Management, Online Marketplaces, E-Procurement, Dominant technologies.  
**Final Examination: Three Hours** |

**Suggested Readings:**  
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –V)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIS-306: SEMINAR

Credits: 0-0-2
MIL 352: INCOME-TAX LAW & PRACTICE

Text

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:

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –VI)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL–357: SUPPLY CHAIN MANAGEMENT AND TOTAL QUALITY MANAGEMENT

Credits: 4-0-0

<table>
<thead>
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</table>
| **Introduction to Supply Chain Management:** What is a Supply chain? ; Importance of Supply Chain Management; Definition of Supply Chain Management, Importance, Relevance of Supply Chain Management to TQM. Nature and Scope of SCM; Supply Chain Networks; Integrated Supply Chain planning. Factors influencing network design Decisions.  
**Order Processing and Information System:** Customer Order Cycle; Order Management System, Order Cycle, Replenishment Cycle.  
**Location decisions in Supply Chain-** Location Determinants, Single Facility Vs Multi Facility location, methods of evaluating location alternatives.  

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<th>First Minor Test: One hour</th>
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</table>
| **Managing Inventory in a Supply Chain:** Impact of Demand on Inventory, Inventory models, Materials requirement planning.  
**Transportation Strategy in a Supply Chain:** Role, traffic Management, Inter model Transportation, Transport Documentation, Transportation economics and Pricing.  
**Purchasing and Supply Chain Decisions:** Procurement, Supply Scheduling, Sourcing Decisions in SCM, Sourcing Strategies, Managing Supplier relationships  
**Current Issues in Supply Chain management:** Re-engineering the Supply Chain, Virtual Supply Chain, Continuous replenishment Supply Chain, Lean Supply Chain, Agile Supply Chain, Green Supply Chains. |

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<th>Second Minor test: One Hour</th>
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| Final Examinations |
Suggested Readings:


MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –VI)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL–358: MANAGEMENT OF INSURANCE SERVICES

<table>
<thead>
<tr>
<th>Credits 4-0-0</th>
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<tbody>
<tr>
<td><strong>Text</strong></td>
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<tr>
<td>• Re-insurance- Concept, Features, Types.</td>
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<tr>
<th><strong>First Minor Test : One Hour</strong></th>
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<tbody>
<tr>
<td>• Life Insurance Documents, Insurance premium-Net premium, Gross premium, Bonus, Surrender value, Paid up value, Annuities, Riders.</td>
</tr>
<tr>
<td>• Claim settlement in Life Insurance-Types of claims, Procedure.</td>
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<tr>
<td>• Claim settlement in Fire Insurance- Settlement procedure.</td>
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<tr>
<th><strong>Second Minor Test: One Hour</strong></th>
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<tbody>
<tr>
<td>• Role of Professional Specialists/ Insurance Intermediaries: Underwriters, Surveyors, Actuaries.</td>
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<tr>
<td>• Role of Ombudsman, Role of Tariff Advisory Committee.</td>
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<tr>
<td>• Insurance in Rural/Social Sectors, Role of Insurance in Socio-Economic Development.</td>
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<th><strong>Final Examination : Three Hours</strong></th>
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<tbody>
<tr>
<td><strong>Suggested Readings -</strong></td>
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</table>
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –VI)  
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL 359: ENTREPRENEURSHIP AND MSME’S  
Credits 4-0-0

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<th>First Minor Test: One Hour</th>
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<tbody>
<tr>
<td>Micro, Small and Medium Enterprises: Process of setting up of a small scale industrial enterprise, legal requirements in setting up, governmental policies for SMEs. Entrepreneurial support system: SIDBI, TCO,NIESBUD, DICs, NIDC, NSIC, EDI Ahmedabad, NABARD, SFC’s, NIMSME. Entrepreneurship Development Program: Meaning and Objectives of EDPs, factors of successful EDP, Role of EDPs in entrepreneurial development.</td>
</tr>
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<th>Second Minor Test: One Hour</th>
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<tr>
<th>Final Examination : Three Hours</th>
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</table>

Suggested Readings:

MIL-360: FUNDAMENTALS OF INTERNATIONAL TRADE

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<th>Text</th>
<th>Credits 4-0-0</th>
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<tbody>
<tr>
<td>• Schools of Thoughts: Mercantilist school of thought versus Liberal school of thought.</td>
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<tr>
<td>• International trading environment, Phases of Globalization and changing Nature of Global Economy.</td>
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</table>

First Minor Test : One Hour

| • Multinational Corporations and their role to promote International Trade with Special reference to India. | |
| • Brief history of International Monetary System with special reference to Bretton Woods Agreement. | |
| • World Trade Organization (WTO) and its Implication for the developing economies like India. | |

Second Minor Test : One Hour

| • Foreign Exchange Market: Basics concepts ; Exchange rates, Spot Exchange Rate, Forward Foreign exchange rate, Hard currencies, Soft currencies and Currency Convertibility. | |
| • Financing foreign Trade: Letter of Credit, Bill of lading, Export-Import Bank, Export Credit Insurance. | |
| • Counter Trade: Types ; pros and cons of counter Trade. | |
| • Foreign Trade in India: foreign trade policy in India, export promotion, Special Economic Zones (SEZ's), Export Processing Zones in India, Export Incentives, Exporting and Importing. | |

Final Examination: Three Hours

Suggested Readings:

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –VI)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL-361: CASE STUDIES IN BUSINESS

Credits: 2-0-0

<table>
<thead>
<tr>
<th>Text</th>
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</table>
| **Case 1:** Case Study for Production & Operation Management: Hallmark’s Level Strategy  
**Case 2:** Case Study for Production & Operation Management: Air Deccan- India’s First Low Cost Airline (Source: Adopted from Patibandla (2005) “Emerging Landscape and New Value Proposition in Civil Aviation Sector”, IIMB Management Review 17)  
**Case 3:** Case Study for Financial Management: Problems at Gillette (Source: Financial Management and Policy, James C. Van Horn, pg. 19,20) |

<table>
<thead>
<tr>
<th>First Minor Test : One Hour</th>
</tr>
</thead>
</table>
| **Case 1:** Case Study for Marketing Management: Success of TATA Ace (Source: “TATA Motors Ace”, Business World, May 23, 2005)  
**Case 2:** Case Study for Marketing Management: Nike as a Pyramid of Influence (Source: Harvard Business Review 8, Dec 2003, “Growth outside the Core”).  
**Case 3:** Case Study for Human Resource Management: “Bandag Automotive”. (Source: “Employee Says Change In Duties After Leave Violates” BNA Bulletin to Management, Jan 2 2007) |

<table>
<thead>
<tr>
<th>Second Minor Test: One Hour</th>
</tr>
</thead>
</table>
| **Case 1:** Case Study for Turnaround Management: Infosys Technologies Ltd.:Growing Share of a Customer’sBusiness (Source: Vikalpa, IIM Ahmedabad (James A Narus and DVR Seshadri))  
**Case 2:** Case Study for Turnaround Management: Rickshaw Bank (Source: Vikalpa, IIM Ahmedabad (Nripendra Narayan Sarma)) |

| Final Examination : Three Hours |
MIL-401: BUSINESS ENVIRONMENT

Text

**Salient features of Economic Systems:** Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy, Changing Role of Government in Business.

**Business Environment:** Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.

**Aspects of Economic Reforms:** Liberalisation; Privatisation/Disinvestment of Public Enterprises; Globalisation and its Implications for India


**First Minor Test: One Hour**

**Deficit Financing:** Implications for the Indian Economy; Analysis of current year Annual Budget.

**Social Responsibility of Business:** Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR; The Environment Protection Act, 1986 with Latest Amendments.

**Consumer Rights and Consumerism:** Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

**Second Minor Test: One Hour**

**Evaluation of Various Regulatory Policies of Government:** Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India, Salient Features of FEMA.

**Export Promotion versus Import Substitution Policies Debate:** Concept of Balance-of-Payments; Balance-of-Trade; Currency Convertibility; Objectives and Evaluation of Latest Foreign Trade Policy of Indian Government.

**Final Examination: Three Hours**

Suggested Readings:

8. Govt. of India, Five Years Plan Documents.

**Note:** It is Mandatory for the students to consult Economic Times, Business Standard, Financial Express, Annual Budget and Economic Survey of Government of India to understand this paper.
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –VII)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL–403: CORPORATE GOVERNANCE & BUSINESS ETHICS

Credits 4–0–0

Text
Corporate governance: Meaning, Issues , Is governance more than just board process and procedures.
Corporate Governance Systems, Indian model of Governance , What is good corporate Governance .
Rights and Privileges of Shareholders: Introduction, rights of shareholders, Poor track record of Shareholders, protection and Grievance redressal process
Relationship between investor’s protection and corporate governance.

First Minor Test: One Hour
Board of Directors as a powerful instrument in governance :Role of board , Governance issues related to board, Role of directors.
Corporate social responsibility: Definition, Justification and scope.
Role of public policies in governing business: Introduction, framing, Involvement of business in public policy decision making.
SEBI: Role in promoting Corporate governance.

Second Minor Test: One Hour
Business ethics and corporate governance : importance and need for business ethics Ethical principles in business– codes and innovations
Need for values in global change : Indian perspective values for managers
Corporate governance in developing and transition economies: introduction, problems and challenges.

Final Examination: Three Hours

Suggested Readings:
1. A.C. Fernando– Corporate Governance Principles Policies and Practices(Pearson Education)
8. Ashok K.Nadhani–Business Ethics & Business communications (TAXMANN PUB. PVT,LTD.)

www.nfcgindia.org
www.oecd.org
MIL-404: QUANTITATIVE METHODS FOR MANAGEMENT

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<th>Text</th>
<th>Credits 4-0-0</th>
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<tr>
<td>Correlation and Regression Analysis: Simple, partial and multiple correlation coefficients; simple and multiple regression (three variables only). Elementary probability theory: Additive and Multiplicative laws of probability and their business applications. Probability Distributions: Binomial, Poisson and Normal distributions; with their properties and applications. Practicals through SPSS/MS Excel</td>
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<th>First Minor Test: One Hour</th>
<th>Credit hours=16</th>
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<tr>
<td>Hypotheses: Null and Alternative Hypotheses, Type I and Type II errors; Hypothesis testing — Parametric tests: z-test, t-test, F-test (ANOVA one way and two-way); Non-Parametric tests: Chi Square Test. Practicals through SPSS/MS Excel</td>
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<th>Second Minor Test: One Hour</th>
<th>Credit hours=17</th>
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<tr>
<td>Linear programming; definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP. Transportation problems. Practicals through SPSS/MS Excel</td>
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<tr>
<th>Final Examinations</th>
<th>Credit hours=17</th>
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</table>

Suggested Readings:

7. Vohra, N. D., Quantitative Techniques in Management.
MIL-407: MANAGERIAL PRINCIPLES AND PRACTICES

Credits: 4-0-0

Text
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.

First Minor Test: One Hour
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.

Second Minor Test: One Hour

Controlling: Concept, Controlling Process and Control Techniques.

Final Examination: Three Hours

Suggested Readings:
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –VII)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL–408: KNOWLEDGE MANAGEMENT & MANAGING CREATIVITY AND INNOVATION

Credits 4-0-0

**Knowledge Management:** Definition, Scope and Significance of Knowledge Management, Techniques, Types and Principles of Knowledge Management, Knowledge management Processes, Issues in Knowledge Management, Organizational Impact of Knowledge management, Critical Success factors in Knowledge management implementation.

**Minor-I**


**Minor-II**

**Managing Creativity:** Introduction to Creativity. Creative thinking as a still, setting a stage for success, having a vision, techniques of creative problem solving, the creative manager, creative management practices, risk taking.

**Management of Innovation:** Designing the Innovation processes, various types of Innovations in Organizations, Organizational Barriers to Innovation; Role of Innovation in promoting and managing innovation in start-ups, capturing new markets, and enhancing organizational effectiveness, break-through products and services, business model Innovation.

**Suggested Books:**

4. Davila, Epstein and Shelton,” Making Innovation work: How to Manage It, Measure it, and Profit from it”, Pearson Education.
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –VII)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIS-406: SEMINAR

Credits 2-0-0
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER – VIII)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL–451: RESEARCH METHODOLOGY

| Credits 4–0–0 |
| Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process. 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) |

First Minor Test: One Hour

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. Primary data collection: Survey and observation methods. Questionnaire design. Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.

Second Minor Test: One Hour

Attitude Measurement: Comparative and Non–comparative scaling techniques, Tabulation and cross–tabulation of data. Data analysis techniques: Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis. Practicals through SPSS

Final Examination : Three Hours

Suggested Readings:
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER – VIII)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL–452: FINANCIAL MANAGEMENT

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</table>
| **Financial Management:** Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions. Theories of capitalization.  
**Capital Structure Theories:** Conceptual framework. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses.  
**Operating and Financial Leverage:** Measurement of leverages; analyzing alternate financial plans; Financial and operating leverage, Combined leverage. EBIT and EPS analysis |

**First Minor Test: One Hour**

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| **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).  
**Dividend Policies:** Issues in dividend decisions; Theories of relevance and irrelevance of dividends; Types of dividend policies in practice |

**Second Minor Test: One Hour**

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| **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.  
**Bonus Shares, Stock Split & Consolidation, Buy Back of Shares.**  
**Management of cash:** Motives for holding cash and Strategies for effective cash management.  
**Management of Receivables:** Credit policy, credit terms and collection efforts.  
**Final Examination: Three Hours** |

**Suggested Readings:**

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER – VIII)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL-453: MARKETING MANAGEMENT

Credits 4-0-0

Text

- Building marketing Satisfaction and value, Concepts of Customer Retention and Relationship Marketing
- The Scanning and analyzing of the Marketing Environment, Components of marketing Information System, Marketing Research Process.
- Analyzing Consumer Markets: Factors Influencing Consumer Behavior, The Buying Decision Process

First Minor Test: One Hour

- Segmenting and Targeting the Market: Need and Basis of Segmentation, Targeting Strategies.

Second Minor Test: One Hour

- Distribution Decisions: Role of Intermediaries, Channel levels, types and nature of intermediaries, Factors influencing Distributing Decisions, channel conflict, E-Commerce marketing Practices, Types and functions of Wholesalers and Retailers.
- Marketing Communications: The Marketing communication process, the Promotion Mix, factors guiding the selection of promotion mix, Advertising and its objectives, Developing the advertising campaign; sales promotion and its objectives, tools of sales promotion, public relations and major tools; Events and Experiences. Personal Selling: Nature and Process , Direct marketing
- Marketing Implementation and Control.
- Sustainable Marketing: Social responsibility and Ethics.

Final Examination : Three Hours

Suggested Readings:

MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER – VIII)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL-454: HUMAN RESOURCE MANAGEMENT

Credit-4-0-0

Text

Strategic Human Resource Management: Concept, Features, Steps, Levels, Types, Benefits, Barriers of Strategy, Differences between SHRM and HRM.

First Minor Test: One Hour

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.
Incentives: Concept, Importance and Process of Incentives.
Fringe Benefits: Meaning, Forms and Administration of Benefits.

Second Minor Test: One Hour

Industrial Relations: Concept, Features, Objectives, Major Players in Industrial Relations, Factors influencing Industrial Relations, Essentials of Effective Industrial Relations.
Industrial Disputes: Concept, Causes, Introduction to Statutory and Non-Statutory Dispute Settlement Approaches.

Final Exam: Three Hours

Suggested Readings:

**MIL-455: INTERNATIONAL BUSINESS**

**Credits: 4-0-0**

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</table>
| • International Trade and Investment: Concept, Importance and Rationale; Globalization and its Phases.  
• International Business Environment: Economic; Socio- Cultural; Political and Legal environment facing business.  
• **Case studies:** Boeing versus AIRBUS: GATT and Mouse; Nike and China.  
• The Theories of International Trade: Mercantilism; Absolute Advantage; Comparative Advantage; Factor Proportions Theory; Country Similarity Theory, the Product-Life Cycle; New Trade Theory and National Competitive Advantage; Porter’s Diamond. |

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<th>First Minor Test : One Hour</th>
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</table>
| • Government Intervention in International Business: Economic Rationale for Government Intervention; Non-economic Rationale for Government Intervention: Tariffs; Non-Tariffs Trade Barriers; Investment Barriers; Subsidies and Other Government Support Programs.  
Case study of (France) S.A and Soviet Gas Pipeline.  
• The International Monetary System: the Exchange Rate System; Balance of Payments Adjustments; the trade-off between Exchange Rate Stability and Domestic Autonomy: The Bretton Woods System; Creation and Collapse; Contemporary International Monetary Arrangements.  
• Foreign Exchange Market Mechanism and Determinants  
• **Case Study:** European Union and Euro. |

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<th>Second Minor Test : One Hour</th>
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</table>
| • Regional Economic Integration: Types of Regional Integration; Factors Influencing Regional Integration. Leading Economic Blocs.  
• Foreign Investments: Foreign Institutional Investments (FIIs); Foreign Direct Investments (FDIs): Motives; Types; Costs and Benefits; Trends and Implications.  
• General Agreement on Tariffs and Trade (GATT) and Evolution of World Trade Organization (WTO); Agreements at The Uruguay Round: Plurilateral Agreements and Multilateral Agreements: Agreement on Agriculture (AOA); Trade Related Investment Measures (TRIMS); Agreement on Subsidies and Counter Availing Measures; Agreement on Trade Related Aspects of Intellectual Properties Rights (TRIPS) and General Agreement in Trade and Services (GATS).  
• Ministerial Conferences of the WTO: Impact of WTO on Developing Countries. |

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

# MIL-457: CASE STUDIES IN MANAGEMENT

**Credits 2-0-0**

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<th><strong>Text</strong></th>
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</table>
| **Case 1:** Aviva Life Insurance Company India Ltd. Reducing Policy: Turant time to build Customer Satisfaction.  
Source: Case studies in Consumer Behaviour. S. Ramesh Kumar, Pearson.  
**Case 2:** MakemyTrip.Com(A) pp. 244-260  
MKTG: A South Asia Perspective Lamb, Hair, Sharma, Mc Domel  
**Case 3:** Romantic Rides of Fiery Thrills: Positioning a Motorcycle Brand in the Indian Context pg. 1-14  
Source: Case studies in Consumer Behaviour. S. Ramesh Kumar, Pearson. |

<table>
<thead>
<tr>
<th><strong>First Minor Test: One Hour</strong></th>
</tr>
</thead>
</table>
| **Case 1:** Near Misses in Shinghania Textile Mills (Source: S. N Bagchi, Performance, 2010, Cengage Learning, Delhi, pp. 179-184)  
**Case 2:** Sakshi Garments Ltd (Source: Biswajeet Pattanayak, Human Resource Management, Fouth Edition, 2014, PHI Learning, Delhi, pp. 629-630)  
**Case 3:** Are Five Heads Better Than One? (Source: Robbins Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 769-771).  

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<thead>
<tr>
<th><strong>Second Minor Test: One Hour</strong></th>
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</thead>
</table>
| **Case 1:** Hindustan Lever Limited: (Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-192)  
**Case 2:** Richa Foods Company (Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-263)  
**Case 3:** Ganpati Limited (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1141) |

| **Final Examination: Three Hours** |
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER – IX)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIL – 513: PROJECT MANAGEMENT

Credits: 4-0-0

Text


First Minor Test: One hour

Second Minor Test: One hour
Project scheduling: Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM. Resource Allocation, Risk Analysis, Control of Projects: control systems, control of constraints – cost and time over run.

Final Examination: Three hours

Suggested Readings:

- B.M. Naail, Project Management (Scheduling and Monitoring by PERT / CPM), Vikas Publishing House Pvt. Ltd.
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER – IX)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

MIS – 512: SEMINAR

Credits: 0-0-2
# MIL 531: MANAGEMENT CONTROL SYSTEMS

<table>
<thead>
<tr>
<th>Text</th>
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</thead>
<tbody>
<tr>
<td><strong>Understanding Strategy:</strong> Concept of Strategy and its Need, Corporate &amp; Business Level Strategies</td>
</tr>
<tr>
<td><strong>Management Control System:</strong> Nature, Scope &amp; Process of Management Control System, Pre-requisites of a Successful Management Control System, Relationship &amp; Distinction between Strategic Planning, Operational Control and Management Control Cases; Xerox Corporation (A); NUCOR (A)</td>
</tr>
<tr>
<td><strong>Behavioural Aspects Of Management Control:</strong> Goal congruence – factors affecting goal congruence – formal and informal systems. NUCOR (B) Case</td>
</tr>
<tr>
<td><strong>Management Control Structure:</strong> Types of Organization Structures &amp; its Implications to MCS, Matching structure to strategy, Controller’s organization– Functions &amp; Role of Controller, Rendell Company case</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>First Minor Test : One Hour</th>
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<tbody>
<tr>
<td><strong>Responsibility Accounting:</strong> Meaning, Responsibility Centre–Types, Advantages and Implementation.</td>
</tr>
<tr>
<td><strong>Transfer Pricing:</strong> Objectives, Types &amp; Methods of Transfer Pricing, Arms Length Principle, Issues in Fixing Transfer Pricing, Managing Inter–Departmental Conflicts Related to Transfer Pricing, International Transfer Pricing. General Appliances corporation case</td>
</tr>
<tr>
<td><strong>Activity Based Costing:</strong> Need Over Existing Traditional Costing Systems, Meaning &amp; Nature of Activity Based Costing, Steps in Implementing ABC, Utility of ABC for Managerial Decision Making and Improving Cost Management &amp; Profitability.</td>
</tr>
<tr>
<td><strong>Budgeting and Budgetary control:</strong> Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioural Aspects of budgets.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Second Minor Test: One Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balanced Score Card:</strong> Four Perspectives, Aligning BSC to Strategy, Features of a Good BSC, Implementation of BSC and Pitfalls of BSC.</td>
</tr>
<tr>
<td><strong>Management Compensation &amp; Rewards:</strong> Principles of Managerial Compensation, Linking Rewards to Performance, Types of Rewards &amp; Compensation.</td>
</tr>
<tr>
<td><strong>Management Control Systems in Services organizations and Multinational Corporations</strong></td>
</tr>
</tbody>
</table>

| Major Test: Three Hours |
Suggested Readings:

4. Cost Accounting – A Management Emphasis, Charles Horngren, Srikam Datar,
   George Foster, Pearson Publications.
Group A: Finance
MIL 532: CAPITAL MARKETS & INVESTMENT MANAGEMENT

Credits 4–0–0

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Introduction:</strong> Evolution, Structure and Functions of Capital Market in India</td>
</tr>
<tr>
<td><strong>Stock Exchange:</strong> 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</td>
</tr>
</tbody>
</table>

First Minor Test: One Hour

| 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 |
| **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 |

Second Minor Test: One Hour

| Portfolio Management: Construction, Revision and Evaluation |

Final Examination: Three Hours

Suggested Readings:

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).
10. Annual Reports of RBI
11. Annual Reports of SEBI
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER – IX)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

Journals:
1. SEBI Bulletin
2. Capital Market
3. NSE Newsletter
4. The Stock Exchange Review (Bombay Stock Exchange)
5. SEBI and Corporate Laws (Laxmann)

Websites:
www.sebi.gov.in
www.bseindia.com
www.nseindia.com
www.iseindia.com
www.stockholding.com
www.capitalideasonline.com
www.indiainfoline.com
www.rbi.org.in
www.goidirectory.nic.in
www.otcei.net
www.capitalmarket.com
<table>
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<tr>
<th>Text</th>
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<tbody>
<tr>
<td>Consumer Motivation: Nature of Motivation; Types of Consumer Needs and Motives;</td>
</tr>
<tr>
<td>Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its</td>
</tr>
<tr>
<td>Applications; Measurement of Motives.</td>
</tr>
<tr>
<td>Personality and Consumer Behaviour: Definition of Personality; Theories of Personality;</td>
</tr>
<tr>
<td>Personality and Consumer Diversity; Self Concept and Self Image; Life Style and</td>
</tr>
<tr>
<td>Psychographics.</td>
</tr>
<tr>
<td>Consumer Perception: Elements of Perception; Dynamics of Perception, Perceptual Process;</td>
</tr>
<tr>
<td>Perception and Marketing Strategy; Perceived Risk.</td>
</tr>
<tr>
<td><strong>First Minor Test: One Hour</strong></td>
</tr>
<tr>
<td>Consumer Learning: Elements of Consumer Learning; Behavioural Theories and Cognitive</td>
</tr>
<tr>
<td>Theories of Learning.</td>
</tr>
<tr>
<td>Consumer Attitude Formation: Definition of Attitudes; Structural Models of Attitudes;</td>
</tr>
<tr>
<td>Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude.</td>
</tr>
<tr>
<td>Reference Group and Family Influences: Power of Reference Groups; Types of Consumer</td>
</tr>
<tr>
<td>Related Reference Groups; Celebrity and Other Reference Group Appeals; Family Decision</td>
</tr>
<tr>
<td>Making and Consumption Related Roles; Family Life Cycle.</td>
</tr>
<tr>
<td>Social Class: Definition; Measurement of Social Class; Social Class Dynamics.</td>
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<tr>
<td><strong>Second Minor Test: One Hour</strong></td>
</tr>
<tr>
<td>Cultural and Sub cultural Influences on Consumer Behaviour: Definition of Culture</td>
</tr>
<tr>
<td>and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement</td>
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<tr>
<td>of Culture; Subculture and Consumer Behaviour; Subcultural Categories.</td>
</tr>
<tr>
<td>Diffusion of Innovation; Diffusion Process; Adoption Process.</td>
</tr>
<tr>
<td>Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation</td>
</tr>
<tr>
<td>behind Opinion Leadership</td>
</tr>
<tr>
<td>Consumer Decision Making: Consumer Decision Process; Types of Decisions;</td>
</tr>
<tr>
<td>Information Search Process; Alternative Evaluation and Selection; Decision Rules.</td>
</tr>
<tr>
<td>Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia’s Model.</td>
</tr>
<tr>
<td><strong>Final Examination : Three Hours</strong></td>
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</tbody>
</table>
Suggested Readings:

### Marketing Research

**Credits:** 4-0-0

<table>
<thead>
<tr>
<th>Text</th>
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</thead>
<tbody>
<tr>
<td><strong>Marketing Research:</strong> Definition, Role of marketing research in marketing decision making; Marketing Information System, Role of Marketing Research in Management Information System and Decision Support System.</td>
</tr>
<tr>
<td><strong>Marketing Research Process:</strong> Steps in conducting marketing research</td>
</tr>
<tr>
<td><strong>Organization for Marketing Research:</strong> organizing the marketing research department; Understanding the marketing research industry</td>
</tr>
<tr>
<td><strong>Defining the Marketing Research Problem:</strong> Importance of defining the problem and developing an approach, tasks involved.</td>
</tr>
<tr>
<td><strong>Ethics in Marketing Research</strong></td>
</tr>
<tr>
<td><strong>Secondary Data in Marketing:</strong> Internal secondary data, Commercial (Syndicated) and Non-Commercial Sources.</td>
</tr>
</tbody>
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<thead>
<tr>
<th>First Minor Test: One Hour</th>
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</thead>
<tbody>
<tr>
<td><strong>Multi Item Scale development:</strong> Scale evaluation: Measurement Accuracy, Reliability and Validity</td>
</tr>
<tr>
<td><strong>Applications of Marketing Research in Marketing:</strong> Traditional Applications: Product Research, Price Research, Distribution Research and Promotion Research.</td>
</tr>
<tr>
<td><strong>Contemporary Applications:</strong> Brand Equity and Customer Satisfaction</td>
</tr>
<tr>
<td><strong>Emerging Applications:</strong> E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Second Minor Test: One Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statistical Designs:</strong> Completely Randomized Design, Randomized Block Design, Latin Square Design with ANOVA.</td>
</tr>
<tr>
<td><strong>Data Analysis Techniques:</strong> Factor Analysis, Cluster Analysis</td>
</tr>
</tbody>
</table>

| Final Examination: Three Hours |
Suggested Readings:

7. spss


First Minor Test: One Hour


Second Minor Test: One Hour

Introduction to Organization Development: Concept and Nature.


OD Interventions: Individual, Interpersonal, Group Process Approaches


Transformational Leadership: Concept, Key, Competencies.

Future Directions In Organization Development.

Final Examination: Three Hours

Suggested Readings:
Group-C: Human Resource Management
MIL-539: LABOUR LEGISLATIONS AND SOCIAL SECURITY
Credits 4-0-0

<table>
<thead>
<tr>
<th>Text</th>
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<tbody>
<tr>
<td><strong>Labour Legislation:</strong> Introduction, Principles and Types of Labour Legislation, Forces Influencing Labour Legislation in India.</td>
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<thead>
<tr>
<th>First Minor Test: One Hour</th>
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</thead>
<tbody>
<tr>
<td><strong>Wages and Bonus Laws:</strong> Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act, 1965.</td>
</tr>
<tr>
<td><strong>Industrial Relations Laws:</strong> Trade Unions Act, 1926; Industrial Disputes Act, 1947, Industrial Employment (Standing Orders Act), 1946.</td>
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<th>Second Minor Test: One Hour</th>
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<table>
<thead>
<tr>
<th>Final Examinations</th>
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</table>

**Suggested Readings:**

Text

- **International Political Economy**: Concept; Traditional Schools of International Political Economy; Interests and Institutions in International Political Economy; Emergence of Global Institutions.

- **International Monetary Fund (IMF)**: Origin, Functions, Purposes, Organizational Set up, Instruments of IMF Lending and their Evolution; Key Features of IMF Lending; IMF Lending to Poor Countries; International Liquidity and SDRs.

- **World Bank Group Institutions**: - **International Bank for Reconstruction and Development (IBRD)**: Financing of Development; the Millennium Development Goals; Bank Prescriptions for the Borrowers.

- **International Development Association (IDA)**: Origin; Functions; Role; Key areas of IDA operations; Support and Financing framework.

### First Minor Test : One Hour

- **International Finance Corporation (IFC)**: Origin; Functions; Role; Advisory Services; Operations; Monitoring and Evaluation

- **Multilateral Investment Guarantee Agency (MIGA)**: Functions and role.

- **International Center for Settlement of Investment Disputes (ICSID)**: Functions and Role.

- **Organisation for Economic Co-operation and Development (OECD)**: Functions and Role

- **United Nations Conference on Trade and Development (UNCTAD)**: Origin; Functions, Sustainable Development and Poverty Reduction; Trade and Development; Approach towards Developing and Least Developed Countries (LDCs); International Commodity Agreements.

### Second Minor Test : One Hour

- **Conflicts and Negotiations in International Business**: Factors Causing Conflicts; Conflict between Host Country and the Transnational Country Negotiations; Role of International Agencies in conflict resolutions.

- **The Multilateral Trading System**: the creation of Postwar Trade System; General Agreement on Tariffs and Trade (GATT); the Evolution of Multilateral Trade System: the Uruguay Round Package and World Trade Organization (WTO); Organizational Structure of WTO.

- **International Labour Organization (ILO)**: Origin and Functions; Role of ILO: Decent Work; Social Dialogue; Standards, Freedom of Association; Forced Labour; Child Labour; Discrimination; Employment and Income; Wages and Other Conditions of Employment; Social Protection; Health and Safety and HIV/AIDS.

### Final Examination : Three Hours
Suggested Readings:


Websites:

- [http://www.wto.org/english/thewto_e/whatis_e/whatis_e.htm](http://www.wto.org/english/thewto_e/whatis_e/whatis_e.htm)
- [https://www.imf.org/external/about.htm](https://www.imf.org/external/about.htm)
- [http://unctad.org/en/Pages/AboutUs.aspx](http://unctad.org/en/Pages/AboutUs.aspx)
Group –D: International Business
MIL-538: MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS
Credits 4-0-0

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<th>Second Minor Test: One Hour</th>
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</table>

| Final Examination: Three hours |

**Suggested Reading:**
2. Sirbdeo Rai
3. Mithani
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –X)  
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)  

**MIL-551: STRATEGIC MANAGEMENT**  
Credits: 4-0-0

- Corporate Governance and Social Responsibilities of Business.  

**First Minor Test: One Hour**

- Industry analysis- Porte’s Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors.  
- Internal Environment Analysis – SWOT Analysis, Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency.  
- Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.

**Second Minor Test: One Hour**

- Leadership and Organization Culture.  

**Final Examination: Three Hours**

**Suggested Readings:**

6. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
MIL 600 : BUSINESS ANALYTICS AND DECISION SUPPORT SYSTEM

Credits 4-0-0

Text

**Introduction to Business Analytics:** Business Analytics, Evolution of Business Analytics, Impacts and Challenges, Scope of Business Analytics, Software Support, Data for Business Analytics – Data Sets, Big Data and Metrics and Data.

**Models in Business Analytics:** Decision Models, Assumption of the model, Uncertainty and risk, Prescriptive decision models. Problem solving with Analytics- Recognizing, Defining, Structuring, Analyzing, Interpreting and Implementing

**First Minor Test : One hour**

**Introduction to Excel:** Creating, Opening & Saving workbook & worksheets, Formatting number & texts in cells, Creating Charts, editing & formatting of charts, Types of Charts, Using Ranges, Selecting Ranges, Entering Information Into a Range, Using AutoFill.

**Functions :** Mathematical, Text, Statistical, Lookup & Reference Functions, Sorting & Filtering of Data, Creating PivotTables, Manipulating a PivotTable, Data validation, advanced filtering, Protecting worksheet & cells.

**Second Minor Test : One hour**


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

**Final Examination : Three hours**

**Suggested Readings:**

2. RN Prasad and Seema Acharya - *Fundamentals of Business Analytics*, Wiley India Publication (2nd edition)
5. Sandeep Sood - *Window Based courses*, JBD Publication. (1st edition)
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –X)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

Group A: Finance
MIL–581: INTERNATIONAL FINANCIAL MANAGEMENT

<table>
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<tbody>
<tr>
<td>Foreign Exchange System: The Internationalization of Business and Finance, Alternatives Exchange Rate System; International Monetary System, The European Monetary System.</td>
</tr>
<tr>
<td>Foreign Exchange Rate Determination: Introduction To Spot Market and Forward Market; Setting The Equilibrium Spot Exchange Rate; Factors Affecting Currency Value; Bop Approach And Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity Conditions in International Finance; Purchasing Power Parity.</td>
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<tr>
<th>First Minor Test: One Hour</th>
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<tbody>
<tr>
<td>Foreign capital budgeting decisions of an MNP: Ascertainment of Cash Outlay and Future Cash Inflows for Parent and Subsidiary, Profitability Analysis of Project for Parent under Different Situation.</td>
</tr>
</tbody>
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<tr>
<th>Second Minor Test: One Hour</th>
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</thead>
<tbody>
<tr>
<td>Risk Hedging– An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure.</td>
</tr>
<tr>
<td>Foreign Exchange Risk Management; Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards and Futures.</td>
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<th>Final Examination: Three Hours</th>
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Suggested Readings:

## MIL–582: FINANCIAL MARKETS AND FINANCIAL SERVICES

<table>
<thead>
<tr>
<th>Text</th>
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<tbody>
<tr>
<td>Indian Financial System: Meaning, Structure, Role and Deficiencies</td>
</tr>
<tr>
<td>Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary Control, Liquidity Adjustment Facility.</td>
</tr>
</tbody>
</table>

### First Minor Test: One Hour

| NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects. |
| Banking Sector Reforms in India–Implementation Status. |
| Factoring Services in India |
| Venture Capital Financing in India. |
| CCIL: Role and Functions |
| Repos: Concept, Process and Progress in India |

### Second Minor Test: One Hour

| 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. |

### Final Examination: Three Hours
Suggested Readings:

2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.

Web sites: –

a) www.rbi.org.in
b) www.nsdl.com
c) www.licindia.com
d) www.sebi.gov.in
e) www.nabard.org
f) www.ifci ltd.com
MBA (FIVE YEARS) INTEGRATED COURSE (SEMESTER –X)
(UNDER CREDIT BASED CONTINUOUS EVALUATION GRADING SYSTEM)

Group A: Finance
MIL–583: CORPORATE TAX LAW AND PLANNING

Text

Introduction to Income Tax Act, 1961: Definitions of Person, Assesses, Assessment Year, Previous Year, Average Rate of Tax. Capital and Revenue incomes, expenses, losses and gains Agriculture Income, Concept, scope Partly Agriculture Income.


First Minor Test : One Hour


Income from Other Sources; Scope, Incomes Covered under the Head, Treatment of Income from Cross Words, Puzzles, Horse Races, Casual Income. Exemptions, Deductions Available to Income under this Heads.


Second Minor Test: One Hour


Tax Planning for a Companies; Tax planning for various heads of income related to companies. Deductions allowed to company, Exemptions available for companies, Set off and carry forward of losses relevant to companies. Dividend distribution provisions with special reference to company assesses and Tax Implications. Special Economic Zones; Concept, Tax Benefits to Companies Established in SEZs.

Deduction of Tax at Source and Advance payment of Tax: Concept, Provisions of the Act for Advance Payment of Tax and Deduction of Tax at Source including Penalties and Prosecutions

Final Examination : Three Hours
Suggested Readings:


e) Website: www.incometaxindia.gov.in
### Text

- Alpha Chemical Industries: (source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd, pp-238.)
- Variance Analysis-Case Study-2: (source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd, pp-422.)

### First Minor Test: One Hour

- To Pharma or Not to Pharma: (source: 2013, By Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd, pp-228)

### Second Minor Test: One Hour


### Final Examination: Three Hours
**Group B: Marketing**

**MIL-584: ADVERTISING AND SALES MANAGEMENT**

<table>
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<tr>
<th>Credits: 4-0-0</th>
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**Text**

<table>
<thead>
<tr>
<th>Introduction to Advertising</th>
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<tbody>
<tr>
<td>- Nature and Scope and Functions of Advertising, Classification of Advertising, Advertising as an Element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives;</td>
</tr>
<tr>
<td>- Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model;</td>
</tr>
<tr>
<td>- Message Structure – Appeals, Copy, Layout;</td>
</tr>
<tr>
<td>- Advertising Media – Media Planning, Media Selection and Scheduling;</td>
</tr>
<tr>
<td>- Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;</td>
</tr>
<tr>
<td>- Advertising Budget – Factors influencing budget setting, Methods for determination advertising budget.</td>
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<tr>
<td>- Advertising Agencies – Types, Role and Functions;</td>
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**First Minor Test : One Hour**

<table>
<thead>
<tr>
<th>Managing an Advertising Program</th>
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</thead>
<tbody>
<tr>
<td>- Legal aspects of Advertising- Legislations affecting advertising; Self-Regulatory Codes of Conduct in Advertising .</td>
</tr>
<tr>
<td>- Sales Promotion: Definition, Scope and role of Sales Promotion, Objectives of Sales Promotion, Sales Promotion Tools, Designing the Sales Promotion Programme.</td>
</tr>
<tr>
<td>- Online and Mobile Media- The Internet as a Communication Medium , Traditional Tools of Online Communication, Social Media, Mobile Marketing.</td>
</tr>
</tbody>
</table>
### Second Minor Test: One Hour

**Sales Management**

- Nature and Scope of Sales Management, Personal Selling Objectives; Selling Process
- Sales Force Organization – Nature and Types;
- Managing Sales Training Programs – Need, Objectives, Methods.
- Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;
- Designing Sales Territories and Sales Quotas – Objectives and Types;
- Developing and Managing Sales Evaluation Program.

### Final Examination: Three Hours

### Suggested Readings:

### Text
- Brands and Brand Management: Meaning, Importance of Brands; Concept of Brand Equity.
- Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.
- 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 Judgments, Brand Feelings, Brand Resonance.
- Brand Positioning: Identifying and Establishing Brand Positioning;
- Concept of brand personality.

### First Minor Test: One Hour
- Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.
- Brand Valuation Methods.

### Second Minor Test: One Hour
- Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.
- 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;
- 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.

### Final Examination: Three Hours
Suggested Readings:


### Text

| Marketing in Services Economy: | conceptual framework of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services-a process perspective, the traditional marketing mix applied to the services, the extended services marketing mix of managing the customer interface, marketing & its integration with other management functions, developing effective service marketing. |
| Consumer Behavior in a Service Context: | three stage model of service consumption, repurchase stage, service encounter stage, post counter stage. |
| Positioning Services in Competitive Markets: | need for positioning services effectively, achieving competitive advantage, marketing segmentation, forms the basis for focused strategies, service attributes and levels, positioning distinguishes a brand from its competitors, developing an effective positioning strategy, positioning maps for plotting competitive strategy, changing competitive positioning. |

### First Minor Test: One Hour

| Designing and Management Service Processes: | flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer as co-producer, self-service technologies. |
| Crafting the Service Environment: | purpose of service environment, theory behind consumer response to service environments, dimensions of the service environment. |
| Managing People for Service Advantage: | service employees are crucially important, frontline work is difficult and stressful, cycle of failure, mediocrity, and success, human resource management-how to get it right, service leadership and culture. |

### Second Minor Test: One Hour

| Managing Relationships and Building Loyalty: | concept of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategy for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management. |
| Complaint Handling and Service Recovery: | customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior. |
| Improving Service Quality and Productivity: | integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, measuring and improving service quality of different services (retailing services, banking services and online services), learning from customer feedback, hard measure of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity. |

### Final Examination: Three Hours
Suggested Readings:


### Text

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<tbody>
<tr>
<td>Source</td>
<td>Services Marketing, Operations and Management</td>
</tr>
<tr>
<td>Author</td>
<td>Vinnie Jauhari</td>
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<td></td>
<td>Oxford University Press Publication, India.</td>
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<tr>
<td>Source</td>
<td>Services Marketing, Operations and Management</td>
</tr>
<tr>
<td>Author</td>
<td>Vinnie Jauhari</td>
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<td></td>
<td>Oxford University Press Publication, India.</td>
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<tr>
<td>Case 3:</td>
<td>Physical Evidence: A Case of KFC”.pp: 236-238</td>
</tr>
<tr>
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<td>Services Marketing, Operations and Management</td>
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### First Minor Test: One Hour

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<tbody>
<tr>
<td>Author</td>
<td>Debasis Pradhan &amp; Divya Agarwal</td>
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<tr>
<td>Case 5:</td>
<td>HCL: Facing the Challenge of the Laptop Market</td>
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<td>Jaydeep Mukherjee and Mahalingam Sundar arjan Vol. 37 no.1 Jan-march 2012</td>
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<tr>
<td>Case 6:</td>
<td>Harvert Gold: Delhi’s No. 1 Brand</td>
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<td>Noria Farooqui Vol 37 No.2 April- Dec 2012</td>
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### Second Minor Test: One Hour

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<tbody>
<tr>
<td>Case 9:</td>
<td>Airtel: If only we talk to each other, in Darwin’s Brands- Adapting for Success. Halve, Anand(2012), Sage Publication, pg. 153-167</td>
</tr>
</tbody>
</table>

### Final Examination : Three Hours
Group–C: Human Resource Management
MIL–588: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

<table>
<thead>
<tr>
<th>Credits 4–0–0</th>
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<tbody>
<tr>
<td>Text</td>
</tr>
<tr>
<td>Competency: Concept; Personal Competency Framework; The Lancaster Model of Managerial Competencies; Transcultural Managerial Competencies; Issues Related to Developing Competency Models.</td>
</tr>
<tr>
<td>Competency Mapping and Assessment Centres: History of Assessment Centres, Use of Assessment Centres in the Industry, Types of Exercises being used in Assessment Centres; Resistance and Recommendations</td>
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<th>First Minor Test: One Hour</th>
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<tbody>
<tr>
<td>Career Planning, Development, and Management Career: Concept, Characteristics of present day careers; Types of Careers; Career Stages; Making Career Choices; Career Anchors; Organizational Socialization; Career Paths and Career ladders; Challenges in established careers: Career Plateau; Making Career Changes; The Glass Ceiling; Dual Careers.</td>
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<th>Second Minor Test: One Hour</th>
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<tbody>
<tr>
<td>Mentoring: Concept, Perspectives of Mentoring, Phases of the Mentoring Relationship, Outcomes of Mentoring Programmes, Design and Implementation of formal mentoring programmes, Barriers to Mentoring; Special issues in Mentoring: Women and Mentoring, Cross–gender Mentoring Relationships, Workplace Diversity and Mentoring; Mentoring Relationship – A strategic Approach.</td>
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<th>Final Examination: Three Hours</th>
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</table>
Suggested Readings:


**Group–C: Human Resource Management**

**MIL–589: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Credits 4-0-0

<table>
<thead>
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<tbody>
<tr>
<td>International Human Resource Management: Meaning, Concept of Expatriate, Differences between Domestic and International HRM, Variables that moderate differences between Domestic and International HRM.</td>
</tr>
<tr>
<td>Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Roles of Expatriates and Non-Expatriates, Role of the Corporate HR function.</td>
</tr>
<tr>
<td>Recruiting and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples.</td>
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<tr>
<td>Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.</td>
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<tbody>
<tr>
<td>International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments.</td>
</tr>
<tr>
<td>International Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.</td>
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<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>International Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Issue of Social Dumping.</td>
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Suggested Readings:

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<tr>
<td>3. The Dish Ends Ltd. (Source : Kulkarni, Pachpande and Pachpande, Case Studies in Management, 2012, Pearson Education, Delhi, pp. 3-6.)</td>
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<td><strong>First Minor Test: One Hour</strong></td>
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<td><strong>Second Minor Test: One Hour</strong></td>
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<td><strong>Final Examination : Three Hours</strong></td>
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</table>
Group–C: Human Resource Management  
MIL–597: INDUSTRIAL RELATIONS  
Credits 4-0-0

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<tr>
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<tbody>
<tr>
<td>• Labor Force in India: Growth, Composition and Trends.</td>
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<tr>
<td>• Industrial Relations: Concept and Importance; HRM-IR-HRD Integration; Components of Industrial Relations System, Approaches to Industrial Relations, Industrial Relations and Technological Change; The role of government in Industrial Relations; ILO Declaration on Fundamental Principles and Rights at works</td>
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<tr>
<td>• Problems of Labour Management Relations; Causes of poor Industrial Relations; Necessary Pre-requisites for Harmonious Industrial Relations.</td>
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<td>• Recommendations of 2nd National Commission on Labour</td>
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**First Minor Test : One Hour**

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<tr>
<td>• Trade Unions: Concept, Trade Unions in India: Structure and Characteristics, Registration and Recognition of Trade Unions, Trade union finances and Funds, Privileges of Registered Trade Unions, Major National Trade Union Centers in India, Future of Trade Unions in India.</td>
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<tr>
<td>• Dispute Settlement Machinery Conciliation: Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types.</td>
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<tr>
<td>• Grievance: Concept, Nature, Causes, Grievance Redressal Procedure.</td>
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<td>• Discipline: Misconduct, Various approaches to deal with indiscipline.</td>
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<td>• Case study: Supreme Court Judgment in the case of Tamil Nadu government employees strike.</td>
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**Second Minor Test: One Hour**

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<tr>
<td>• Workers Participation in Management: Concept, Evolution, Objectives, Forms of Worker’s Participation.</td>
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**Final Examination : Three Hours**
Suggested Readings:
Group–D: International Business

MIL–590: INTERNATIONAL FINANCIAL MARKETS AND FOREIGN EXCHANGE

Credits 4-0-0

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<tr>
<td>First Minor Test : One Hour</td>
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<tr>
<td>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,</td>
</tr>
<tr>
<td>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,</td>
</tr>
<tr>
<td>Second Minor Test: One Hour</td>
</tr>
<tr>
<td>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,</td>
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<td>Final Examination : Three Hours</td>
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Suggested Readings:

   Macmillan,1978
### Text

**Foreign Exchange System:** The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International Monetary System, The European Monetary System.

**Foreign Exchange Rate Determination:** Introduction to Spot Market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors Affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity Conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.

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<tr>
<td><strong>Currency Forecasting:</strong> Interest Rate Parity Theory, The Relationship between Forward and Future Spot Rate, Currency Forecasting;</td>
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<tr>
<td><strong>Measuring &amp; Managing Various Exposures:</strong> Alternative measures of foreign exchange exposure, Risk Hedging - An Introduction; Measuring &amp; Managing Transaction Exposure</td>
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<tr>
<td><strong>Measuring &amp; Managing Operating Exposure:</strong> Measuring &amp; Managing Translation Exposure.</td>
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<tr>
<td><strong>Foreign Exchange Risk Management:</strong> Foreign Exchange Instruments, Recent Developments in Derivatives Markets in India; Currency Futures &amp; Options Market; Interest Rate &amp; Currency Swaps; Interest Rate Forwards &amp; Futures.</td>
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### Final Examination: Three Hours

**Suggested Readings:**

Group D: International Business  
MIL-592: INTERNATIONAL MARKETING  
Credits 4-0-0

**Text**

| Emerging Opportunities in International Markets: | Background of International Trade, Trends in World Trade, an Overview’s of Indian Foreign Trade, Identifying Opportunities in International Markets. |
| International Marketing Implications: | From GATT to WTO, Functions and Structure of WTO, Effects of China’s Entry into WTO on India, The Implications of WTO on International Marketing. |

**First Minor Test: One Hour**

| Entering International Markets: | The Concept of International Market Entry, the Modes of International Market Entry- Entry Involving Production in the Home Country, Entry Involving Production in a Foreign Country, Factors Affecting the Selection of Entry Mode, Choice of Right International Market Entry Mix. |

**Second Minor Test: One Hour**

| Industrial Infrastructure for Export Promotion: | Concept of Export Promotion, Role of Export Promotion Institutions in International Marketing, Institutional set-up for Export Promotion in India, Indian Government’s Trade Representative Abroad, State’s Involvement in Promoting Exports, Export Promotion: Need for Strategic Reorientation. |

**Final Examination : Three Hours**

**Suggested Readings:**

Group D: International Business  
MIL-596: CASE STUDIES IN INTERNATIONAL BUSINESS  
Credits 2-0-0

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<tr>
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| **Case 1**: Globalisation of Production and Markets of Indian Motion Pictures-A Case of *Krrish*  
**Case 2**: Hollywood and the Rise of Cultural Protectionism  
**Case 3**: Dell Growth Strategy: International & Indian  
**Case 4**: AUTOLATINA: A Failed International Partnership  

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<th>First Minor Test: One Hour</th>
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</table>
| **Case 1**: Airbus Versus Boeing: When Intervention Not Intervention?  
**Case 2**: Euromanage Inc.  
**Case 3**: Caslos Ghosan & Renault-Nissan: Leading for Global Success  
**Case 4**: Advanced Biomedical Devices: Assessing Readiness to Export  
### Second Minor Test: One Hour

**Case 1:** Subway & the Challenges of Franchising in China.  

**Case 2:** Getting Airline Alliances off the Ground.  

**Case 3:** The P&G Fiasco  

**Case 4:** Unfair Protection or Valid Defense?  

### Final Examination: Three Hours