FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

MASTER OF BUSINESS ADMINISTRATION
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

(Semester: I–IV)

Session: 2019-20

GURU NANAK DEV UNIVERSITY
AMRITSAR

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# MBA (Semester System)

## Credit Based Evaluation and Grading System

### Scheme of Course

#### Semester I:

<table>
<thead>
<tr>
<th>Course No.</th>
<th>C/E/I</th>
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**Total Credits:** 24 -- - 24

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**Interdisciplinary Courses (3 Credits)**

|   | To be offered from the outside Department. | 3 | - | - | 3 | 20 | 80 | 100 |

**Total Credits:** 25 -- 2 27

**Note:** After second semester every student will be required to undergo summer training of **six weeks** duration in the corporate sector

**Note:**

1. 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.
## SCHEME OF COURSE

### Semester III:

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

### Group A: Finance

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<tr>
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<td>Capital Markets and Investment Management</td>
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### Group B: Marketing

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### Group C: Human Resource Management

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<td>Labour Legislations &amp; Social Security</td>
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### Group D: International Business

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### Group E: Production and Operations

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### MBA (SEMESTER SYSTEM)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

#### SCHEME OF COURSE

**Semester – IV:**

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

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**Group B: Marketing**

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**Group C: Human Resource Management**

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### MBA (SEMESTER SYSTEM)
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#### Group D: International Business

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<td>International Marketing</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MGL – 602</td>
<td>E</td>
<td>Case Studies in International Businesses</td>
<td>2</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

#### Group E: Production and Operations

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Section</th>
<th>Title</th>
<th>Credits</th>
<th>Type</th>
<th>Grade</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGL – 593</td>
<td>E</td>
<td>Inventory Management</td>
<td>4</td>
<td></td>
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</tr>
<tr>
<td>MGL – 594</td>
<td>E</td>
<td>Logistics Management</td>
<td>4</td>
<td></td>
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<tr>
<td>MGL – 595</td>
<td>E</td>
<td>Total Quality Management and Quality Control</td>
<td>4</td>
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</tr>
</tbody>
</table>

#### Group F: Information Technology

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Section</th>
<th>Title</th>
<th>Credits</th>
<th>Type</th>
<th>Grade</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGL – 596</td>
<td>E</td>
<td>Data Management Techniques</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MGL – 597</td>
<td>E</td>
<td>e-Commerce and Internet</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MGL – 598</td>
<td>E</td>
<td>Web Designing &amp; HTML</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MBA (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-401: MANAGERIAL ECONOMICS

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>
</tr>
</thead>
<tbody>
<tr>
<td>• Managerial Economics: Meaning, Nature, Scope and Concepts</td>
</tr>
<tr>
<td>• Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility</td>
</tr>
<tr>
<td>• Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.</td>
</tr>
<tr>
<td>• Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Managerial Theories: Profit maximization and Sales Maximization.</td>
</tr>
<tr>
<td>• Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.</td>
</tr>
<tr>
<td>• Oligopoly: Sweezy Model.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Inflation: Meaning, Types, Theories, Causes, Effects and Control. Phillips curve.</td>
</tr>
</tbody>
</table>
Suggested Readings:

5. Shapiro, Macro Economics, Galgotia Publications.
MBA (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-402: QUANTITATIVE METHODS FOR 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
- 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.
- Practical through SPSS/MS Excel.

SECTION B
- Probability Distributions: Binomial, Poisson and Normal distributions; with their properties and applications.
- Hypotheses: Null and Alternative Hypotheses, Type I and Type II errors

SECTION C
- Hypothesis testing — Parametric tests: Z- Test, T- Test, F- Test (ANOVA one way and two-way);
- Non-Parametric tests: Chi Square test.
- Practical through SPSS/MS Excel

SECTION D
- Linear programming; definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.
- Transportation problems.
- Practicals through SPSS/MS Excel

Suggested Readings:
7. Vohra, N. D., Quantitative Techniques in Management.
MBA (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-403: ACCOUNTING FOR 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.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Introduction to Accounting: Accounting as an information system, Users of accounting information; Basic accounting concepts and conventions. Accounting Cycle. Role of Accountant in Profession and Industry.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Corporate Reporting and Disclosure Requirements.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Budgets and Budgetary Control: Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.</td>
</tr>
<tr>
<td>• Standard Costing as a Control Technique; Setting of Standards and Their Revision;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Variance Analysis – Meaning and Importance, Kinds of Variances and Their Uses-Material, Labour Variances; Relevance of Variance Analysis to Budgeting and Standard Costing.</td>
</tr>
<tr>
<td>• Marginal Costing and Break-Even Analysis: Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing Versus Direct Costing; Cost-Volume-Profit Analysis; Break-Even Analysis; Assumptions and Practical Applications of Break-Even- Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.</td>
</tr>
</tbody>
</table>
References:
MBA (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-404: BUSINESS ENVIRONMENT

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>
</tr>
</thead>
<tbody>
<tr>
<td>• 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.</td>
</tr>
<tr>
<td>• Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Aspects of Economic Reforms: Liberalisation; Privatisation/Disinvestment of Public Enterprises; Globalisation and its Implications for India.</td>
</tr>
<tr>
<td>• Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.</td>
</tr>
<tr>
<td>• Social Responsibility of Business: Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR; The Environment Protection Act, 1986 with Latest Amendments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Evaluation of Various Regulatory Policies of Government: Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India,</td>
</tr>
<tr>
<td>• Salient Features of FEMA and GST (Goods and Services Tax)</td>
</tr>
<tr>
<td>• Export Promotion versus Import Substitution Policies: Concept of Balance-of-Payments; Balance-of-Trade; Currency Convertibility; Objectives and Evaluation of Latest Foreign Trade Policy of Indian Government.</td>
</tr>
</tbody>
</table>
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 (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-406: MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR

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


SECTION B

- **Planning and Performance**: Goals and Plans, types of Goals, Types of Plans, Setting Goals and Developing Plans, MBO concepts and steps in MBO, Criticism of Planning, Effective Planning in Dynamic Environments, Planning Premises.

SECTION C

- **Understanding Individual Behaviour**: Focus and Goals of Organisation Behaviour. Attitudes and Job Performance, Cognitive dissonance.
- **Communication**: Functions, Methods and Barriers to Communication. Formal Versus Informal communication.
- **Motivation**: Concept and early theories of Motivation: Maslow’s Hierarchy of Needs Theory, McGregor’s Theory X and theory Y, Herzberg’s Two-Factor Theory, McClelland’s Three-Needs Theory, Contemporary Theories of Motivation; Goal Setting Theory, Reinforcement Theory, Job Design Theory, Equity Theory, Vroom’s Expectancy Theory Integrating Contemporary Theories of Motivation. Contemporary Issues in Motivation; Cross Cultural Challenges, Dynamics and motivation Group workers, Designing Appropriate Reward Programs.
### SECTION-D


### Suggested Readings:

MBA (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL–407: CORPORATE LAW AND ADMINISTRATION

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
- **Companies Act and its Administration:** History, Extent and Application; Latest Amendments and Authorities under the Companies Act.
- **Company:** Definition and Characteristics of a Company; Lifting of the Corporate Veil; Company vs. Partnership; Limited Liability Partnership.

SECTION B
- **Formation of a Company:** Promoters, Incorporation of a Company: Procedure and Documents to be Filled. Preliminary Contracts.
- **Memorandum of Association:** Meaning, Importance, Contents, Alteration, Doctrine of Ultra-Vires.
- **Article of Association:** Meaning, Contents, Alteration, Memorandum of Association and Article of Association, Constructive Notice of Memorandum and Article, Doctrine of Indoor Management.

SECTION C
- **Prospectus:** Definition, Dating and Registration of Prospectus, Kind of Prospectus: Shelf Prospectus, Deemed Prospectus, Abridge Prospectus, Red herring Prospectus, Liability for Misstatement in prospectus.
- **Share Capital:** Kinds, Classes of Capital, Alteration of Capital, Further issue of Capital, Voting Rights.
- **Share:** Definition, Types of Shares, Application and Allotment of Shares, Issue of Shares, Transfer and Transmission of Shares.
### SECTION D

- **Company Management Director:** Appointment and Restriction on Appointment, Removal, Qualification, Duties and Powers, Remuneration of Directors. Women Directors.
- **Meeting of Shareholders:** Types, Rules of Meetings, Voting, Resolutions and Minutes
- **Winding up of a Company:** Modes of Winding up, Commencement and Procedure of Winding up and Consequences of Winding up order.

**Suggested Readings:**

MGL-451: BUSINESS RESEARCH METHODOLOGY

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 Settters:

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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research Designs</strong>: Exploratory, Descriptive and Experimental Research Designs.</td>
</tr>
<tr>
<td><strong>Exploratory Research Designs</strong>: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.</td>
</tr>
<tr>
<td><strong>Descriptive Research Designs</strong>: Survey and Observation Methods.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experimental Research Designs</strong>: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs.</td>
</tr>
<tr>
<td><strong>Measurement</strong>: Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Probability Sampling Methods</strong>: Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling, Sampling and Non-Sampling Errors</td>
</tr>
<tr>
<td><strong>Tabulation and Cross Tabulation of Data</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Questionnaire and Questionnaire Design Process</strong></td>
</tr>
<tr>
<td><strong>Non Parametric tests</strong>: Run Test for randomness of data, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskul-Wallis Test, Kolmogorov-Smirnov Test</td>
</tr>
<tr>
<td>Logistic regression, Multiple Regression, Practical through SPSS</td>
</tr>
</tbody>
</table>
Suggested Readings:

MBA (SEMESTER-II)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

MGL – 452: FINANCIAL 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 |  
|---|---|  
| **Financial Management:** | Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization. |  
| **Instruments of finance:** | Long Term and Short Term |  

| SECTION B |  
|---|---|  
| **Cost of Capital:** | Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted). |  

| SECTION C |  
|---|---|  
| **Operating and Financial Leverage:** | Measurement of Leverages; Analyzing Alternate Financial Plans; Financial and Operating Leverage, Combined Leverage. EBIT and EPS Analysis. |  
| **Dividend Policies:** | Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends. |
SECTION D

- **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.
- **Management of Cash**: Strategies, Baumol’s, Miller-Orr’s and Beranek’s Models of Cash Management.
- **Management of Receivables**: Credit Policy, Credit Terms and Collection Efforts.

**References**:

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 D

- Marketing Organization and Control: Organization for Marketing, Marketing Implementation and Control,
- Ethics In Marketing
- Emerging Trends and Issues in Marketing: Rural Marketing, Societal Marketing, Direct and Online Marketing, Green Marketing, Retail Marketing.

Suggested Readings:

MBA (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-454: 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**

- **Strategic Planning and HRM (SHRM):** Meaning, Features, Differences Between SHRM and HRM.

**SECTION B**

- **Job Analysis:** Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

**SECTION C**

- **Employee Separation and Retention:** Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.
- **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.
- **Job Evaluation:** Meaning, Process and Methods of Job Evaluation.
### SECTION D

- **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.
- **Managing Diversity:** Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

### Suggested Readings:

5. Gomez, Meja, Balkin, Cardy, “*Managing Human Resources*,” New Delhi, Pearson Education.
MBA (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL 455: PRODUCTION AND 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.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Concept of Production &amp; Operations Management, Recent trends and issues. Product and Service Continuum</td>
</tr>
<tr>
<td>• Types of Production Systems.</td>
</tr>
<tr>
<td>• Operations Strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and Capabilities.</td>
</tr>
<tr>
<td>• New Product Design and Development.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plant Location decision: factors affecting location and techniques for location analysis and</td>
</tr>
<tr>
<td>• Plant Layout: Factors affecting layout and types</td>
</tr>
<tr>
<td>• Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing, Gantt. Charts, Network Analysis.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Value Analysis.</td>
</tr>
<tr>
<td>• Quality Issues: Concept of Quality, Statistical Quality Control.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Just in Time Manufacturing Systems.</td>
</tr>
<tr>
<td>• Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.</td>
</tr>
<tr>
<td>• Supply Chain Management: Concept &amp; Components of Supply Chain.</td>
</tr>
</tbody>
</table>

Suggested Readings:
1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
MBA (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGS-457: SEMINAR Credits: 0-0-2
MBA (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-458: CASE STUDIES IN MANAGEMENT

<table>
<thead>
<tr>
<th>Credits</th>
<th>2-0-0</th>
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</thead>
<tbody>
<tr>
<td>Total Marks</td>
<td>100</td>
</tr>
<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.

### SECTION A

**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

### SECTION B

**Case 1:** 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.
**Case 2:** Near Misses in Shinghania Textile Mills(Source: S.N Bagchi, Performance, 2010, Cengage Learning, Delhi, pp. 179-184)
**Case 3:** Sakshi Garments Ltd(Source: Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 629-630)

### SECTION C

**Case 1:** Are Five Heads Better Than One?(Source: Robbins Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 769-771).
**Case 3:** Hindustan Lever Limited: (Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-192)

### SECTION D

**Case 1:** Richa Foods Company(Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-263)
**Case 2:** Ganpati Limited (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1141)
MGL 504: ENTREPRENEURSHIP DEVELOPMENT AND MSME’s

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
- Developing Corporate Entrepreneurship.
- Understanding Entrepreneurship Perspective: Entrepreneurship Motivation.
- Developing Creativity and Understanding Innovation.

### SECTION B
- Ethics and Social Responsibility of an Entrepreneur.
- Role of Entrepreneurship in Economic Development.
- Entrepreneurial Decision Process.
- Micro, Small and Medium Enterprises

### SECTION C
- 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.

### SECTION D
Suggested Readings:

MGS – 503: SEMINAR

Credits: 0-0-2
MBA (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP A: FINANCE

MGL 531: MANAGEMENT CONTROL SYSTEMS

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

- **Understanding Strategy**: Concept of Strategy and its Need, Corporate & Business Level Strategies
- **Management Control System**: Nature, Scope & Process of Management Control System, Pre-requisites of a Successful Management Control System, Relationship & Distinction between Strategic Planning, Operational Control and Management Control Cases; Xerox Corporation (A); NUCOR (A)
- **Behavioural Aspects Of Management Control**: Goal congruence – factors affecting goal congruence – formal and informal systems. NUCOR (B) Case

SECTION B

- **Management Control Structure**: Types of Organization Structures & its Implications to MCS, Matching structure to strategy, Controller’s organization- Functions & Role of Controller, Rendell Company case
- **Responsibility Accounting**: Meaning, Responsibility Centre-Types, Advantages and Implementation.
- **Transfer Pricing**: Objectives, Types & 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
### SECTION C

- **Activity Based Costing:** Need Over Existing Traditional Costing Systems, Meaning & Nature of Activity Based Costing, Steps in Implementing ABC, Utility of ABC for Managerial Decision Making and Improving Cost Management & Profitability.

- **Budgeting and Budgetary control:** Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioural Aspects of budgets.


### SECTION D

- **Balanced Score Card:** Four Perspectives, Aligning BSC to Strategy, Features of a Good BSC, Implementation of BSC and Pitfalls of BSC.

- **Management Compensation & Rewards:** Principles of Managerial Compensation, Linking Rewards to Performance, Types of Rewards & Compensation.

- **Management Control Systems in Services organizations and Multinational Corporations**

### Suggested Readings:

GROUP A: FINANCE

MGL 532: CAPITAL MARKETS & INVESTMENT 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.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Introduction</strong>: Evolution, Structure and Functions of Capital Market in India</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<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>
<tr>
<td>• <strong>Clearing and Settlement</strong>: Clearing and Settlement-Process, Account Period Settlement, Rolling Settlement, Derivatives Market: Products, Participants and Functions, Derivatives Market in India</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Regulation</strong> of Capital Market in India</td>
</tr>
<tr>
<td>• <strong>Depository System</strong>: Need, Process and Progress</td>
</tr>
<tr>
<td>• <strong>Security Analysis</strong>: Concept and Types of Risk and Return, Risk- Return Trade-off, Valuation of Equity Shares, Preference Shares, and Debentures, Factors influencing Share Prices</td>
</tr>
<tr>
<td>• <strong>Investment Analysis</strong>: Fundamental Analysis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Technical Analysis, Efficient Market Hypotheses, Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory</td>
</tr>
<tr>
<td>• Portfolio Management: Construction, Revision and Evaluation</td>
</tr>
</tbody>
</table>
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

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
MBA (SEMESTER-III)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP B: MARKETING  
MGL-533: CONSUMER BEHAVIOUR

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>
</tr>
</thead>
</table>
| • Introduction to Consumer Behaviour: Nature, Scope and Importance.  
• Consumer Motivation: Nature of Motivation; Types of Consumer Needs and Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Measurement of Motives.  
• Personality and Consumer Behaviour: Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics. |

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
</table>
| • Consumer Perception: Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.  
• Consumer Learning: Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning.  
• Consumer Attitude Formation: Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude. |

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
</table>
| • Reference Group and Family Influences: Power of Reference Groups; Types of Consumer Related Reference Groups; Celebrity and Other Reference Group Appeals; Family Decision Making and Consumption Related Roles; Family Life Cycle.  
• Social Class: Definition; Measurement of Social Class; Social Class Dynamics.  
• Cultural and Subcultural Influences on Consumer Behaviour: Definition of Culture and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Subcultural Categories. |
SECTION D

- Diffusion of Innovation; Diffusion Process; Adoption Process.
- Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation behind Opinion Leadership
- Consumer Decision Making: Consumer Decision Process; Types of Decisions; Information Search Process; Alternative Evaluation and Selection; Decision Rules.
- Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia’s Model.

Suggested Readings:

MBA (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP B: MARKETING

MGL 534: MARKETING 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.

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<thead>
<tr>
<th>SECTION A</th>
</tr>
</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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Defining Marketing Research Problem:</strong> Importance of defining the problem and developing an approach, process of defining the problem, components of the approach</td>
</tr>
<tr>
<td><strong>Secondary Data in Marketing:</strong> Criteria for evaluating secondary data, Internal secondary data, syndicated and non-syndicated Sources.</td>
</tr>
<tr>
<td><strong>Scaling design:</strong> Comparative and Non-Comparative Scaling Techniques.</td>
</tr>
<tr>
<td><strong>Multi Item Scale development:</strong> Scale evaluation: Measurement Accuracy, Reliability and Validity, generalizability</td>
</tr>
</tbody>
</table>
**SECTION C**

<table>
<thead>
<tr>
<th>Applications of Marketing Research in Marketing: Traditional Applications:</th>
<th>Product Research, Price Research, Distribution Research and Promotion Research.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contemporary Applications:</td>
<td>Brand Equity and Customer Satisfaction</td>
</tr>
<tr>
<td>Emerging Applications:</td>
<td>E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.</td>
</tr>
</tbody>
</table>

**SECTION D**

| Statistical Designs: | Completely Randomized Design with ANOVA, Randomized Block Design with ANOVA, Latin Square Design with ANOVA |
| Data Analysis Techniques: | Factor Analysis, Cluster Analysis |

**Suggested Readings:**

GROUP-C: HUMAN RESOURCE MANAGEMENT

MGL-536: ORGANISATIONAL CHANGE AND DEVELOPMENT

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


SECTION B


SECTION C

Introduction to Organization Development: Concept and Nature.

SECTION D

OD Interventions: Individual, Interpersonal, Group Process Approaches
Future Directions In Organization Development.

Suggested Readings:
MBA (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-C: HUMAN RESOURCE MANAGEMENT

MGL-543: LABOUR LEGISLATIONS AND SOCIAL SECURITY

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>Labour Legislation:</strong> Introduction, Principles and Types of Labour Legislation, Forces Influencing Labour Legislation in India.</td>
</tr>
<tr>
<td>• <strong>Wages and Bonus Laws:</strong> Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act, 1965</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Laws Relating to Working Conditions:</strong> Factories Act, 1948; Contract Labour (Regulation and Abolition) Act, 1970; Child Labour (Prohibition and Regulation) Act, 1986.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Industrial Relations Laws:</strong> Trade Unions Act, 1926; Industrial Disputes Act, 1947, Industrial Employment (Standing Orders Act), 1946.</td>
</tr>
<tr>
<td>• <strong>Social Security:</strong> Introduction, Need for Social Security, Main elements of Social Securities: Social Assistance, Social Insurance; Major Trends and Emerging Issues in Social Security.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Social Security Laws:</strong> Workers Compensation Act, 1923; Employee’s State Insurance Act, 1948; The Employee’s Provident Fund and Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1972; The Unorganised Workers’ Social Security Act, 2008.</td>
</tr>
</tbody>
</table>

Suggested Readings:

GROUP –D: INTERNATIONAL BUSINESS

MGL-538: MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS

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
- International Business: Introduction, Why Companies Engage in IB, Risks in Internationalisation. Multinational Firms: Nature; Rationale; Goals and Constraints
- Orientation of a Multinational: Ethno, Poly, Regio and Geocentric Firms.

SECTION B
- Cultural Context for International Management: Meaning of Culture, National, Professional and Corporate Culture, Interpretations of Culture, key Dimensions of Culture, Dealing with Cultural Differences.
- Foreign Market Entry Modes: Direct and Indirect Entry Modes, Choice of Entry Mode, FDI and Collaborative Ventures, Managing Collaborative Ventures, Licensing, Franchising, and Other Contracts.

SECTION C
- Global Strategy and Organization: Role of Strategy; the Integration-Responsiveness Framework; Distinct Strategies emerging from the Integration-Responsiveness Framework. Organizational Structure for international firms.

SECTION D
- International Human Resource Strategy: international staffing policy, training selected people, compensating employees, diversity in international workforce.

Suggested Reading:
GROUP –D: INTERNATIONAL BUSINESS

MGL-544: INTERNATIONAL FINANCIAL AND ECONOMIC ORGANIZATIONS

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

- **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.

SECTION B

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

SECTION C

- **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.
- **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.
SECTION D

- 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.

Suggested Readings:

Websites:
2. https://www.imf.org/external/about.htm
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

- **Understanding Strategy**: Concept, Corporate & Business Level Strategy, Brief Introduction to BCG Model, Porters 5-Force Model and Value Chain Analysis.
- **Management Control System**: Nature, Scope & Process of MCS, Pre-requisites of a Successful MCS, Relationship & Distinction between Strategic Planning, Operational Control and Management Control
- **Behavioural Aspects Of Management Control**: Goal Congruence, Motivation, Managerial Styles, Corporate Culture, Implementing Change and Resistance to Change, Inter-Unit Conflict & Co-operation

SECTION B

- **Responsibility Accounting**: Meaning, Responsibility Centre-Types, Advantages and Implementation.
- **Activity Based Costing**: Need over existing Traditional Costing Systems, Meaning & Nature of Activity Based Costing, Steps in Implementing ABC, Utility of ABC for Managerial Decision Making and Improving Cost Management & Profitability.
- **Corporate Governance & Internal Controls**: External Audits, Internal Controls & Audits, Multiple roles of an Auditor, Whistle blower in organization, Management Audit: Meaning, Rationale & Techniques of Management Audit, Distinction between Financial, Cost & Management Audit, Methodology and Reports in Management Audit. Corporate Governance

SECTION C

- **Suggested Case Discussion**: ENRON, SATYAM, WORLDCOM.
- **Balance Score Card**: Four Perspectives, Aligning BSC to Strategy, Features of a good BSC, Implementation of BSC and Pitfalls of BSC.
- **Relevance of Budgeting Control in MCS, Behavioural Aspects of Budgets**
SECTION D

- **Management Compensation & Rewards**: Linking Rewards to Performance, Reward Criteria, Performance Variables, Basic Trade off: Creating Incentive vs Imposing Risk, Moral Hazard, Types of Rewards & Compensations, Individual, Team Based & Executive Compensation

- **Transfer Pricing**: Arms Length Principle, Issues in Fixing Transfer Pricing, Objectives, Types & Methods of Transfer Pricing, Managing Inter-Departmental Conflicts Related to Transfer Pricing, Administration & Negotiation on Transfer Pricing, International Transfer Pricing.

- **Relevance of MIS in MCS**: Reporting and Information System in Organization and Control Implications

Suggested Readings:

MBA (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-E: PRODUCTION AND OPERATIONS

MGL –540: PRODUCTION PLANNING & CONTROL

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

- Production Planning and Control Function: Material Requirement Planning; Production-Inventory Systems; Forecasting: Time Series Methods; Smoothing Methods, Decompositions Methods. Monitoring Forecast Errors and Control of Forecasting Procedures;
- Job Shop Planning; Scheduling and Control.

SECTION B


SECTION C

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

SECTION D

- Maintenance and spares management; Querying theory for maintenance work study and Incentives; Method study and time and motion studies;
- Incentive Schemes.

Suggested Readings:
2. Caubang, Ted C. Readings on Production Planning and Control. Geneva, ILO.
GROUP – F: INFORMATION TECHNOLOGY

MGL-541: MANAGEMENT INFORMATION SYSTEMS

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>
</tr>
</thead>
<tbody>
<tr>
<td>MIS Need and Concepts, Factors Influencing MIS and Characteristics of MIS. Data and Information. Technology of MIS. Structure of MIS. Decision Making and Role of MIS. Data communication. Basic H/W Required, Channel Features and Concept of Distributed Databases.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunications and Networks: An Overview of Telecommunications; Networks and Distributed Processing, Internet, Intranet and Extranet.</td>
</tr>
<tr>
<td>Planning for MIS; System Development Methodologies; Conceptual and Detailed Designs of MIS.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>System Implementation Strategies and Process; System Evaluation and Maintenance.</td>
</tr>
<tr>
<td>Introduction to Data Base and Access: Viewing and Editing Data; Sorting and Indexing Printing Reports and Labels</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Multiple Tables. Forms, Queries, Reports.</td>
</tr>
<tr>
<td>Managing International Information Systems: Organizing International Information Systems; Managing Global Systems; Technology Issues and Opportunities.</td>
</tr>
</tbody>
</table>

References
MBA (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP –F: INFORMATION TECHNOLOGY

MGL-542: DECISION SUPPORT SYSTEMS

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>• Introduction to Decision Support Systems, Characteristics &amp; Objectives, DSS &amp; its Applications</td>
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</tbody>
</table>

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<tr>
<th>SECTION B</th>
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<tbody>
<tr>
<td>• Components of DSS - Data Subsystem, Model Subsystem User --Interface DBMS in DSS</td>
</tr>
</tbody>
</table>

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<tr>
<th>SECTION C</th>
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</thead>
<tbody>
<tr>
<td>• Expert Systems and its Integration with DSS;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Executive Support System; Role of Executive Support System in Organization, Developing Executive Support System, Benefits of Executive Support System.</td>
</tr>
<tr>
<td>• Knowledge and Information Work: Meaning; Knowledge Work Systems; Requirements of Knowledge Work System.</td>
</tr>
</tbody>
</table>

References
MBA (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-551: STRATEGIC 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


SECTION B

- Industry analysis- Porter’s Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. Strategic Group mapping, Power Curves

SECTION C

- Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.
SECTION D

- Leadership and Organization Culture.

Suggested Readings:

6. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
MBA (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

MGL-552: INTERNATIONAL BUSINESS

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>
</tr>
</thead>
</table>
| • International Trade and Investment: Concept, Importance and Rationale; Globalization and its Phases.  
• 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. |

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
</table>
| • International Business Environment: Economic; Socio-Cultural; Political and Legal environment facing business.  
• **Case studies:** Boeing versus AIRBUS: GATT and Mouse; Nike and China.  
• 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. |

<table>
<thead>
<tr>
<th>SECTION C</th>
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</thead>
</table>
| • Foreign Exchange Market Mechanism and Determinants  
• **Case Study:** European Union and Euro.  
• 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. |

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
</table>
| • 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. |
Suggested Readings:

MBA (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP A: FINANCE
MGL – 581: INTERNATIONAL FINANCIAL 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

- Foreign Exchange System: The Internationalization of Business and Finance, Alternatives Exchange Rate System; 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 And Asset Market Approach;

SECTION B

- Role of Central Bank in Determination of Exchange Rates; Parity Conditions in International Finance; Purchasing Power Parity.
- 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.

SECTION C

- Country risk analysis: Country Risk Analysis, Measuring And Managing Political Risk, Firms Specific Risk; Country Risk Analysis, Study of Economic and Political Factors Posing Risk, Country Risk Analysis In International Banking

SECTION D

- Risk Hedging- An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure.
- Foreign Exchange Risk Management; Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards and Futures.

Suggested Readings:

MBA (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP A: FINANCE  
MGL – 582: FINANCIAL MARKETS AND FINANCIAL SERVICES

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>
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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>

<table>
<thead>
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<tbody>
<tr>
<td>• NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects.</td>
</tr>
<tr>
<td>• Banking Sector Reforms in India-Implementation Status.</td>
</tr>
<tr>
<td>• Factoring Services in India</td>
</tr>
</tbody>
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<tbody>
<tr>
<td>• Venture Capital Financing in India.</td>
</tr>
<tr>
<td>• CCIL: Role and Functions</td>
</tr>
<tr>
<td>• Repos: Concept, Process and Progress in India</td>
</tr>
<tr>
<td>• Govt. Securities Market in India</td>
</tr>
</tbody>
</table>

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</thead>
<tbody>
<tr>
<td>• Call Money Market in India</td>
</tr>
<tr>
<td>• Treasury Bills Market in India</td>
</tr>
<tr>
<td>• Commercial Paper and Certificate Deposit Market in India.</td>
</tr>
<tr>
<td>• Securitization: Concept, Process and Progress in India.</td>
</tr>
</tbody>
</table>

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

Web sites:
1. www.rbi.org.in
2. www.nsdl.com
3. www.licindia.com
4. www.sebi.gov.in
5. www.nabard.org
6. www.ifci ltd.com
GROUP A: FINANCE
MGL– 583: CORPORATE TAX LAW AND PLANNING

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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<tbody>
<tr>
<td><strong>Introduction to Income Tax Act, 1961:</strong> Definitions of Person, Assesses, Assessment Year, Previous Year, Average Rate of Tax. Capital and Revenue incomes, expenses, losses and gains</td>
</tr>
<tr>
<td><strong>Agriculture Income, Concept, scope Partly Agriculture Income.</strong></td>
</tr>
<tr>
<td><strong>Residential Status:</strong> Determination of Residential Status of a Company Individuals, Firms. Incidence of Tax, Scope of Total Income on the Basis of Residential Status.</td>
</tr>
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<tr>
<th>SECTION C</th>
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</thead>
<tbody>
<tr>
<td><strong>Income from Other Sources:</strong> 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.</td>
</tr>
</tbody>
</table>
SECTION D

- **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

Suggested Readings:

5. Website: [www.incometaxindia.gov.in](http://www.incometaxindia.gov.in)
MBA (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP- A: FINANCE
MGL-599: CASE STUDIES IN FINANCE

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.

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<tr>
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<tbody>
<tr>
<td>Alpha Chemical Industries</td>
<td>(source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd, pp-238.)</td>
</tr>
<tr>
<td>Variance Analysis-Case Study-2</td>
<td>(source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd, pp-422.)</td>
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<tbody>
<tr>
<td>Sonal Company Scenario</td>
<td>(Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1131)</td>
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<tr>
<th>SECTION C</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>To Pharma or Not to Pharma</td>
<td>(source:2013, By Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt.Ltd. pp-228)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
<th></th>
</tr>
</thead>
</table>
MBA (SEMMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-B: MARKETING
MGL-584: ADVERTISING AND SALES 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.

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<thead>
<tr>
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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>
</tbody>
</table>

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</thead>
<tbody>
<tr>
<td>Advertising Budget –Factors influencing budget setting, Methods for determination advertising budget.</td>
</tr>
<tr>
<td>Advertising Agencies – Types, Role and Functions;</td>
</tr>
<tr>
<td>Legal aspects of Advertising- Legislations affecting advertising; Self-Regulatory Codes of Conduct in Advertising .</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
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</thead>
<tbody>
<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>
<tr>
<td>Nature and Scope of Sales Management, Personal Selling Objectives; Selling Process</td>
</tr>
<tr>
<td>Sales Force Organization – Nature and Types;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Sales Training Programs – Need, Objectives, Methods.</td>
</tr>
<tr>
<td>Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;</td>
</tr>
<tr>
<td>Designing Sales Territories and Sales Quotas – Objectives and Types;</td>
</tr>
<tr>
<td>Developing and Managing Sales Evaluation Program.</td>
</tr>
</tbody>
</table>
Suggested Readings:

GROUP-B: MARKETING
MGL – 585: BRAND AND RETAIL 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

- 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.

SECTION B

- Brand Positioning: Identifying and Establishing Brand Positioning;
- Concept of brand personality
- Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.

SECTION C

- Brand Valuation Methods.

Retail Management

- 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.
SECTION D

- 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.

Suggested Readings:

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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<tr>
<td><strong>Marketing in Services Economy:</strong> 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 &amp; its integration with other management functions, developing effective service marketing.</td>
</tr>
<tr>
<td><strong>Consumer Behavior in a Service Context:</strong> three stage model of service consumption, repurchase stage, service encounter stage, post counter stage.</td>
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</table>

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<tbody>
<tr>
<td><strong>Positioning Services in Competitive Markets:</strong> 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.</td>
</tr>
<tr>
<td><strong>Designing and Management Service Processes:</strong> flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer as co-producer, self-service technologies.</td>
</tr>
<tr>
<td><strong>Crafting the Service Environment:</strong> purpose of service environment, theory behind consumer response to service environments, dimensions of the service environment.</td>
</tr>
</tbody>
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<tbody>
<tr>
<td><strong>Managing People for Service Advantage:</strong> 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.</td>
</tr>
<tr>
<td><strong>Managing Relationships and Building Loyalty:</strong> 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.</td>
</tr>
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<tbody>
<tr>
<td><strong>Complaint Handling and Service Recovery:</strong> customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior.</td>
</tr>
<tr>
<td><strong>Improving Service Quality and Productivity:</strong> 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.</td>
</tr>
</tbody>
</table>
Suggested Readings:

GROUP-B: MARKETING
MGL-600: CASE STUDIES IN MARKETING

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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**SECTION A**

**Case 1:** "Relationship between Employee Satisfaction, Customer Satisfaction and Market Share: The Case of Hewlett- Packard”. pp 336-339
Source: Services Marketing, Operations and Management
Author: Vinnie Jauhari
Oxford University Press Publication, India.
Source: Services Marketing, Operations and Management
Author: Vinnie Jauhari
Oxford University Press Publication, India.

**SECTION B**

**Case 3:** Physical Evidence: A Case of KFC”.pp: 236-238
Source: Services Marketing, Operations and Management
Author: Vinnie Jauhari
**Case4:** Mortein Vaporizer: What lies Beneath Brand Positioning? Vikalpa Vol. 38.3-2013
Debasis Pradhan & Divya Agarwal
Oxford University Press Publication, India.

**SECTION C**

**Case5:** HCL: Facing the Challenge of the Laptop Market
Jaydeep Mukherjee and Mahalingam Sundar arjan Vol. 37 no.1 Jan-march 2012
**Case6:** Harvert Gold: Delhi’s No. 1 Brand
Noria Farooqui Vol 37 No.2 April- Dec 2012
**Case7:** Food World- A Market Entry Strategy in Managing Retailing. Sinha, P.K and D.P Uniyal(2012)

**SECTION D**

**Case8:** Planet Health in Managing Retailing. Sinha, P.K and D.P Uniyal (2012)
**Case9:** Airtel: If only we talk to each other, in Darwin’s Brands- Adapting for Success. Halve, Anand(2012), Sage Publication, pg. 153-167
GROUP–C: HUMAN RESOURCE MANAGEMENT
MGL–587: INDUSTRIAL RELATIONS

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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SECTION A

- Labor Force in India: Growth, Composition and Trends.
- 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

SECTION B

- Problems of Labour Management Relations; Causes of poor Industrial Relations; Necessary Pre-requisites for Harmonious Industrial Relations. Recommendations of 2nd National Commission on Labour
- 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.
- Case study: Supreme Court Judgment in the case of Tamil Nadu government employees strike.
- Discipline: Misconduct, Various approaches to deal with indiscipline.

SECTION C

- Dispute Settlement Machinery Conciliation: Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types.

SECTION D

- Workers Participation in Management: Concept, Evolution, Objectives, and Forms of Worker’s Participation.
Suggested Readings:

MBA (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP–C: HUMAN RESOURCE MANAGEMENT
MGL–588: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

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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<td>• Competency: Concept; Personal Competency Framework; The Lancaster Model of Managerial Competencies; Transcultural Managerial Competencies; Issues Related to Developing Competency Models.</td>
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</table>

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<tbody>
<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>
</tr>
<tr>
<td>• Career Planning, Development, and Management Career: Concept, Characteristics of present day careers; Types of Careers; Career Stages</td>
</tr>
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<tbody>
<tr>
<td>• 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>
</tr>
<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</td>
</tr>
</tbody>
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</thead>
<tbody>
<tr>
<td>• 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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</table>
Suggested Readings:


Instructions for the Paper Setters:

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<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>
</tr>
</tbody>
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<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.</td>
</tr>
<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>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<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>
</tr>
</tbody>
</table>
Suggested Readings:

**GROUP-C: HUMAN RESOURCE MANAGEMENT**
**MGL–601: CASE STUDIES IN HUMAN RESOURCE MANAGEMENT**

**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.

| 3. The Dish Ends Ltd. (Source: Kulkarni, Pachpande and Pachpande, Case Studies in Management, 2012, Pearson Education, Delhi, pp. 3-6.) |
GROUP–D: INTERNATIONAL BUSINESS
MGL–590: INTERNATIONAL FINANCIAL MARKETS AND FOREIGN EXCHANGE

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>
</tr>
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<tbody>
<tr>
<td>• <strong>History of the International Financial System</strong> - The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond,</td>
</tr>
<tr>
<td>• Euro-currency Market, Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits,</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Types of Foreign Exchange Markets and Transactions</strong>, 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;</td>
</tr>
<tr>
<td>• Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management,</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Exposure Management Techniques</strong>, Organisation of the Exposure Management Function; Parameters and Constraints on Exposure Management</td>
</tr>
<tr>
<td>• 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>
</tr>
</tbody>
</table>
Suggested Readings:
GROUP-D: INTERNATIONAL BUSINESS
MGL–591: INTERNATIONAL FINANCIAL 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:

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<thead>
<tr>
<th>SECTION A</th>
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<tbody>
<tr>
<td><strong>Foreign Exchange System:</strong> The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International Monetary System, The European Monetary System.</td>
</tr>
<tr>
<td><strong>Foreign Exchange Rate Determination:</strong> Introduction to Spot Market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors Affecting Currency Value: BOP Approach &amp; Asset Market Approach</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Role of Central Bank in Determination of Exchange Rates:</strong> Parity Conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.</td>
</tr>
<tr>
<td><strong>Currency Forecasting:</strong> Interest Rate Parity Theory, The Relationship between Forward and Future Spot Rate, Currency Forecasting;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<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>
</tr>
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</table>

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Measuring &amp; Managing Operating Exposure:</strong> Measuring &amp; Managing Translation Exposure.</td>
</tr>
<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>
</tr>
</tbody>
</table>

Suggested Readings:

GROUP–D: INTERNATIONAL BUSINESS
MGL–592: INTERNATIONAL MARKETING

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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<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
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</tr>
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<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
Suggested Readings:


**GROUP–D: INTERNATIONAL BUSINESS**  
**MGL–602: CASE STUDIES IN INTERNATIONAL BUSINESSES**

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:**

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<table>
<thead>
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</tr>
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</table>
| **Case1:** Globalisation of Production and Markets of Indian Motion Pictures - A Case of *Krrish*  
**Case2:** Hollywood and the Rise of Cultural Protectionism  
**Case3:** Dell Growth Strategy: International & Indian  

<table>
<thead>
<tr>
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</table>
| **Case1:** AUTOLATINA: A Failed International Partnership  
**Case 2:** Airbus Versus Boeing: When Intervention Not Intervention?  
**Case 3:** Euromanage Inc.  
### SECTION C

**Case 1:** Caslos Ghosan & Renault-Nissan: Leading for Global Success  

**Case 2:** Advanced Biomedical Devices: Assessing Readiness to Export  

**Case 3:** Subway & the Challenges of Franchising in China.  

### SECTION D

**Case 1:** Getting Airline Alliances off the Ground.  

**Case 2:** The P&G Fiasco  

**Case 3:** Unfair Protection or Valid Defense?  
MBA (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP–E: PRODUCTION AND OPERATIONS
MGL–593: INVENTORY 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

- Inventory Costs: Types of Control System.

SECTION B

- Inventory Control Levels, Order Point, Re–order Level, Maximum and Minimum Level, Standard Order Quantity, Safety Stocks.
- Inventory control models; static, dynamic and deterministic; EOQ concept.
- Probabilistic Models: Determinations of EOQ under various conditions of demand and lead time analysis.

SECTION C

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

SECTION D


Suggested Readings:

MBA (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP–E: PRODUCTION AND OPERATIONS
MGL–594: LOGISTICS 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:

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<thead>
<tr>
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<tbody>
<tr>
<td>• Introduction to logistics and its Interface with Production and Marketing: Measures of Logistics;</td>
</tr>
<tr>
<td>• Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation systems: Facilities and Services;</td>
</tr>
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<tbody>
<tr>
<td>• Dispatch and Routing Decisions and Models;</td>
</tr>
<tr>
<td>• Customer Services in Logistics: Customer Service Defined, elements and their relative importance. Order cycle time; Importance Logistics/Customer service; Defining Sales-Service Relationship; Determining Optimum Service Levels; Service Variability.</td>
</tr>
</tbody>
</table>

<table>
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<tbody>
<tr>
<td>• Order Processing: Defining Order Processing; Other Factors affecting Order-Processing Time, Different Types of Order Processing: Industrial Order Processing, Retail Order Processing, Customer order processing, Web-based Channel Order Processing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling; International Logistics Management; Logistics Future Directions. Logistics Information System.</td>
</tr>
</tbody>
</table>

Suggested Readings:


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
MBA (SEMESTER-IV)  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)  

GROUP–E: PRODUCTION AND OPERATIONS  

MGL–595: TOTAL QUALITY MANAGEMENT AND QUALITY CONTROL

<table>
<thead>
<tr>
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</table>

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

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

<table>
<thead>
<tr>
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</thead>
</table>
| • Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis  
• Optimum Maintenance Decisions; Total Productive Maintenance (TPM); Quality Audits; Lead Assessment and, ISO-9000 Standards– Marketing Aspects of T.Q; Total Quality of Services; Total Quality and Safety; Six Sigma. |

<table>
<thead>
<tr>
<th>SECTION C</th>
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</thead>
</table>
| • Quality function, meaning of control quality. Characteristics inspection and its Importance, difference between Inspection and quality control.  

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
</table>
| • Economics of Quality; Quality; Quality Costs, Types of Quality Costs, Control of Quality Costs, Cost Studies and Optimization, Economics of Quality of Design and Quality of Confirmation  
• Statistical Quality Control, Basic Statistical Methods; Techniques of Quality Control; Charts of Attributes and Variables.  
• Acceptance Sampling; Sampling Theory, Sample Size on Crating Characteristics and Curve for Single Sampling, Double Sampling and Sequential Sampling Plans, Use of Dodge Raming and MILSD - 15 tables. |
MBA (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Dale. H. Bosterfield: Quality Control, Prentice Hall, New Jersey,
GROUP-F: INFORMATION TECHNOLOGY  
MGL-596: DATA MANAGEMENT TECHNIQUES

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

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<thead>
<tr>
<th>SECTION A</th>
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<tbody>
<tr>
<td>Introducing the FoxPro Menu Structure: Making Menu Selections, A Quick Tour of the Menu System</td>
<td>Creating a Database Structure: Creating a Sample Database File: How to Create a New File, How to Define the Structure of a Database, Entering the Field Names and Types, Saving the Database File.</td>
</tr>
<tr>
<td>Introducing FoxPro Dialog Boxes: Dialog Box Controls, Using Dialog Boxes.</td>
<td>The Database File in the Background: Opening and Closing a Database File. Copying and Modifying the Structure of a Database File.</td>
</tr>
<tr>
<td>Working with FoxPro’s Windows: Controlling Windows in FoxPro for Windows, Window Controls in FoxPro for DOS</td>
<td>Adding, Editing, and Viewing Data: Appending Data: Appending Data with the Change Display, Appending Data with the Browse Display, Ending the Data Entry Session.</td>
</tr>
<tr>
<td>How to use the Editor: The Edit Menu, Fonts.</td>
<td>Change (or Editing) Data, Browsing through the Data; Resizing and changing the order of Fields, Partitioning the Window. Additional Features of a Browse Menu</td>
</tr>
<tr>
<td>Working with the Command Window: Other Features: Getting Help, Quitting.</td>
<td>Deleting a Record: Moving the Pointer: GOTO commands.</td>
</tr>
<tr>
<td></td>
<td>Shortcuts using the Command Window</td>
</tr>
</tbody>
</table>

<table>
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</thead>
<tbody>
<tr>
<td>Understanding Indexes and Expressions.</td>
</tr>
<tr>
<td>Types of Index: Single Index files, compound; index files, structural command indexes, compact indexes.</td>
</tr>
<tr>
<td>Using Some Simple Indexes: An Overview of the Index Dialog box, Creating Simple Indexes using the Index, Dialog Box, Indexing Commands, Creating Simple Indexes using the Structure Dialog Box.</td>
</tr>
</tbody>
</table>
**MBA (SEMESTER-IV)**
*(CREDIT BASED EVALUATION AND GRADING SYSTEM)*

- Understanding Expressions: Constants, Functions and Operators.
- Using Expressions in Indexes: Alphabetizing by Name, Indexing in Descending Order.
- Using Indexes: Selecting the Controlling Indexes, A Review of the Setup Dialog Box.
- Sorting.
- Using Queries and Logical Expressions.
- Working with Logical Expressions: Logical Functions, Relational Operators, Logical Operators.
- To Index or not to Index: FOR and WHILE clauses, preparing to use WHILE, Rushmore Technology.
- Making Queries for Single and Multiple records: Un-indexed Queries for a Single Record, Indexed Queries for a Single Record, Queries for Multiple Records, Querying with other Data Types, Dealing with Deleted Records.

**SECTION D**

- Special Techniques: Setting a Filter, Building a Query into an Index.
- Generating Reports and Mailing Labels.
- The process of Producing Reports: Designing the Report Form.
- Designing the Report: Working with Report Queries: Report Objects in FoxPro for Windows, Object Dialog Boxes in FoxPro for Windows, Field Expressions in Reports in FoxPro for Windows, Report Objects in FoxPro for DOS, Object Dialog Boxes in FoxPro for DOS.
- Working with Objects: Special Techniques: Selecting Multiple Objects, Copying and Pasting Objects.
- A Sample Report: A Report in FoxPro for Windows, A Report in FoxPro for DOS.
- Creating Mailing Labels: Label Layout in FoxPro for Windows, label layout in FoxPro for DOS Producing Labels.

**Suggested Reading:**
*Mastering FoxPro 2.5”, Charles Siegel, BPS Publications.*
MBA (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-F: INFORMATION TECHNOLOGY
MGL–597: E–COMMERCE AND INTERNET

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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**SECTION A**

**SECTION B**
- **Risks of Insecure Systems:** Risks Associated with Internet Transactions. Internet Associated Risks (Risks to Customers, Risks to Selling Agents), Intranet Associated Risks (Sabotage by Former Employees, Threats from Current Employees), Social Engineering, Risk Associated with Business Transaction Data Transferred between Trading Partners, Risks Associated with Confidentially-Maintained Archival, Master File & Reference Data, Risks Associated with Viruses & Malicious Code Overflows.

**SECTION C**
- **Risk Management:** Control Weakness vs. Control Risk (Security Gaps, Culture Management, Excessively Tight Controls), Risk Management Paradigm, Disaster Recovery Plans, Role of Internet Controls in Risk Management.
SECTION D

- **E-Commerce & Payment Mechanisms**: Set Protocol, SET vs. SSL, Magnetic Strip Cards, Smart Card:. E-checks, E-Cash.

- **Intelligent Agents**: Definition, Capabilities of Intelligent Agents, Agent Societies, Intelligent Agents & E-Commerce (Online Information Chain, Business to Business Transaction Negotiation). Limitations of Agents.


Suggested Readings:

2. E-Business Revolution by Daniel Amar.
5. E-Commerce in Indian Banking by T.M. Bhasin Authors Press, New Delhi.
GROUP-F: INFORMATION TECHNOLOGY
MGL–598: WEB DESIGNING AND HTML

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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SECTION A

- Virtual Functions: Protected Members, Overloading (Method, Function and Operator)
  Method Overriding Field Shadowing, Multiple Inheritance, Template Classes and Functions. Virtual Base Classes, Exception Handling.

SECTION B

- Java Fundamentals: Programme Structure, Syntax and Layout Conventions, Classes Instance and Objects.
- Java Elements: Data types, liberals and variables operators expressions. Control exceptions arrays strings streams.

SECTION C

- Programming with Java: Client Server Applications, Exception Handling.

SECTION D

- HTML: Building Executing HTML Documents, Formatting and Aligning Text, Tags, Attributes and Values, Adding Units, Linking Pales, Working with Images, Fonts, Creating Tables, Working with Frames and Building Forms.
- Practicals Relating to Web Designing and HTML

Suggested Readings: