



**Faculty of Management**  
Department of Business Administration  
**M.J.P. Rohilkhand University**  
Bareilly - 243 001 (U.P.)

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# Syllabus

## MBA (Part Time) Three Years Part Time Programme

### MBA(P/T) -I Semester Management Concepts and Skill Development *PAPER CODE : PTC-1.1*

**Objectives :** The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organisation .

#### UNIT-I

**Management :** Definition, nature, process , functions & skills . **Evolution of management thoughts** - F.W. Taylor, Henri Fayol, Max Weber , Elton Mayo . **Management Approachs-** System approach , Contingency approach . **Business Organisation** - Types of ownership .

#### UNIT-II

**Planning :** Concept and purpose , Planning Process , Management by Objectives(MBO), Decision Making .  
**Organisation :** Concept and purpose of organisation , Types of organisation , Line, Line & Staff , Matrix , Virtual Organisation structures . Basis of Departmentation , Concept of Authority, Functional Authority, Delegation of Authority , Centralisation and Decentralisation of Authority. Coordination . Staffing .

#### UNIT-III

**Directing :** Leadership - Concept , Traits, Styles . **Communication :** Concept, Types , process, barriers, making Communication effective .

**Controlling :** Concept, process, Requirement for Adequate control , Budgetary Control , Non-Budgetary Control .

#### UNIT-IV

**Business Process Re-engineering** - Concept , Process, Redesign, BPR, experiences in Indian Industry .

**Total Quality Management(TQM)** - Concept , Systems model of Quality, Deming's approach, TQM as a business Strategy .

**Knowledge Management (KM)**- What , why, how, of Knowledge Management , KM process , approach, strategies, tools.

E-commerce- Ideology, methodology, classification by application /nature of transactions , Driving Forces of EC, Impact of EC, Scope .

## **UNIT-V**

Skill Development - Writing Business Letter, Official letters, 7C's & 4'S in Communication , Report writing Skills, Presentation Skills .

### **Suggested Readings :**

1. Stoner, Freeman , Gilbert Jr. : Management (Pearson education)
2. Kootz, O'Donnell , Weighrich : Essentials of Management
3. Michael , J. Stahl : Management -Total Quality in a global environment ( Blackwell Business)
4. Newman , Warren and Summer : The Process of Management , Concept, Behaviour & Practice .
  1. Brech , E.F.L. : Principles and Practice of Management
  2. Drucker , P.F. : Managements , Tasks , Responsibilities , Practices
  3. Asha Kaul : Effective Business Communication (PHI)
  4. Ron Ludlow, Fergus Panton : The Essence of Effective Communication (PHI)
  5. Efrain , jae, david , H. Micheal : Electronic Commerce : A Managerial Perspective (Pearson Education)
  6. Carr D.K. and Johansson H.J. - Best Practices in Re-engineering (MGH)
  7. Jayaraman M.S.: Business Process Re-engineering (TMG)

## **MBA(P/T) -I Semester** **Statistics for Business Decisions** ***PAPER CODE : PTC-1.2***

**Objectives :** The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.

## **UNIT-I**

Statistics : Concept, Significance and Limitations . Collection of Primary and Secondary Data, Classification and Tabulation , Frequency Distributions and their graphical representation.

## **UNIT-II**

Measures of Central Tendency : Mean, Median and Mode . Measures of Dispersion : Range, Mean Deviation , Standard Deviation and Quartile Deviation . Moments , Measures of Skewness and Kurtosis .

## **UNIT-III**

Probability : Classical , Relative and Subjective Probability . Additive and Multiplicative rules ; Conditional Probability and Baye's Theorem . Random Variable , Mathematical Expectation , Binomial , Poisson and Normal probability distributions.

## **UNIT-IV**

Sampling : Methods of Sampling ; Sampling and Non-Sampling Errors ; Law of Large Numbers and Central Limit Theorem (without proof) .

Estimation , Point & Interval Estimates , Confidence Intervals .

Statistical Testing - Hypothesis and Errors ; Large and Small One Sample and Two sample Tests - Z test, t -test and F-Test.

Chi-Square as a test of Independence and as a test of Goodness of Fit , Analysis of Variance .

## UNIT-V

Correlation and Regression Analysis : Two variable case / Index Numbers ; Time series - its components and their determination .

### **Suggested Readings :**

1. Levin , R.I. : Statistics for Management(PHI)
2. Gupta , S.P. & Gupta , M.P. : Business Statistics
3. Lapin , Lawrance : Statistics for Modern Business Decisions (HBJ)
4. Shenoy , G.V. & Pant, M : Statistical Methods in Business and Social Sciences

## **MBA(P/T) -I Semester** **Managerial Economics** ***PAPER CODE : PTC-1.3***

**Objectives:** The basic objectives of this course is to familiarise the students with the concepts and tools of managerial Economics as applicable to decisions making in contemporary business environment .

## UNIT-I

Nature and scope of Managerial Economics : nature and scope of Managerial Economics , its relationship with subjects . Objective of Firm, Fundamental Economic concepts- Opportunity cost concept , Incremental concept, Principle of the perspective , Discounting principle and Equimarginal principle .

## UNIT-II

Demand Analysis : Concept and importance of Demand & its determinants , Income & Substitution effect, Various elasticities of demand , using elasticities in managerial decisions , revenue concepts, relevance of demand forecasting , methods of demand forecasting .

## UNIT-III

Cost Concept and Production Theory : Various cost concepts & classifications, Cost output relationship - in short run and in long run , (cost curves), Economies of scale , cost control and cost reduction , Production function , managerial uses of production function , Indifferent curves.

## UNIT-IV

Pricing Decisions : Pricing methods , Price Discrimination , Price and output decisions under different market structures - Perfect competition, Monopoly and Monopolistic Competition , Oligopoly .

## UNIT-V

Profit & Inflation : Profit, Functions of profit, profit maximisation , Break Even analysis , Inflation - Types, in terms of demand pull & cost factors , effects of inflation .

### **Suggested Readings :**

- |                           |  |
|---------------------------|--|
| 1. Varsney & Maheshwari : | Managerial Economics                   |
| 2. Mote, Paul & Gupta     | Managerial Economics: Concepts & Cases |
| 3. D.N. Dwivedi           | Managerial Economics                   |
| 4. D.C. Hague             | Managerial Economics                   |
| 5. Peterson & Lewis       | Managerial Economics                   |
| 6. Trivedi                | Managerial Economics                   |
| 7. D. Gopalkrishan        | A study of Managerial Economics        |
| 8. Habib-Ur-Rehman        | Managerial Economics                   |

**MBA(P/T) -I Semester**  
**Marketing Management**  
***PAPER CODE : PTC-1.4***

**Objectives :** The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

**UNIT-I**

**Introduction:** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning ó an overview.

**Market Analysis and Selection:** Marketing environment ó macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

**UNIT-II**

**Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle ó strategic implications; New product development and consumer adoption process.

**Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

**UNIT-III**

**Distribution Channels and Physical Distribution Decisions:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

**Promotion Decisions:** Communication Process; Promotion mix ó advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion ó tools and techniques.

**UNIT-IV**

**Marketing Research:** Meaning and scope of marketing research; Marketing research process.

**Marketing Organisation and Control:** Organising and controlling marketing operations.

**UNIT-V**

**Issues and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

**Suggested Readings :**

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.

**MBA(P/T) -I Semester**  
**Financial Accounting and Reporting**  
***PAPER CODE : PTC-1.5***

**Objectives :** The objective of this paper is to give exposure of the fundamentals of accounting and how financial statements are prepared and other related matters.

**UNIT -I**

Financial Accounting - Nature and objectives , Use of financial statements , Users of Accounting information . Accounting Principles . Accounting Standards , Capital and Revenue receipts and payments .

Origin and Analysis of Business Transaction. - Types of Accounts , Journal , Ledger and Trail Balance [including practical problems ]

## **UNIT-II**

Depreciation methods and accounting - Inventory valuation techniques and accounting [including practical problems ]

## **UNIT-III**

Financial Statements of Trading Organisation - Preparation with adjustments , Final Accounts of Limited Liability companies , P/L Account , P/L Appropriate A/C, Balance Sheet .

## **UNIT-IV**

Company Accounts : Issues of shares and debenture and their redemption . Accounting Policy and Trends in Corporate Reporting .

## **UNIT -V**

Value added reporting - value added statements , EVA Concept and its application in India , Environmental Accounting & Reporting : environmental Costs , Guidelines for environmental reporting .

### **Suggested Readings :**

1. Financial Accounting : Ashok , Deepak , Sehgel
2. Financial Accounting : Ashish , K. Bhattacharya
3. Jawaharlal : Corporate Financial Reporting theory and Practice , Taxamann , New Delhi

### **Paper Setting Guidelines**

UNIT-I - One Numerical and one theoretical .

UNIT-II -- Two Numerical Questions .

UNIT-III Two Numerical Questions

UNIT IV- One Numerical and one theoretical

UNIT V - Two Theoretical Questions

## **MBA(P/T) -II Semester**

## **Production & Operation Management**

***PAPER CODE : PTC-2.1***

**Objectives :** This course aims at acquiring the students with the basic management decisions with respect to production function and designing of a production system .

### **Unit-I**

Nature and scope of production & operations management , production functions , Responsibilities of the Production Manager .

Types of Manufacturing systems , Plant location and plant layout .

### **Unit-II**

Production planning and control , Procedure , objectives and importance of production planning and production control , scheduling .

### **Unit-III**

Materials & stores management , Inventory control , relevant costs , economic lot size , inventory analysis , JIT, standardization & specialization, Automation .

### **Unit-IV**

Work study , Method study , work measurement , flow charts , industrial safety and health considerations , maintenance of production facilities .

### **Unit-V**

Quality control and inspection , sampling inspection , quality control charts , concept of TQM & ISO 9000.

### **Suggested Readings :**

1. Goel B.S. : Production & Operation Management
2. Mayers : Production Management
3. Buffa : Operations Management
4. Moore FG & Hendrick : Production & Operation Management
5. Chunawalla : Production Management

## **MBA(P/T) -II Semester**

### **Business Ethics**

***PAPER CODE : PTC-2.2***

### **Objectives :**

The course aims to educate that how the adoption of Business Ethics by organisations not only discourages corporate wrong- doing , but also contributes substantially in the achievement of corporate excellence.

### **Unit-I**

Business Ethics - An Overview - Concept, nature, evolving ethical values , Arguments against business Ethics.

### **Unit-II**

Worklife in Indian Philosophy :- Indian ethos for worklife , Indian values for the work place , Work-Life Balance .

### **Unit-III**

Relationship between Ethics & Corporate Excellence - Corporate Mission Statement, Code of Ethics , Organisational culture , TQM .

### **Unit-IV**

Gandhian Philosophy of Wealth Management- Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins .

### **Unit-V**

Corporate Social Responsibility - Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business , Social Audit.

### **Suggested books:**

1. Chakraborty , S.K. : ,Foundations of management Work - Contributions from Indian Thought: Himalaya Publishing House Delhi 1998

2. Griffiths , B. : Themarriage of East and West , colling London 1985
3. Gandhi , M.K. : The Study of My Experience with Truth, Navjivan Publishing House , Ahmedabad , 1972
4. Velasquez , M.G. : Business Ethics
5. Sekhar , R.C. : Ethical Choices in Business .

**MBA(P/T) -II Semester**  
**Computer Application in Management**  
***PAPER CODE : PTC-2.3***

**Objectives :**

The objectives of this course include developing an appreciation of different software & Hardware system available in the industry among the participants and build up the experience of computer usage in business organisation with specific reference to database, Networking & Communication, spreadsheet & Operating System.

**Unit-I**

**An Introduction of Computers:** Generation of Computers, Organisation of Computer, Components of Computers, Number Systems (Binary, Octel ,Hexadecimal ) , Data Processing : Types , Data processing cycle , Computer in Business .

**Unit-II**

**Personel Computers:** PC & Types of Computers, Primary & Secondary storage device, other peripherals used with PC , Computer languages.

**Unit-III**

**Introduction to Operating System:** Types of Softwares, Types of O.S. , Concept of MS-DOS : Internal & External Commands . Path, prompt, rmdir, time,ver, vol,echo, chkdsk, diskcopy, label, scandisk, replace, format, fdisk.

Windows - Windows explorer, print manager, control panel, paint brush. Dialog box: text box, check box, slide boxes, Desktop.

**Unit-IV**

**Data Communication & Networks :** Introduction of Communication, Commnication Medias, Communication Modes, Switching techniques, Networks: Goals of Networks, Types of Networks, Client/Server Computing , Network Topologies, MODEM, Gateways, Multiplexer, Bridges, Routers. Ethernet.

**Unit-V**

**Spreadsheet Software :** Introduction of spreadsheet software, creating , Range, formulas, Functions, databases functions in spreadsheet, Graphs on Spreadsheet, data validation , Application of MS-Excel in Business .

**Suggested Readings :**

1. Summer ,M. : Computers Concepts and Uses , Englewood Cliffs, New Jersey , PHI
2. V. Rajaraman : Fundamental of Computers
3. Peter Norton : Introduction to MS-DOS
4. O.Brian, J.A. : MIS , TMH
5. Computer Networks : Tannenbaum

**MBA(P/T) -II Semester**  
**Organisational Behaviour**  
***PAPER CODE : PTC-2.4***

## Objectives :

To have an understanding about how people interact in an organisation and also to help an individual to have a better understanding about one's ownself.

### Unit-I

**Concept of Organisation Behaviour :** Introduction : nature of OB, causal nature of Behaviour, S->O->B model, Individual differences, Model of man.

### Unit-II

**Psychological foundation of Human Behaviour:**

- Perception : Concept and Process
- Learning: Classical and operant Conditioning theories and their application, reinforcement schedule, OB modifications.
- Personality: Factors, Theories of personality, values and attitudes

### Unit-III

**Interpersonal Relations:**

- Transactional Analysis: role of self concept, ego states, Life positions, Life script ,strokes etc. in TA, type of transactions, psychological games.
- Group Dynamics: Concept, group norms, group status, group cohesiveness.
- Leadership Theories: Trait, Behavioural and Situational.

### Unit- IV

**Dynamics of Organisation Behaviour:**

- Motivation Theories: Maslow's Need Hierarchy theory, Herzberg's Two Factor theory, Adam Equity theory, McGregor theory X and Y, Vrooms Expectancy theory
- Organisational Climate : Job Satisfaction, Morale
- Stress : Nature, causes and strategies to cope up with stress.

### Unit- V

**Organisational System :**

- Organisational Conflict: Types, Conflict resolution techniques and styles.
- Organisational Change: Types of change, reasons for change, change process, resistance to change, overcoming resistance.
- Organisational Development : Objectives, characteristics, process, OD intervention strategies.

### Suggested Readings :

1. Robbins : Organisational Behaviour concepts, Controversies and applications.
2. Fred Luthans : Organisational Behaviour
3. Paul Hersey Blanchard : Management of Organisational Behaviour
4. Keith Davis : Introduction to Behavioural Science for Business
5. VSP Rao & PS Narayana: Organisation Theory & Behaviour
6. L.M. Prasad : Organisation Theory & Behaviour.

## MBA(P/T) -II Semester

## Human Resource Management

**PAPER CODE : PTC-2.5**

## Objectives :

The course aims at developing a basic understanding in the students of the issues relating to procurement , development , appraisal, compensation , integration etc. of human resource for its optimum utilization and productivity in the organisation in the context of dynamic business environment .

### Unit-I

**Human Resource Management :** Concept , objectives , scope, functions , importance, Human Resource Planning : Meaning , Objectives, process, limitations, importance , responsibility for human resource planning .



## **Unit-II**

**Recruitment and Selection** : Meaning , sources of recruitment , selection process , induction.

## **Unit-III**

**Training and Development** : Meaning , identification of training and development needs , methods of training and development , evaluation of training and development programmes, significance of training and development , career development .

## **Unit-IV**

**Performance appraisal** : Meaning , process , methods, limitations, importance, internal mobility , separation.

## **Unit-V**

**Wage and Salary Administration** : Concept, objectives, factors influencing wage and salary administration .  
Job evaluation : meaning , principles, methods, limitations, importance , Systems of payment : Time rate system, piece rate system , Incentive payments .Fringe benefits, Executive compensation .

## **Suggested Readings :**

1. David A. De Cenzo & Stephen P. Robbins : Personnel/Human Resource management
2. Rudrabasavarj , M.N. : Dynamic Personnel Administration: management of Human Resource
3. P. Subba rao : Essentials of Human Resource Management & Industrial Relations
4. C.B. Mamorai : Personnel Management
5. Dale Yoder & Paul Staudohar : Personnel Management & Industrial Relations
6. Beach : Personnel- The Management of People at work
7. Strauss G & Sayles , L.R. : The Human Problems of Management
8. Jucius , M.C. : Personnel Management
9. Flippo, Edwin ,B : Personnel Management

## **MBA(P/T) -III Semester** **Business Policy & Strategic Analysis** ***PAPER CODE : PTC-3.1***

### **Objectives:**

This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

### **UNIT-I**

Business Policy as a study ; Its Nature & Importance , Development & Classification of Business Policy; Mechanism or Policy making.

### **UNIT-II**

Top Management its Responsibilities & tasks .

Objectives of Business Characteristics, Classification , types of Objectives and their overall Hierarchy , Setting of Objectives , Key areas involved.

### **UNIT-III**

Corporate Planning ; Concept of long term planning , Strategic Planning (Planning Strtegetically ) , Nature , Process & Impotance .

## **UNIT-IV**

Corporate Strategy : Concept , Components , Importance.

Strategy Formulation : Concept , Process & Affecting Factors.

Strategy Evaluation: Process , Criteria , Environmental Analysis , Resource Analysis .

## **UNIT-V**

Synergy : Concept , Types , evaluation of Synergy.

Capability Profiles , Synergy as a Component of Strategy & its Relevance .

## **Suggested Readings :**

1. Peter F. Drucker                      Management Task & Responsibilities
2. Igor Ansoff                              Corporate Strategy
3. Gluek & Jauch                         Corporate Strategy
4. Standard                                 Management Policy
5. McCarthy, MiniChiello, Curran Business Policy & Strategy

## **MBA(P/T) -III Semester** **Quantitative Techniques** ***PAPER CODE : PTC-3.2***

### **Objectives :**

This course is designed to acquaint the students with the important quantitative techniques which play an important role in the decision making process. The emphasis will be given on their specific applications to business problems.

### **Unit-I**

#### **Introduction to Quantitative Techniques & Linear Programming:**

Concept of Model Building for Business Decisions, Role and Scope of Models in Business and Industry. LPP-Problem formulation, Graphic method, Simplex method including Big M method & Duality.

### **Unit-II**

#### **Transportation and Assignment Problems:**

Transportation-NWCR, Matrix Minima & VAM Methods. Degeneracy & Optimum Solution.

Assignment Problems & Routing Problems.

### **Unit-III**

#### **Decision Theory & Games Theory:**

Decision making under Uncertainty-Criteria of Maximax, Maximin, MiniMax Regret, Laplace & Hurwicz.

Decision making under risk- Criteria of EMV & EOL. Decision Tree Approach and its application.

Types of Games, Pure Strategy and Mixed Strategy.

### **Unit-IV**

#### **Inventory Management & Replacement Theory:**

Types of Inventory, Inventory Management Systems, Safety Stock, Approaches to Inventory Control.

Replacement policy for items & staff.

### **Unit-V**

#### **Queuing Models & Network Techniques:**

Population and Queue discipline, Channels and Phases, Single Phase-Single Channel Queue Models.

CPM and PERT Models.

## **Suggested Readings :**

- |    |                     |   |                                       |
|----|---------------------|---|---------------------------------------|
| 1. | U.K. Srivastava     | : | Quantitative Techniques               |
| 2. | Levin and Kirpatric | : | Quantitative Approaches to Management |
| 3. | Taha                | : | Operations Research                   |
| 4. | Kothari, C.L.       | : | Quantitative Techniques               |
| 5. | Kanti Swaroop       | : | Operation Research                    |
| 6. | Ackoff and Saisini  | : | Fundamentals of Operation Research    |

**MBA(P/T) -III Semester**  
**Accounting for Decisions Making**  
***PAPER CODE : PTC-3.3***

**Objectives :**

To get acquainted with tools and techniques of Management accounting and their application in decision making process of management.

**UNIT- I**

Accounting for Management - Nature and scope , Role of Management Accounting ,Differences with financial accounting . Analysis of Financial statement - Ratio Analysis - Profitability , Turnover and Solvency Ratios , Funds Flow and cash flow analysis.

**UNIT -II**

Cost Classifications, Activity based Costing - Kaplan & Cooper's approach to ABC - How to develop ABC system , How ABC system supports corporate strategy . when to use ABC, Learning curve model - learning curve , Value Chain Analysis , Target Costing , Life cycle Costing .

**UNIT -III**

Marginal Costing and Cost -Volume -Profit Analysis - Practical applications of Marginal Costing techniques , BEP analysis , P/V Ratio and their applications in solutions to business problems .

**UNIT-IV**

Budgeting and Budgeting Control - Flexible Budgets and cash Budgets , Capital Budgeting -Pay Back Period , NPV,IRR and ARR methods and their practical applications..

**UNIT -V**

Variance Analysis - Material and labour variances . Capacity Management - Capacity Planning , levels of activity, approaches to capacity determination and utilisation , Guidelines on Capacity Determination. Transfer Pricing Techniques.

**Suggested Readings :**

1. Anthony R N and Reece JS. Accounting Principles , Hoomwood illinos , Richard D. Irvin
2. Bhattacharya SK and Dearden J. - Accounting for Management . Text and Cases , New Delhi.
3. Hingorani NL and ramanthan AR - Management Accounting , New Delhi
4. Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
5. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
6. Gupta , SP - Management Accounting , Sahitya Bhawan , Agra .

**Paper Setting Guidelines**

UNIT-I - Two Numerical questions .

UNIT-II - One Numerical and one theoretical Question .

UNIT-III- Two Numerical Questions

UNIT IV- Two Numerical Questions

UNIT V - One Numerical and one theoretical Question

## **MBA(P/T) -III Semester**

### **Business Environment**

***PAPER CODE : PTC-3.4***

#### **Objectives :**

The course aims to educate the student with the different environmental factors which effect business . This course aims to develop ability to understand and scan business environment in order to analyse the opportunities and take decisions under the uncertainty .

#### **UNIT-I**

Concept, Significance and nature of Business Environment ; Elements of environment - internal and external ; Different roles of government in relation to business ; Social Responsibilities of Business .

#### **UNIT-II**

Broad profile of Indian Economy , Industrial Policy - its historical perspective(inbrief) , Industrial Policy Liberalisation .

Economic Planning in India ; Rationale of economic planning , latest five year plan .

#### **UNIT-III**

Public sector -its objectives and working , major problems of public sector enterprises ; Privatisation of public sector enterprises - the issue involved .

Role of Private and Joint Sectors.

Securities Exchange Board of India - Organisation and Role , Regulation of Mergers and Acquisitions.

#### **UNIT-IV**

Competition Act ; Industries Development and Regulation Act ; Consumer Protection Act -its main provisions.

#### **UNIT-V**

Latest Export -Import Policy ; Foreign Exchange Management Act ; Globalisation and Business practices, WTO- objectives and Role in International trade .

#### **Suggested Readings :**

1. Francis Cherunilam : Business Environment
2. K. Ashwathapa : Business Environment
3. Rudra Dutt : Indian Economy
4. Kuchhal S.C. : Industrial Economy of India
5. Ghose P.K : Government & Industry

## **MBA(P/T) -III Semester**

### **Research Methodology**

***PAPER CODE : PTC-3.5***

#### **Objectives :**

To equip the students with the basic understanding of the research methodology & to provide an insight into the analytical tools and techniques for the purpose of management decision making.

## **UNIT – I**

Introduction ó Meaning of Research; objectives of Research; Types of Research; Research Process ; Research Problem formulation

## **UNIT ó II**

The Design of Research ó Research Design: Features of a good design; Different Research Designs.

Measurement in Research: Data types; Sources of Error; Tests of Sound Measurement. Scaling: Meaning & classification; Important Scaling Techniques; Scale construction Techniques

Sampling Design: Census and Sample Survey; Steps in Sampling design; Types of Sample designs- Probability and Non-Probability sampling

## **UNIT – III**

Methods of Data Collection- Primary versus Secondary Data; Collection of Primary Data; Guidelines for constructing questionnaire; Collection of Secondary data; Case study Method.

Processing & Analysis of Data- Processing operations; Problems in processing; Types of Analysis; Descriptive measures [only theoretical] Correlation & Regression [only theoretical]

## **UNIT ó IV**

Hypothesis Testing- Introduction; Parametric tests: Hypothesis testing of means; Difference between means; Proportions; Variance; Correlation Coefficients. Non-Parametric tests or Distribution-free test: Sign Test; Signed Rank test; Rank Sum tests; One sample Run test; Chi-square test.

## **UNIT – V**

Presentation ó Diagrams; graphs; charts.

Report writing; Layout of Research report; Types of Reports; Mechanics of writing a Research report; Precaution for writing report; Oral presentation- preparation; Delivery; Audio Visuals.

## **Suggested Readings :**

1. Gupta, S.P. : Statistical Methods ( Sultan Chand)
2. Kothari, C.R. : Research Methodology (Wiley Eastern)
3. Krishnaswami; O.R. : Methodology of Research in Social Sciences ( Himalaya Publishing House)
4. Salkind, N.: Exploring Research (Prentice Hall)
5. Cooper, D.R. & Schindler, P.S. : Business Research Method (Tata McGraw Hill)

## **MBA(P/T) -IV Semester**

### **Financial Management**

***PAPER CODE : PTC-4.1***

## **Objectives :**

Objectives of this course is to development a conceptual work of finance function and to main particulars with the tools technique and process of financial management in the financial decision making.

## **Unit-I**

**Introductory** :Nature of concept of finance function, Distinction between Accounting and Finance function. Objectives of Financial Management ó Profitability vs wealth Maximisation Organisation for finance function, Time valuation concept, compound value concept. Present value concept, Financial planning and financial forecasting.

## **Unit-II**

**Capital Structure planning** : Patterns of financial requirement, objectives of an optimum capital structure, security Mix, Capitalisation concept, causes. Consequences and Remedies of over capitalisation and under

capitalisation. Capital structure theories ( with numerical problems) .Sources of long term finance share and Debentures. New financial Instruments and Institutions Leverage Analysis.

### **Unit-III**

**Management of fixed capital** :Concept relevance and computation of cost of capital nature and scope of capital Budgeting, Capital Budgeting, Analysis of risk and uncertainty (numerical problems).

### **Unit-IV**

**Management of working capital** :Concepts of working capital, Nature and scope of working capital management, Approaches to the financing of current Assets determining the financing mix, Financing of working in India. Estimation of working capital ( with numerical problems ) .

### **Unit-V**

**Management of Earnings**:Nature and scope of management of earning. Dividend policy and Dividend Models, Walter's Model. Gordons Model. MM Hypothesis, pattern of dividend policies (with numerical problems). Determinants of Dividend policy.

### **Suggested Readings :**

- |                        |  |
|------------------------|--|
| 1. Brigham             | Financial Management Theory And Practice |
| 2. Home. Wachowicz In  | Fundamentals Of Mancial Management.      |
| 3. Westorn And Brigham | Management Finance.                      |
| 4. Van- Home           | Financial Management And Policy          |
| 5. I M Panday          | Financial Management.                    |
| 6. S. N. Maheshwari    | Financial Management                     |

## **MBA(P/T) -IV Semester**

### **International Business**

***PAPER CODE : PTC-4.2***

### **Objectives :**

This course exposes the student to the environmental dynamics of international business and its impact on international business operations of a firm .

#### **Unit I**

Concept ; Domestic to Transnational Business ; Driving and Restraining Forces ; Characterstics and role of MNCs.

Advantages and Disadvantages of Free trade ; The case for protection ; Forms of Restriction ; Effects of protection.

#### **Unit II**

Classical trade theory ; Theory of comparative costs in terms of money ; Evaluation of comarative costs theory ; General Equilibrium Approach ; Hebkscher-Ohlin Factor ó Price Equalisation theory ; Influence of factor mobility on volume of trade ; country similarity theory

Gains and terms of trade ; Balance of trade and Balance of payments.

#### **Unit III**

International business environment ó The economic environment ; social and cultural environment, political, legal and regulatory environment, natural environment. Technological environment .

#### **Unit IV**

International Institution Systems ó IMF, World Bank and WTO(all in brief), / Regional economic integration; impact of integration; European Union; NAFTA;ASEAN; SAARC

#### **Unit V**

Strategy of International Business ó Strategy, planning, organisational structure and process of control. Recent developments in international business.

## Suggested Readings :

- 1 Cherunilam, Francis ó International Business(PHI)
- 2 Misra, S. & Yadav, P.K. ó International Business(PHI)
- 3 Aswathapa, K ó International Business (Tata McGraw Hill )
- 4 Sharan, Vyuptakesh ó International Business (Pearson Education)
- 5 Varshney R.L. and Bhattacharya ,Bó International Marketing Management (Sultan Chand & Sons)

## MBA(P/T) -IV Semester PROJECT MANAGEMENT *PAPER CODE : PTC-4.3*

### Objectives :

The basic objectives of this course is to equip the students with entrepreneurial skills like project formulation, appraisal, evaluation, monitoring and control, etc.

### UNIT - I

**Project Management** -Frame Work : Concept of a Project, Capital Expenditure, Importance & Difficulties, Phases of Capital Budgeting, Feasibility Study : Overview.

Resource Allocation : Elementary Investment strategy, Portfolio Planning tools, Strategic position & Action Evaluation.

### UNIT - II

**Project Identification & Formulation** -Scouting for Project Idea, Preliminary Screening, Project Rating Index.

Market & Demand Analysis - Market Survey, Characterisation of Market, Forecasting & Planning, Profit potential of Industries ; Porter Model

Technical Analysis - Analysis of Inputs, Technology, Product Mix, Capacities, Location, Civil Works, Charts, Layouts, Work Schedule.

### UNIT - III

**Financial Analysis & Appraisal** -Cost of Project, Means of Financing, Cost of Production, Working Capital Requirement & its Financing, Estimates of Net Cash Accruals over a period.

Project Risk Analysis: NPV, Benefit-Cost Ratio, IRR, Payback Period, ARR (Qualitative Treatment only) Their assessment. Investment Appraisal - Indian & International Practices.

### UNIT - IV

Analysis of Risk - Types & Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Monte Carlo simulation, Certainty equivalent, Risk Adjusted Discount Rate, Decision Tree Analysis, Selection of Project, Special Decision Situation. Risk Analysis : Firm Risk & Market Risk (Quantitative Aspect)

### UNIT - V

**Implementation Monitoring & Control** -Project Organisation, Project Scheduling : Network Techniques for Project Management, Administrative aspects of Capital Budgeting

Special Issues in Project Management (brief introduction only) :

Social Cost Benefit Analysis - Rationale, UNIDO & L.M. approach.

Multiple Project Analysis : Portfolio Theory - CAPM Technique.

## Suggested Readings :

1. Prasanna Chandra : Project: Preparation, Appraisal, Budgeting and Implementation.
2. P.K. Matto : Project Formulation in Developing Countries.
3. Chitale : Project Viability in Inflationary Condition.
4. Little and Mirrless : Guidelines for Project Evaluation.

## MBA(P/T) -IV Semester

# **Strategic Management**

## ***PAPER CODE : PTC-4.4***

**Objectives:** This is the second course on this subject . Here the focus is to critically examine the management of the entire enterprise from the Top Management view points.

### **Unit-I**

Strategic Management óIts Nature and Importance, Skills , Knowledge and Attitudes, Group aspects of Strategic Management , Characteristics of Business Policy and Corporate Strategy, Norms of Strategy Making , Organizational Mission, Corporate Objectives and goods, Analysis of Internal Resources , Strength and weaknesses, Strategic advantage analysis- Factors of common concern, Marketing and distribution , financing and Accounting , Production and operations management , R&D, Human Resources and other organizational factor, sources of data for internal analysis and diagnosis.

### **Unit-II**

Growth or expansion strategy ó Diversification strategy, Types-Horizontal , Concertric, Conglonerrate, Vertical , various types of integrations, Retreachment strategy and its variants: External Growth Strategy ó Merger, Acquisition and Joint Ventures.

### **Unit-III**

Functional Policies óProduction Policies, Involvement , Interration and choice with respect to production process action activities , Govt. Policies , backward areas and plant locations consideration in India. Maintenance and replacement facilities : Purchasing Policies-Make or buy decisions , criteria for vender selection . Co-ordination of Purchase and production with sales.

### **Unit-IV**

Marketing Strategies and Policies marketing Decision, Variable and Policy issues, product line and product mix policy , PLC, Product Positioning Strategy and Market recommendation , customer and channel Policies, Pricing Policies , Propotional Policies, Optional Marketing Mix.

### **Unit-V**

Financial Strategies- Financial Policy Issues , Sources of finance control of capital issues , Types of securities . Financial leverage, Investment and capital allocation policy , capital budgeting , dividend policy, Personnel policies and their significance recruitment , Industrial relations policy, Settlement of Disputs.

### **Suggested Books:**

1. P.K. Ghosh : Business Policy , Strategy , Planning and Management
2. Christensen , Andrews Dower: Business Policy- Text and Cases
3. William F. Gkycj : Business Policy ó Strategy Formation and Management Action
4. Bongee and Colonan : Concept of Corporate Strategy
5. Peter F. Drucker : Management Tasks, Responsibilities , Practices

## **MBA(P/T) -IV Semester**

### **Management Information System**

#### ***PAPER CODE : PTC-4.5***

### **Objectives :**

The objective of this course is to develop an understanding of the structure and role of management information systems in business.



## **UNIT-I**

Concept, evolution and meaning of MIS; Goals of MIS; Information and Data; Classification of MIS; Limitations of MIS; Characteristics of MIS.

## **UNIT-II**

Information as a corporate resource; types of information ó operational, tactical and strategic; Levels of management and information needs of management; decision-making and MIS; Programmed and non-programmed decisions.

## **UNIT-III**

Types of information systems- transaction processing system, decision support system, executive support system and enterprise resource planning system; information systems for finance, marketing and human resource areas.

## **UNIT-IV**

System development life cycle - sequential process of software development; Data Base Management System - relational databases; Methods and steps in implementation of system; Threats to information systems; risk and control measures.

## **UNIT-V**

Uses of computer networks; types of networks, network topologies; Data communication media, Internet and intranet; Local area network and wide area network.

## **Suggested Readings :**

1. James O'Brien : Management Information Systems, Tata-McGraw Hill, New Delhi.
2. Murdick, Ross & Clagget : Information Systems for Modern Management, Prentice Hall, New Delhi.
3. Sadagopan, S : Management Information Systems, Prentice Hall, New Delhi.
4. Rajaraman, V : Analysis and Design of Information Systems, Prentice Hall, New Delhi.
5. Awad, E.M : System Analysis and Design; Galgotia Publications, New Delhi.

## **MBA(P/T) -V Semester**

### **Marketing Research**

***PAPER CODE : EM-6.1***

## **Objectives :**

The course is designed to inculcate the analytical abilities and research skills among the students .

## **UNIT-I**

Introduction to Marketing Research : Meaning, Nature , Scope; Marketing Research during different phases; Interaction between management & marketing research ; Problem Formulation & Marketing Research process.

## **UNIT-II**

Marketing Research Design : Types of Research Designs- Exploratory research , Descriptive research , Experimental research designs : Before - After with Control group Design , After only design , Four group six study design , panel design, etc.  
A brief introduction of sampling techniques .

## **UNIT-III**

Data collection Methods in Marketing - Secondary data -its types , evaluation of secondary data , secondary data sources . Primary data - Types of Primary data , means of obtaining primary data , Communicative methods , focus group interviews , Development of questionnaire relating to marketing problems - Observation techniques.

## UNIT-IV

Attitude and its measurement :Attitude - definition , meaning, type. Scales of measurement - Thurstone, Likert, Semantic Differential,etc. ; Attitude Scaling procedures, , self report attitude scales.

## UNIT-V

Product Research , Advertising research , Copy testing , Test Marketing , Media Selection , Research report .

### Suggested Readings :

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research-Text and Cases Harper W. Boyd Jr., Ralph Westfall

## MBA(P/T) -V Semester SALES AND DISTRIBUTION MANAGEMENT *PAPER CODE : EM-6.2*

**Objectives:** The objectives of this course is to provide an extensive knowledge about sales function as well as the intricacies of the distribution mechanics of goods and serviceto the students

## UNIT-I

- \* Sales management: concept,nature,objective,importance.
- \* Sales executive: role as coordinator,functions
- \* Sales organisation:purpose, setting up,types

## UNIT-II

- \* Personal selling: theories,setting objectives,analysing market potential,sales forecasting methods
- \* Sales operation: sales budget sales territories,sales quota
- \* Salesmanship: types of salesman,prospecting,pre approach &approachsteps in selling sequence.
- \* Sales promotion: sales display,sales promotion strategies,factor tools,designing sales promotion campaign.

## UNIT III

- \* Recruiting & selecting sales personnel
- \* Sales training: planning,execution,evaluation
- \* Motivating &compensating sales personnel
- \* Sales meetings & sales contests.

## UNIT IV

- \* Distribution channels: emergence, importance,flows,reasons for using middleman,channel members & their characteristics, selecting appropriate channel, factors affecting the choice of channel.
- \* Retailing: importance types of retailers & non store retailers, retail management decision, recent trends in retailing.
- \* Wholesaling: importance, types of wholesalers, wholesalers marketing decisions.

## UNIT V

- \* Physical distribution: concept, importance, service standards
- \* Location of fixed facilities like plant & warehouses
- \* Modes of transportation, their features
- \* Supply chain management: concept , importance.

### Suggested Readings :

- 1.Cundiff, still : Sales management, PHI
- 2.Mc murry & Arnold : how to build a dynamic sales organisation , TMH
- 3.Pradhan, Jakate & Mali : Element of Salesmanship and publicity.

4. S.L. Gupta  
5. Stern

:Sales and Distribution Management  
: Marketing Channel

## **MBA(P/T) -V Semester** **SERVICE MARKETING**

***PAPER CODE : EM-6.6***

### **Objectives :**

The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

### **UNIT-I**

**Nature & Scope:** Concept of services , importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing ( Micro as well as Macro).

### **UNIT-II**

**Understanding Customers:** Concept of CRM, Relationship management in practice, .  
Segmenting ,Targeting & Positioning various services.

### **UNIT-III**

**Product,** Product differentiation, product levels

**Pricing** of services- pricing concepts,pricing strategies for services, use of differential pricing.

**Place-**Service distribution, components of service delivery system, potential management, problems associated with services delivery.

### **UNIT-IV**

**Promotion-** Advertising, Sales Promotion & Personal Selling in service industry.

**People-** Importance of people in service marketing. role of various people involved.

**Physical Evidence-**concept of Physical Evidence, importance, types of Physical Evidence in various services

**Process-**concept, types of process, Role of process in various services

### **UNIT-V**

**Service Models-** Service quality Gap Model,, Gronross Model of service quality (Internal marketing, external marketing and Interactive marketing).

Challenges in Marketing of services

**Application of Service Marketing** to Hospitals, Educational Institutions, Tourism Industry.

### **Suggested Readings :**

1. Sinha : Services marketing
2. Jha : Services marketing

## **MBA(P/T) -V Semester** **Security Analysis and Portfolio Management**

***PAPER CODE : EF-5.1***

### **Unit-I**

Investment Alternatives, Investment attributes, Investment Vs. Speculation Vs. Gambling, Primary and Secondary market and its operations, NSE and BSE, Buying and Selling shares, Stock market Indices.

Corporate Debt Market and Money market. Risk and Return- Risk and Return of a single asset and portfolio, CAPM (Practical Problems)

## **Unit-II**

Basic valuation model, valuation of Bonds/Debentures, YTM, Bond Duration. Valuation of Preference Shares, Valuation of Ordinary Shares. Other approaches to valuation of shares. (Practical Problems)

## **Unit-III**

Fundamental Analysis- Macroeconomic Analysis, Industry Analysis, Company Analysis.

Technical Analysis- Charting technique, Technical Indicators, Trading Rules.

Efficient Market Hypothesis- Random Walk and search for theory, efficient market, weak form, semi strong form and strong form efficient market Hypothesis.

## **Unit-IV**

Traditional and Modern portfolio management. Portfolio Risk and return, Portfolio Diversification, Optimal portfolio, CAPM- Basic assumptions, CML, SML. Arbitrage pricing theory. (Numerical Problems)

## **Unit-V**

Specification of Investment objectives and constraints, Formulation of Portfolio strategy, Selection of securities, Portfolio execution, Portfolio Revision, Performance Evaluation- Sharpe, Treynor, Jensen and fgma measures.

# **MBA(P/T) -V Semester** **Management of Financial Services** ***PAPER CODE : EF-5.2***

**Objectives:** - The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

## **Unit-I**

Financial System and Financial Markets- Types of Markets, Market efficiency, Interlinkage in the Financial Markets, Types of Financial Assets, Issuer's Considerations, Investor's Considerations, Money market- its players, Indian Money Market, Money market Instruments, Indian Capital Markets.

## **Unit-II**

Financial Services- Merchant Banking- Registration of Merchant Bankers, General Obligations and responsibilities, Procedure for Inspection, Procedure for action in case of default, Pre Issue obligations, Post Issue obligations.

## **Unit-III**

Mutual Funds- Classification of Mutual funds, Mutual Funds returns, sale and purchase of Mutual Funds shares, Holding Period Returns- NAV, Calculation of NAV. Mutual Funds regulation-SEBI guidelines.

Credit Rating- Rating of Debt Instruments, Need and Benefits of Credit Rating. Rating Agencies in India- Objectives, Symbols, Rating methodology of Rating Agency.

## **Unit-IV**

Factoring- Main Features, Types mechanism and advantages, Terms and conditions of factoring contract.

Forefacting- Main features, mechanism and advantages.

Depositories- Basic features, mechanism, SEBI guidelines.

Venture Capital- Concept and advantages

## **Unit-V**

Leasing and Hire Purchase, Debt Securities  
Bill Discounting- Basic Concept and mechanism.

# **MBA(P/T) -V Semester** **International Financial Management** ***PAPER CODE : EF-5.4***

**Objectives:** - The objective of the course is to accustom the students with the international capital market environment and its working. How international funds management is being done.

## **Unit-I**

Evolution of the Multinational Corporation, the role of global finance manager, integration of financial markets- reasons, benefits, costs and effects. Balance of Payments- categories, Factors affecting the components of BOP, BOP compilation, coping with the current account deficit.

## **Unit-II**

Alternative exchange rate systems- Free float, Managed Float, Target Zone Arrangement, Fixed Rate system. A brief history of the International Monetary System. European Monetary system and Monetary Union. IMF and World Bank- Organisation and financing schemes. Arbitrage and the Law of one price- Purchasing Power Parity, Fisher effect, International Fisher effect, Interest rate parity and Forward rates as unbiased predictions of future spot rates.

## **Unit-III**

Foreign Exchange Market- The structure, Exchange Rate quotations, Market mechanism and conventions- Direct quotes, Inverse Quotes, Cross rates, Three point arbitrage. Types of transactions- Forward quotes, Discount and Premium, Swaps, Settlement dates, Quotes for various kinds of Merchant Transactions. Euro and Indian foreign exchange Market- Structure and Regulation.

## **Unit-IV**

Foreign exchange risk- Measuring and Managing Translation, Transactions and economic exposures. Financial Swaps. International Trade, Financing and Export financing. International Financial Instruments.

## **Unit-V**

Multinational Working capital Management- Current Asset Management and Short-term Financing. Capital Budgeting for the Multinational Corporation- Alternative capital budgeting framework. Issues in foreign Investment Analysis. Political Risk Analysis.

## **Suggested Readings :**

1. IFM- P.G. Apte
2. IFM- V.K. Bhalla
3. Multinational Financial Management- Alan C. Shapiro

# **MBA(P/T) -V Semester** **Management of Industrial Relations** ***PAPER CODE : EH-7.1***

**Objectives :**

Organisational efficiency and performance are interlinked with industrial relations . This course is an attempt to appreciate the conceptual and practical aspects of industrial relations.

## **UNIT-I**

Industrial relations : Meaning , Factors , Scope , Objectives , Principles . Parties to industrial relations . Requirements of successful industrial relations . Industrial Relations policy in India .

## **UNIT-II**

Trade Unionism : Meaning , Characteristics , Objectives , Functions , Advantages, Disadvantages , Methods used to achieve its objectives , Types , Growth and Development of Trade Unions Movement in India . Central Organisations of Indian Trade unions : INTUC, AITUC, HMS,UTUC . Problems of Indian Trade Unions . Main provisions of the Trade unions Act , 1926 .

## **UNIT-III**

Workers' Participation in Management : Meaning , Scope , Objectives , levels of participation . Conditions for the success of participation. Forms of Workers' participation in management in India : Works committee , Joint Management Council , scheme of workers' participation on Board of Directors , Shop councils and Plant council, Workers' participation in share capital .

## **UNIT-IV**

Collective Bargaining : Meaning , Features , principles , scope , forms , importance . Pre-requisites for the success of collective bargaining . Collective bargaining in India .

## **UNIT-V**

Industrial Disputes and its Prevention and Settlement : Industrial disputes : Meaning, classes, causes, consequences. Prevention and Settlement of industrial disputes. Main provisions of the Industrial Disputes Act , 1947 . Standing Orders . Main provisions of the Industrial Employments (Standing Orders) Act, 1946 . Disciplinary Action /Domestic Enquire .

### **Suggested Readings :**

1. C.B. Mamoria , S. Mamoria and S.V Gankar Dynamics of Industrial Relations in India
2. B.R. Virmani Participative Management v/s Collective Bargaining
3. G. Sinha & P.R. Sinha Industrial Relations and Labour Legislation
4. Arun Monappa Industrial Relations in India
5. O.P. Aggarwal Conditions of Employment and Disciplinary Action Workmen in industrial and Commercial Establishments and shops

## **MBA(P/T) -V Semester** **Labour Welfare and Social Security** ***PAPER CODE : EH-7.3***

**Objectives :** The course aims at providing the students an understanding of the theoretical , applied and legal aspects of labour welfare and social security with special reference to India.

## **UNIT-I**

Labour Welfare : Meaning , Scope , Objectives , Principles , Theories . Agencies for labour Welfare : State , Employers , Trade unions . Necessity and importance of Labour Welfare in India .

## **UNIT-II**

Welfare Measures : Labour welfare officer, Consumer Co-operative stores , Counselling services , Educational Facilities , Transport Facilities , Recreational Facilities , Family Planning , Workers' Education scheme .

## **UNIT-III**

Welfare Special Categories of labour ; Female labpou , Child labour , Contact labour , Constructional labour, Bonded labour , Inter-State Migrants labour , Handicapped and Disabled labour .

## **UNIT-IV**

Social Security : Meaning , Scope , Objectives . Social Insurance and Social Assistance . Social Insurance , Commercial Insurance . ILO and Social Security .

## **UNIT-V**

Labour Legislation and labour Administration : Meaning , Objectives , Need , principles . Classification of Labour Legislation . Control Machinery of Labour Administration . Labour Administration at the State Level .

## **UNIT-VI**

Main Provisions of the following Labour Welfare and Social Security Legislation : The Factories Act , 1948 . The Workmen's Compensation Act 1923. The ESI Act , 1948. The Employes' provident Fund (and Misc. Provisions) Act , 1952 . The Payment of Gratuity Act , 1972 . The maternity Benefits Act , 1961 . The Contract labour (Regulation and Abolition) Act , 1970 .

## **Suggested Readings :**

1. A.M. Sarma                      Aspects of labour welfare and Social Security
2. T.N. Bhagoliwal      Economics of Labour and Industrial Relations
3. B.P. Tyagi                      Labour Economics and Social Welfare
4. R.C. Saxena                      Labour Problems and Social Welfare
5. S.N. Mehrotra                      Labour problems in India
6. V.V. Giri                      Labour problems in Indian Industry
7. P.L. Malik                      Industrial Laws

## **MBA(P/T) -V Semester** **Compensation Management** ***PAPER CODE : EH-7.4***

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

## **UNIT-I**

Meaning of wage , Minimum wage , Fair wage , Living wage , Money wage, Take home pay , Difference between wage and pay , Theories of wage determination .

## **UNIT-II**

Meaning of Wage and Salary Administration , Objectives , Principles . Factors influencing Wage and salary . Job evaluation , Wage differentials.

## **Unit-III**

Systems of Wage Payment : Time Rate System , Piece Rate System , Incentive Systems of Payment . Wage Structure - Basic Wage , DA, Overtime . Concept of Bonus , Profit Sharing , Fringe Benefits , Executive Compensation .

## **UNIT-IV**

Cost of Living and Dearness Allowance, Consumer Price Index Numbers , Machinery for wage fixation - Tribunals , Wage Boards , Bi-parfite Negotiations , Wage Policy in India .

## **UNIT-V**

Major provisions of the following Acts : The Payment of Wages Act 1936 ; The Minimum Wages Act , 1948 ; The Payment of Bonus Act , 1965 .

## **References Books :**

1. Armstrong , Michel and Murlis , Helen    Reward Management : A Handbook of Salary Administration
2. Hendorson , Richard I.        Compensation Management : Rewarding Performance
3. A. M. Sarma                    Understanding wage System
4. B.P. Tygi                        Labour Economics and Social Welfare
5. K.N. Subramaniam            Wages in India
6. A.I. Fonseca                  Wage Issues in a Developing Economy : An Indian Experience

## **MBA(P/T) -VI Semester**

### **Industrial Marketing**

***PAPER CODE : EM-6.4***

## **Objectives :**

The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.

## **Unit - I**

The Industrial Marketing system and the Industrial Marketing concept, Industrial goods demand and product characteristics market levels and product types, the industrial customer, buyer motives business and institutional buyers.

## **Unit - II**

Organisational Buying : BUYGRID MODEL, phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis.

## **Unit - III**

Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service componentô The provision of parts, technical assistance, terms of sales.

## **Unit - IV**

The distribution channel componentô Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics. The price component-conditions affecting price competition, cost factor, the nature of demand, pricing policies.

## **Unit - V**

The promotional component, advertising functions-establishing recognition, supporting and motivating salesmen and distributors measurement of advertising effectiveness. Personal selling-Personnel profiles selection and training, supervisions compensation sales promotion and public relations-Trade shows and exhibits, promotional novelties.

## **Suggested Readings :**



1. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illincies.
2. Reeder & Reeder : Industrial Marketing, Prentike Hall, India.
3. Cox. F. (Jr.) : Industrial Marketing Research, John-Willey & Sons, New York, 1971.
4. Fisher, L. : Industrial Marketing, Business Books, 1969.

**MBA(P/T) -VI Semester**  
**INTERNATIONAL MARKETING MANAGEMENT**  
***PAPER CODE : EM-6.5***

**Objectives :**

Due to ever increasing business dealings the subject of International Marketing has gained utmost importance in recent times. The world these days, indeed has shrunk and foreign markets have particularly become important specially for a developing country like India. The major objective of this course is to provide an exposure to the area of Marketing in the International perspective.

**Unit- I**

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade,

**Unit - II**

Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure..

**Unit - III**

Concept of Free Trade and Regional Economic Groupings, Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.

**Unit - IV**

Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

**Unit - V**

Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques ( Joint Ventures, Sub Contracting & BOP) in international marketing.

**Suggested Readings :**

1. Varshney and Bhattacharya : International Marketing management.
2. Philip B. Cateora nad John M. Hess : International Marketing.
3. Alexender C. Stanley : Handbook of International Marketing.
4. John Fayerwearther : International Marketing
5. David Carson : International Marketing
6. Philip Kotler : Marketing Management

**MBA(P/T) -VI Semester**  
**Consumer Behaviour**  
***PAPER CODE :EM-6.8***

**Objective:**The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

**Unit-I**

**Introduction to Consumer Behaviour(CB):** Nature and Importance of CB, application of CB in Marketing , Consumer Research process.

## **Unit-II**

### **Individual Determinants of CB:**

- Perception: process, Consumer Imagery, perceived risk
- Learning: principles, theories
- Personality: nature, theories, self concept, psychographic and life style
- Attitude: Structural model of attitude, attitude formation & change
- Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories

## **Unit-III**

### **Group Determinants of CB:**

- Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept.
- Family: functions of family, family decision making, family life cycle(FLC)
- Opinion Leadership and Personal influence
- Diffusion of Innovation: Adoption process., Diffusion process

## **Unit- IV**

### **Environmental Influences on CB:**

- Social class, Life style Profile of Social class, application to CB
- Culture: characteristics, cross cultural understanding

## **Unit-V**

### **Consumer Decision making Process:**

- Problem recognition
- Information Search Process and Evaluation
- Purchasing process
- Post purchase behaviour
- Models of CB- Nicosia, Howard & Sheth, Engel-Kollat Blackwell

### **Suggested Readings :**

- |   |  |
|---|--|
| 1.Loudan, David L and Bitta, A.J. Della | Consumer Behaviour                       |
| 2. Schiffman LG and Kanuk LL            | Consumer Behaviour                       |
| 3. Nair, Suja R,                        | Consumer Behaviour in Indian Perspective |
| 4. Bennet and Kasarjian                 | Consumer Behaviour                       |
| 5. Mowen, John                          | Consumer Behaviour                       |

## **MBA(P/T) -VI Semester**

### **Financial Derivatives**

***PAPER CODE : EF-5.6***

## **Unit I**

Evaluation of financial derivatives in India regulatory environment of financial derivatives market index ótypes, desirables attributes of an index. Market in India, membership criteria for derivatives trading, clearing and settlement, risks management ó NSE ó span, margin, margin / position limit violation

## **Unit II**

Future corporate trading and specification, convergence of future price to spot price, types of traders , forward contract versus future contract. Determination of forward and future price. Stock index futures. Hedging strategy using future óbasic principle, arguments for and against hedging óbasic risk, minimum variance hedge ratio, hedging through stock index futures.

### **Unit III**

Interest rate futures ótypes of rate , determining treasury zero rate , forward rate, forward rate arguments , determination of future prices of interest rate, forward yield curve , hedging with FRAs , short term interest rate futures ó advanced strategy ó forward yield curve and basis risk , source of basis risk and hedge ratio , strips and rolls , variation margin leverages and tailing ,hedging yield curve risk with future straddles, butterfly spreads , inter contract spreads.

### **Unit IV**

Mechanism of interest rate swaps , using swap to transform a liability , an asset , role of financial intermediary , corporate advantage arguments valuation of interest rate swaps, currency swaps, valuation of currency swaps.

### **Unit V**

Options contracts ó it types , mechanism of option specification of stock option, trading , commission , margin , properties of stock options ó factors affecting option prices , trading strategies involving options , black ó scholes model of option pricing option on stock indices .

## **MBA(P/T) -VI Semester** **Corporate Restructuring** *PAPER CODE : EF-5.7*

### **Unit I**

Forms of corporate restructuring, early merger movements, mergers types and characteristics framework of analysis of mergers. Role of industry life cycle. Theory of the firm and corporate finance corporate capital structures and dividend policies and regulatory framework of mergers and takeovers in India

### **Unit II**

Principle of valuation ó capital budgeting decisions , definition and measurement of cash flows , capital budgeting basis for firm valuation , free cash flow basis for valuation, dividend growth valuation model, increasing the value of the organization

### **Unit III**

Theory of mergers and take over and tender offers ó efficiency theories information and signaling agency problems and managerialism , free cash flow , market power , taxes , redistribution  
Sell of and diversities, spin of equity curves outs, rational for gains to sell of, motive for divestitures

### **Unit IV**

Methods of payments and leverages , theories of influence of method of payments on abnormal returns , role of the junk bond , post merger financial leverage, joint ventures ó joint ventures in business strategy, rational for joint ventures , ESOP and MLPs - types of pension plan and type and uses of ESOPs . Nature and advantage of MLPs . Elements of LBO operation ó source of gains and empirical evidence of LBO

### **Unit V**

Theory of multinational enterprises, reason for international M&As basic stock repurchase model. theory behind repurchase , take over refuse ó financial diffusive measures , coercive offers and defuse , anti take over , amendments , position fill defies , targeted shares repurchase and stand still agreements etc.

**MBA(P/T) -VI Semester**  
**Strategic Financial Management**  
*PAPER CODE : EF-5.8*

**Objectives:** The purpose of the course is to prepare students to understand the advance topic of financial management in strategic management and get expertise to participate in strategic planning & decision making.

**UNIT – I**

Capital Structure : Theories, Impact of Taxes and Bankruptcy Cost, Agency Cost & the Capital Structure, Financial signaling through capital structure, Decision Strategic Determinants (with Numerical problems)  
Divident Policy ó Pay out models, Financial signaling through Dividends, Strategic Determinals of Dividend Policy, Earnings Distribution through Share repurchases. (with Numerical problems)

**UNIT – II**

Decision Support Models : Modelling for Decision Support, Modelling Process, Marakon Model, Alkan Model, Mckinsey Model.

Working Capital Management : Working Capital Leverage, Cash Budget Simulation, Discriminant Analysis, Cash Budget Models.

**UNIT – III**

Corporate Risk Management : Sources of Risk, Approach to Risk Management, Process of Risk Management, Techniques of Risk Management

Strategic Cost Management : Value chain analysis, Activity based Costing, Life cycle Costing- Product & project.

**UNIT – IV**

Divisional Performance : Management Control Systems- A Framework, Organisational Segmentation for control & reporting, Measurement of Business Performa, Transfer Pricing Mechanism, Firms in Financial Distress,- Factors leading to Bankruptcy, Reorganisational of Distressed Firms, BIFR & its role.

**UNIT –V**

Valuation of Firms : Methodologies for the Valuation of Firms, Discontrol Cash Flow Approach, Comparatives Firms Approach, Adjusted Book Value Approach, Misconception about Valuation.

**Suggested Readings:**

1. Bhalla V. K. - Financial Management & Policy
2. Ravi M. Mohan - Financial Management Taxmann, New Delhi.

**MBA(P/T) -VI Semester**  
**LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**  
*PAPER CODE : EH-7.2*

**Objectives :**

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

**UNIT-I**

**INDUSTRIAL RELATIONS:**

Trade Union Act 1926, Industrial Employment Disciplinary Action (Standing orders 1946), Industrial Dispute Act 1947.

**UNIT-II**

**WAGES AND SALARY:**

Payment of wages act 1936, Minimum wages act 1948, The payment of Bonus Act 1965, Equal Remuneration Act 1976.

### **UNIT-III**

#### **SOCIAL SECURITY:**

The employee state insurance act, provident funds and miscellaneous provisions act 1952, payment of gratuity act 1972, contract labour (regulation and abolition) act 1970.

### **UNIT-IV**

#### **WORKING CONDITIONS:**

Factory act 1948, The Delhi shops and establishment act 1954.

### **UNIT-V**

#### **RECRUITMENT AND TRAINING:**

The employment exchanges (compulsory notification of vacancy) act 1959, The apprentices act 1961.

### **Suggested Readings :**

- 1 Ghaiye.B.R. : Laws and procedure of departmental enquiry in private and public sector. Lucknow eastern law company 1994.
- 2 Malik. P. L. : Handbook of industrial law, Eastern book 1995.
- 3 Saini Debi S. : Redressal of labour grievances, claims and disputes. New-Delhi, Oxford and IBH, 1994.
- 4 Srivastava S. C. : Industrial Relations and labour law, New-Delhi, Vikas 1994.

## **MBA(P/T) -VI Semester**

### **Organisational Change and Intervention Strategies**

***PAPER CODE : EH-7.7***

### **Objectives :**

The objective of this paper is to prepare students as organisational change facilitators using the knowledge and techniques of behavioural science.

### **UNIT-I**

Nature of organisational change, forces of change, resistance to change, introduction of change, force- field analysis, planned change, change agents, organisational growth and change.

### **UNIT-II**

Concept of organisation development, assumptions of OD, steps in OD, OD interventions, sensitivity training, process consultation, team development, grid organisation development, MBO, survey feedback, OD in India.

### **UNIT-III**

Concept of organisational climate, Characteristics of organisational climate, dimensions of organisational climate, significance of organisational climate, factors influencing organisational climate, role of managers and employees in influencing organisational climate, improving organisational climate.

### **UNIT-IV**

Concept of organisational culture, characteristics of organisational culture, elements of organisational culture, role and significance of organisational culture, types and creation of organisational culture.

## **UNIT-V**

Quality of working life, approaches to improve quality of working life, morale, nature of morale, significance of morale, relationship between morale and productivity, building high morale.

### **Suggested Readings :**

1. R. K. chopra & Vishwajeet Tyagi : Oraganisational Behaviour. India Publications, Delhi.
2. B. P. Singh & T.N. Chhabra : Organisation Theory and Behaviour, Dhanpat Rai & Co.(Pvt) Limited, Delhi.
3. K. Shridhara Bhat : Management and behavioural processes, Himalaya Publishing house.
4. French W.L. etc. : Organisation Development theory, practice and research, 3<sup>rd</sup> edition, New Delhi, Universal Book Stall.

## **MBA(P/T) -VI Semester** **Managing Interpersonal and Group Processes** ***PAPER CODE : EH-7.8***

### **Objectives :**

The purpose of this course is to get advance understanding regarding, interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through experience based method of learning.

### **UNIT-I**

Definition of groups, theories of group formation, types of groups in organisation, concept of group dynamics, formation of informal groups, processes and behaviour, group cohesiveness.

### **UNIT-II**

Nature of decision making, decision making by groups, the problem of group think, the problem of polarisation or group shift, techniques of group decision making.

### **UNIT-III**

Definition of team, types of work teams, significance of work teams, building effective teams, categories of teams.

### **UNIT-IV**

Concept and nature of communication, tele-commuting & e-communication, transformational leadership, transactional leadership, motivational techniques.

### **UNIT-V**

Interpersonal relations- factors, transactional analysis, components and types, workforce diversity and human relations.

### **Suggested Readings :**

1. Bannis, W.G. : Essay in interpersonal dynamics, USA Dorrey press,1979.
2. K. Shridhara Bhat : Management and behavioural processes, Himalaya Publishing house.
3. B. P. Singh & T.N. Chhabra : Organisation Theory and Behaviour, Dhanpat Rai & Co.(Pvt) Limited, Delhi.
4. R. K. Chopra & Vishwajeet Tyagi : Organisational Behaviour, Sun India Publications, Delhi.