

## PROPOSED COURSE STRUCTURE FOR SEMESTER PROGRAMME - MBA

### **COURSE STRUCTURE (PROPOSED)**

#### **Semester System**

Total Number of Units	:	28
Core Courses	:	17 Units (Theory)
Specialization Courses	:	06 Units (Theory) from one group
Specialization Courses	:	02 Units (Theory) from another group
Sectoral Specialization	:	02 Units (Theory)
Project	:	01 Unit (Sessional)

#### **SEMESTER – I (Total: 7 Units)**

<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>	<b>Credits</b>
MB 701	Management Principles & Practices	one
MB 702	Financial Management and Accounting	one
MB 703	Organizational Behaviour	one
MB 704	Marketing Management	one
MB 705	Quantitative Techniques for Management	one
MB 706	E-Business	one
MB 707	Management of Manufacturing Systems	one

#### **SEMESTER – II (Total: 7 Units)**

<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>	<b>Credits</b>
MB 708	Business Communication	one
MB 709	Human Resource Management	one
MB 710	Business Research	one
MB 711	Managerial Economics	one
MB 712	IT for Managers	half
MB 713	Operations Research	one
MB 714	Strategic Management	one
MB 715	Foreign Language (French)	half

**SEMESTER –III (Total: 7 Units)**

<b>FUNCTIONAL SPECIALIZATIONS</b>	<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>
<b>Finance Management Area (MB 716 to MB 723)</b>	MB 716	Management of Financial Services
	MB 717	Investment and Portfolio Management
	MB 718	Corporate Finance
	MB 719	International Finance
	MB 720	Corporate Taxation
	MB 721	Management of Financial Derivatives
	MB 722	Corporate Accounting
<b>Marketing Management Area (MB 724 to MB 732)</b>	MB 723	Cost and Management Accounting
	MB 724	Consumer Behavior
	MB 725	Marketing Research
	MB 726	International Marketing
	MB 727	Industrial Marketing
	MB 728	Advertizing and Integrated Marketing Communication
	MB 729	Retail Management
	MB 730	Services Marketing
	MB 731	Sales and Distribution Management
	MB 732	Brand Management
<b>Human Resource Management Area (MB 733 to MB 740)</b>	MB 733	Human Resource Planning
	MB 734	Industrial Relations & Labor Laws
	MB 735	Recruitment, Selection and Training

	MB 736	Organizational Change and Development
	MB 737**	Organizational Theory and Design**
	MB 738	Compensation and Rewards
	MB 739	Performance Management Systems
	MB 740	Individual and Group Behavior
<b>System Management Area (MB 741 to MB 748)</b>	MB 741	R.D.B.M.S.
	MB 742	Business Data Communication
	MB 743	Enterprise Resource Planning
	MB 744	Programming Technology – I (C++)
	MB 745	Programming Technology –II (Java Application)
	MB 746	Software Engineering
	MB 747	Multimedia and Web Designing
	MB 748	System Analysis and Design

\*\* Syllabus under preparation

<b>SECTORAL SPECIALIZATIONS</b>	<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>
<b>Health Care Management (MB 749 and MB 750)</b>	MB 749	Management of Medical and Health Services
	MB 750	Hospital Planning
<b>Operations and Manufacturing Management (MB 751 and MB 752)</b>	MB 751	Technology Management
	MB 752	Supply Chain Management
<b>Insurance and Bank Management (MB 755 and MB 756)</b>	MB 753	Bank Management
	MB 754	Insurance Management
<b>Hospitality Management (MB 753 and MB 754)</b>	MB 755	Hotel Management
	MB 756	Tourism Management

<b>Agro –Business Management (MB 757 and MB 758)</b>	MB 757	Agro and Cooperative Management
	MB 758	Rural Marketing
<b>Safety Management (MB 759 and MB 760)</b>	MB 759	Safety Organization and Management
	MB 760	Accidents Prevention and Safety Acts

- **Functional Specialization:** In Semester-III (Total: 7 units) and Semester IV (Total: 7 Units), students will be offered 6 units from any of the specializations (as above) and 2 units from any other specialization courses (as above). Students will opt for specialization in any two functional areas. They will study 8 courses in any 2 areas of specialization. Six electives from either of the following groups of specialization courses and two electives from either of the remaining groups for another specialization course.
- **Sectoral Specialization:** In addition to functional specialization, students will have to take 2 units from any of the sectoral specializations mentioned above
- In Semester IV, apart from functional /sectoral courses, there will be 3 units of core papers and 1 unit of project

#### **SEMESTER –IV (Total: 7 Units)**

<b>SUBJECT CODE</b>	<b>NAME OF SUBJECT</b>
MB 761	Management Information System
MB 762	Business Ethics
MB 763	Business Environment and Law
MB 764	Project (Field Assignment)

- The internal assessment for **Sectoral Paper (40 marks)** will comprise of **20 marks for quiz** and **20 marks for project** in the particular area of sectoral specialization.
- It has been proposed that evaluation of the **Project (MB 764) in Semester IV (100 Marks)** will comprise of **50 marks for the summer project** and **50 marks for the functional project.**

#### **Semester -1**

## **MB 701 MANAGEMENT PRINCIPLES & PRACTICES**

### **Module 1:**

Evolution of Management Thought :

History of Management theories, Classical School, Behavioral school, Integration and Contingency school of Management , Other Contemporary theories of Management.

### **Module 2:**

#### **Nature and Scope of management :**

Definition and importance of management, management process, planning, organizing, staffing, leading and motivating, controlling managerial levels, managerial skills

### **Module 3:**

#### **Planning :**

Concept, definition and importance, types of plans, essential features of planning, principles of planning, steps in planning process, barriers in planning.

### **Module 4:**

#### **Organizing :**

Definition, principles of organization, Formal and informal organization, Line structure, Line and staff structure, Functional structure, Matrix structure, Committees, Authority, responsibility, accountability, delegation of authority, departmentation, decentralization.

### **Module 5:**

#### **Directing & Staffing**

Overview of Staffing functions, Leading, Motivating and Communication.

### **Module 6:**

#### **Controlling :**

Definition, importance of controlling, characteristics of control, control process, types of control system, essentials of good control systems, and techniques of control, Budgetary and non-budgetary control.

### **Module 7:**

#### **Corporate Social Responsibility**

Importance of CSR, Models of CSR

### **Reference Text Books**

- 1 Management-Stoner and Freeman
- 2 Essentials of management – Koontz and Odonell
- 3 Management - Robbins
- 4 Management -Gilbert
- 5 Management Today – Principles and practice-Gene Burton & Manab Thakur

## **MB 702 FINANCIAL MANAGEMENT AND ACCOUNTING**

### **Module 1 :**

Introduction to Financial Management and its relation to economics and accounting, Time value of money, risk and return trade off.

### **Module 2:**

Introduction to Accountancy, difference between financial cost and Management accounting, Preparation of Financial Statement – Income Statement and Balance Sheet.

### **Module 3 :**

Capital Budgeting – Cost and Benefit Analysis, Investment Appraisal, Cost of Capital, Optimum capital structure.

### **Module 4 :**

Statement of Changes in financial position - Preparation of funds flow, cash flow Analysis of Financial Statement -Profitability, turnover and financial ratios.

### **Module5 :**

Leverages –Financial, Operating. EBIT – EPS Analysis.

### **Module6 :**

Working Capital Management – Factors influencing Working Capital requirements, operating cycle and cash cycle. Current assets, Financing policy.

### **Module7 :**

Dividend policy Theory of relevance and irrelevance, Walter and Gordon's Model, financial Re-engineering, corporate restructuring.

### **Reference Text Books:**

1. Financial Management- M.Y. Khan, P.K.Jain- Tata Mcgraw-Hill Publication
2. Financial Management- Prasanna Chandra- Tata Mcgraw-Hill Publication
3. Advance Accountancy- S.N. Maheshwari- Vikas Publication
4. Modern Accountancy- Amitabh Mukherjee & Md Hanif –TMH Publication

## **MB 703 ORGANIZATIONAL BEHAVIOUR**

### **Module 1:**

Organizational Behaviour : definition, relevance and scope attitudes & values: Theories of attitude formation and change .

### **Module 2:**

Perception: Perceptual process selectivity, Managing perception Learning; Definition, theories of learning, tools for shaping behaviour

### **Module 3:**

Personality: Definition, Determinants of personality, Theories of Personality Motivation : Definition, theories-Maslow, Herzberg, McClelland, Vroom's Theory

### **Module 4:**

Equity Theory and Contemporary Theories

### **Module 5:**

Leadership: Concept, Theories, and Styles of Leadership. Communication: The process, barriers of effective communication and their remedies.

### **Module 6:**

Group dynamics – Types of groups, Formation of groups, Group Behaviour Patterns, participation, discussion, conformity, group consensus, group polarization, group problem solving Effective interpersonal relationship – T A, OK and not OK influencing styles

### **Module 7:**

Stress Management Definition of Stress, Sources of Stress, Coping Strategies power and Conflict in Organization, Sources of Conflict, Intraindividual conflict and conflict managemen.Organizational Culture and Organisational ClimateOrganizational Change and Development, OD Techniques

### **Reference Text BooksBooks:**

- 1: Organisational Behaviour - S. Robbins- PHI Publication
- 2: Organisational Behaviour - F. Luthans- TMH Publication
- 3: Organisational Behaviour – Uday Pareek-Himalaya Publication

## **MB 704 MARKETING MANAGEMENT**

### **Module 1**

**Basic Concepts of Marketing & its evolution:** Elements of marketing mix, the 4p's and their sub elements. Core concepts of marketing and corporate orientation towards the market place.

**Marketing systems & its environment:** Major components of the co's micro and macro environment.

### **Module 2:**

**Market segmentation, targeting and positioning:** Concepts of market segmentation, bases of segmentation. Benefits of segmentation. Importance of positioning and need and bases for positioning. Market oriented strategic planning, business portfolio evaluation. Dealing with competition: Identifying competitors and analyzing competitors. strategies for the market leader, follower, challenger & nicher. Delivering Customer value and satisfaction: value Chain, attracting and retaining customers.

### **Module 3:**

Creating customer value, satisfaction & loyalty: Customer perceived value, customer satisfaction, measuring satisfaction, measuring customer life time value, CRM & building loyalty. **Consumer buying behaviour** : Consumer buying behaviour, Factors affecting consumer buying behaviour & consumer decision making process.

### **Module 4:**

**Product:** Classification of products, Basic concept of product, product line, product mix, Product life cycle, strategies for different stages of product life cycle. New product development process, Scope of branding Role of brands, branding strategies, brand equity models, brand extension decisions, packaging and labeling decisions.

### **Module 5:**

**Pricing Strategies;** Procedure for price setting, pricing methods, initiating& responding to price changes.**Integrated Marketing Communication: Role** of marketing communication, designing effective communication programme, Meaning and role of the elements of communication mix.

### **Module 6:**

**Channel strategies:** Basic concepts of marketing channel. Role of marketing channels. Different levels of channel and channel flows, Channel design decisions, channel conflict. Tele shopping, shopping through the internet & self service stores. Vertical marketing systems., Horizontal marketing systems.

### **Module 7:**

**Marketing of services:** Importance of services, Reasons for growth of services, characteristics of services & marketing strategies for services. Service as a product, Service and product, Responsibility of service quality. Service product marketing research. Global aspects of services marketing.**Contemporary issues in marketing:** green marketing, social marketing, consumerism & consumer protection

### **Reference Text Books:**

1. Philip Kotler: Marketing Management, Prentice Hall/Pearson
2. W.J.Stanton: Fundamentals of Marketing: TMH
3. Palmer: Principles of Marketing: OUP

4. Rajan Saxena: Marketing Management
5. W.D. Perraut & E.J. Mc Carthy: Basic Marketing: TMH
6. Russel S. Winner: Marketing Management 3<sup>rd</sup> edition, Pearson

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## **MB 705 QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

### **Module – 1**

Statistics – Definition and Scope: Collection of data – Primary Data, Secondary Data: Presentation of Data – Classification and Tabulation of Data, Tables, Diagrams, Graphs and Graphs of Frequency Distribution.

### **Module -2**

Measure of Central Tendency - Arithmetic Mean, Geometric Mean and Harmonic Mean; Median and Mode; Quartiles, Percentiles and Decile. Measure of Variation – Significance, Average Deviation, Standard Deviation, Coefficient of Variation.

### **Module - 3**

Correlation – Coefficient of Correlation – Karl Pearson’s and Rank’s: Regression analysis– Regression Lines and Regression Coefficient- Business Forecasting; Methods of Forecasting; Time Series Analysis

### **Module – 4**

Index Numbers – Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers, Consumer Price Index Numbers.

### **Module - 5**

Probability: Meaning, Addition Law, Multiplication Law, Conditional Probability and Bayes theorem. Estimation of Parameters – Point Estimation and Interval Estimation, Confidence Limits for Population Mean, Proportion, Difference of Means and Proportions.

### **Module - 6**

Normal Distribution – Importance and Properties: Sampling – Random Sampling and Non Random Sampling: Sampling Distribution -Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Difference of Means and Proportions.

### **Module - 7**

Test of Hypothesis – Type 1 and Type 11 Errors, One Tailed and Two Tailed Test.Chi Square Test, Analysis of Variances - ANOVA tables, One-Way and Two-Way Classification.

### **Text Books**

1. Business Statistics - S.P. Gupta & M.P. Gupta (Sultan Chand and Sons, New Delhi)
2. Comprehensive Statistical Methods – P.N. Arora, Sumeet Arora, S. Arora (S.Chand and Company, New Delhi)

### **Reference Books:**

1. Business Statistics – J.K.Sharma (Pearsons Education, New Delhi)
2. Statistics for Management - Richard I Levin
3. Quantitative Analysis for Management - Render

## **MB 706 E-BUSINESS**

### **Module1:**

**Introduction to E-Business:**E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; E-Commerce frame work Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce.

### **Module2:**

**Internet and E-Business:**Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

### **Module3:**

**Security Threats to e-business:**Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.

### **Module4:**

**Electronic Payment System:**Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

### **Module5:**

**Indian Perspective:** Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business. Web security: Introduction; Firewalls and transaction security.

### **Module6:**

**E-Business Applications & Strategies:**Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models.

### **Module7:**

**E-Commerce and retailing:** On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing . E-Commerce and on-line publishing: On-line publishing approach from customer prospective; Supply chain management fundamentals; Intranets and Supply Chain Management; Managing retail supply chains, Supply chain Application Software.

### **Text Books:**

- 1 Whitley, David : e-Commerce Strategy, Technologies and Applications. Tata McGraw Hill.
- 2 Schneider Gary P. and Perry, James T : Electronic Commerce. Thomson Learning.
- 3 Bajaj, Kamlesh K and Nag, Debjani : E-Commerce: The Cutting Edge of Business. Tata McGraw Hill, Publishing Company Ltd., New Delhi.
- 4.Laudon and Traver- E-Commerce: Business, Technology, Society (Pearson Education)
- 5 .Greenstein and Feinman- Internet securities

### **Reference Books:**

- 1 Treese G. Winfield & Stewart C. Lawrance: Designing Systems for Internet Commerce. Addison Wesley.
- 2 Trepper Charles : E-Commerce Strategies. Prentice Hall of India, New Delhi.
- 3 Rehman S.M. & Raisinghania : Electronic Commerce Opportunity & Challenges. Idea Group Publishing, USA.
- 4 Knapp C. Michel :E-commerce Real Issues & Cases. Thomson Learning

## **MB 707 MANAGEMENT OF MANUFACTURING SYSTEMS**

### **Module - 1**

Nature, Scope, and Importance of Manufacturing Management, Manufacturing systems and decisions, Transformation Approach and Value Driven Approach, Interface with other Functions, The Role of production Manager.

### **Module - 2**

Plant Location, Levels of Location problems, Factors affecting Location decisions, Plant layout decisions, Types of plant layout- Fixed position, process and product layout, line balancing.

### **Module - 3**

Manufacturing Planning, scheduling and control, Forecasting, Types of manufacturing plans, capacity planning, Measures of capacity and capacity planning decisions.

### **Module - 4**

Plant Maintenance, Types of maintenance, Maintenance practices in Industry, work study fundamentals, method study and work measurement, basic procedure of conducting method study and work measurement.

### **Module – 5**

Nature, Scope and Importance of Materials Management in Business world, Importance and Advantages of an Integrated System of Materials Management, ABC Analysis- purpose objectives and limitations of ABC analysis.

### **Module – 6**

Purchasing Functions and Purchasing Systems. Concepts of Inventory Management, EOQ, ROP, Safety Stock, Stores Functions, Systems and Procedures.

### **Module – 7**

Make and Buy decision, Value Engineering – Types of value, methodology and Applications, JIT Manufacturing, Philosophy, Implementing JIT system

### **Text Books**

1. Production and Operations Management by Upendra Kachru (Excel Books, New Delhi)
2. Basic Production Management by Elwood S Buffa.
3. Theory and Problems in Production and Operations Management by S. N. Chary
4. Materials Management – An Integrated Approach by P.Gopalakrishnan and M. Sudersan
5. Purchasing and Materials Management by Lamas Lee Jr and David N. Burt

### **Reference Books**

1. Production and Operations Management by Alan Muhlemann, John Oakland & Keith Lockyer
2. Production and Operations Management - Concepts, Models and Behaviour by Everette E Adan, Jr. and Ronald J. Ebert
3. Production/Operations Management by Roger W Schmenner
4. Key areas on Materials Management by Sen S. L. and Rathi
5. Introduction to Material Management by Arnold

### **Semester -II**

## **MB 708 BUSINESS COMMUNICATION**

### **Module 1:**

Managing Language

### **Module 2:**

Verbal Communication

### **Module3:**

Non-Verbal communication

### **Module 4:**

Phonetics

### **Module 5:**

Group Discussion

### **Module 6:**

Presentation

### **Module7:**

Business Etiquettes

### **Reference Text Books:**

1. **Krishmohan and Meera Banerjee**- Developing Communication Skills -Macmilan India Ltd
2. **M.V.Rodrigues**- Effective Business Communication- Concept Publishing Co.
3. **Thomas Elliott Berry**- The Most Common Mistakes in English Usage -TMH Publication

4. **Asha Kaul**- Effective Business Communication-orientice- Hall of India Pvt Ltd
5. **M.Ashraf Rizvi** –Effective technical Communication-TMH Publication

## **MB 709 HUMAN RESOURCE MANAGEMENT**

### **Module 1:**

Concepts & significance of HRM, principles and objectives, structure and functions, policies and practices, growth of HRM.

### **Module 2:**

Human Resources Planning, Recruitment, Selection, Placement, Induction, Transfer & Promotion

### **Module 3:**

Importance and objective of wage and salary administration, factors influencing wage and salary administration, the different forms of employee compensation.

### **Module 4:**

The goals of management development and management development Techniques. The Human resource development function, training and development, performance appraisal & Career Development

### **Module 5:**

Quality of work life Participation, the essence of QWL, Job analysis job evaluation, job design, job enlargement, Job rotation, Job enrichment.

### **Module 6:**

Understanding Human Behavior and relation, Understanding employee needs and their satisfaction, employee Grievances and Grievance handling procedure, Maintaining discipline in Industry

### **Module 7:**

International Human Resource management, Types of International organization, External and IHRM practices.

### **Reference Text Books:**

1. Human Resource Management: Mirza and Sahyadrin
2. Personnel / HRM: Leap and Crino
3. Personnel Management: Monappa and Sahyadrin
4. HRM: Productivity, quality of work life profits: Wayne F. Cascio
5. HRM and Personal Managementn, Ashwathappa
6. Strategic HRM by Rajeev Lochan Dhar.
7. Strategic HRM by Tanuja Agarwal

## **MB 710: BUSINESS RESEARCH**

### **Module 1:**

Introduction to Research Methodology :Objective of Research, Types of Research, Research Methods and Methodology , Scientific method of Research, Research Process.

### **Module 2:**

Research Problem :Research Problem and Selection of Research Problem , Need for defining the Problem , Techniques for defining a Problem ,Development of hypothesis.

### **Module 3:**

Research Design :Meaning and Need of Research Design , Features of a good Research Design, Types of Research Design-Exploratory, Descriptive and Experimental Research.

### **Module 4:**

Bayesian Analysis :Value and Cost of Information-Bayesian Decision Theory.

### **Module 5:**

Sampling Design :Census and Sample survey ,Implication of Sample design , Steps in Sampling Characteristics of a good Sample design, Types of Sample design.

### **Module 6:**

Attitude Measurement and Scaling Techniques :Measurement in Research, Measurement Scales, Scaling , Scale Classification Bases , Concept of important Scaling Techniques.

### **Module 7:**

Data Collection Processing and Analysis of Data : Primary and Secondary data, Observation Method , Survey Method , Collection of data through Questionnaire and Schedule, Questionnaire and Schedule distinction , Selection of appropriate method of Data Collection. Processing Operations , Problem in Processing , Types of Analysis, Application of some Multivariate tools of data analysis.

Report Writing :Writing and Formulating of Reports, Steps in Report Writing, Types of Report.

Reference Text Books :

1. Research Methodology C.R.KOTHARI New Age International (P) Ltd.
2. Research Methodology D.K.BHATTACHARY Excel Books
3. Research Methodology GOODDAY &HACK

## **MB 711 MANAGERIAL ECONOMICS**

### **Module 1.**

Introduction to Managerial Economics : Nature , Scope, Role and Responsibilities. Basic characteristics; Decision Making and Subject matters of Managerial Economics.

### **Module 2.**

Demand and Supply :Introduction to Demand and Supply, Demand Function , Determinants of Demand , Demand Curves , Elasticity of Demand , Demand forecasting .

### **Module 3.**

Cost Analysis :Cost concepts , cost-output Function, Costs in Short- run & Long- run, Economies of scale, Break-even Analysis.

### **Module 4.**

Production Analysis: Introduction , Production process , Types of Production function , Production function for- One variable and Two variable inputs, Iso-quant and Iso-cost, Optimal factor combination.

### **Module 5.**

Market :Introduction to Markets according to competition : Perfect , Imperfect , Monopoly and Oligopoly markets, Equilibrium of a firm under perfect competition, Price determination under different market forms.

### **Module 6.**

Capital Budgeting & Investment Decisions :Introduction, Meaning and significance of Capital budgeting, Methods of investment evaluation.

### **Module 7.**

National Income : Concepts and Measurement :Introduction, approach to measurement of National Income, Price Indexes.

**Note : Emphasis will be on Mathematical approach of analysis**

### **Reference Text Books :**

1. Managerial Economics, ATMANAND publisher Excel Books

Managerial Economics, H. Craig Petersen &W. Cris Lewis Pearson Education ,Asia

## **MB 712 IT FOR MANAGERS**

### **Module 1**

**Computer Hardware and Number System:** - Data and Information : meaning & concept levels of data processing,CPU, Logic Gates, Computer Hierarchy, Input Technologies, Output Technologies. Number System and Arithmetic: Binary, Octal and Hexadecimal Number System, Binary Arithmetic, Boolean Algebra.

### **Module 2**

**Introduction to memory organization** – characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory; Introduction to I/O organization; CPU organization, binary arithmetic, ALU, control logics, software concept & terminology.

### **Module 3**

**Computer Software:** Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems).

### **Module 4**

**Telecommunication and Networks:** Fundamental of Data Communication; Network Concepts and Classification;. Types of Telecommunication Networks, Telecommunications Media, Network Topologies, Network Architectures-The OSI Model. Introduction to internet and its application , Intranet and Extranets, Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets.

### **Module 5**

**Overview of Computer Applications in Public Services and Business;** Office Automation Applications – Word Processor (MS -Word), Spreadsheet (MS-Excell), Graphics & Presentation (MS-PowerPoint); Database Management System (ACCESS).

### **Module 6**

**Functional and Enterprise Systems:** Introduction to Management Information Systems; Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

### **Module 7**

**Introduction to Programming Concepts & flow charting** - Models of computer data processing, flow charting technique-principles of flow charting, symbols used in flow charts, Benefits & limitations of flow chart ,examples. Elements of C Programming: Constants, variables, data types, operators, Decision-making and branching: goto, if-else, switch statements. Decision Making and Looping: while, do - while and for loop.

**IT for Managers Lab: Lab will be based on Operating System Commands, Ms-office, Basic HTML Tags.**

**Text Books:**

1. Turban, Rainer and Potter : Introduction to information technology. John Wiley and sons.
2. Sinha, P.K., Priti Sinha : Foundation of computing. BPB Publications.
3. James, A. O'Brien: Introduction to Information Systems. TMH
4. Programming in 'C' -E.Balaguruswamy

**Reference Books:**

1. Norton, P. -Introduction to computers. TMH
2. Rajaraman, V. - Introduction to Information Technology. PHI.
3. Ram, B-Computer Fundamentals. New Age Publications
4. Mudric Ross, elaggelt -Management info system
5. M.N.Maddison -Info system methodologies

**MB 713 OPERATIONS RESEARCH**

**Module – 1:**

Nature and Significance, and Scope of Operations Research, Scientific Methods in Operations Research, Models in Operations Research.

**Module – 2:**

Linear Programming: Model Formulation, Graphical methods, Simplex Method, Maximization and Minimization of L.P.P. Degeneracy in L.P.P.

**Module – 3:**

Duality in Linear Programming, Dual Simplex Method, Sensitivity Analysis Applied to Linear Programming Problems.

**Module – 4:**

Transportation Problems: Balanced and Unbalanced Problems. Minimization and Maximization Problems The N-W Corner rule, Vogel's Approximation Method, Modi Method, Degeneracy.

**Module – 5:**

Assignment Problems: Balanced and unbalanced Assignment Problems, Minimization and Maximization Problems.

**Module – 6:**

Game Theory - Two Person Zero Sum Games, The Maximin - Minimax principle, Game without Saddle Point (Mixed Strategies).

### **Module – 7:**

Replacement Models – Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time. Introduction to Networking concepts- PERT & CPM.

### **Text Books:**

1. Operations Research – J.K.Sharma (Macmillan India Ltd, New Delhi)
2. Operating Research - By Kanti Swarup, P.K. Gupta, Man Mohan

### **Reference Books:**

1. Management Operating Research - M. Satyanarayana Lalitha Raman,
2. Quantitative Techniques in Management - N.D. Vohra.
3. Operations Research – Prem Kr. Gupta & D.S. Hira

## **MB 714 STRATEGIC MANAGEMENT**

### **Module 1:**

Definition, nature, scope and importance of strategy and strategic management. Strategic decision making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: vision, mission, goals and objectives. Business definition.

### **Module 2:**

Environment appraisal: Concept of environment, components of environment (economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT. Internal Appraisal: The internal environment, organisational capabilities in various functional areas and strategic advantage profile. Methods and techniques used for organisational appraisal (Value chain analysis, financial and non financial analysis, historical analysis, Identification of critical success factors (CSF).

### **Module 3:**

Corporate level strategies: stability, expansion, retrenchment and combination strategies. Corporate restructuring. Concept of synergy. Business level strategies: Porter's framework of competitive strategies, conditions, risks and benefits of cost leadership, differentiation and focus strategies. Location and timing tactics. Concept, importance, building and use of core competence

### **Module 4:**

Strategic Analysis and Choice: Corporate level analysis( BCG, GE nine cell, Hofer's product market evolution and shell directional policy matrix). Industry level analysis, Porter's five forces model.

### **Module 5:**

Strategy Implementation: Resource allocation, Projects and procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, values.

### **Module 6:**

Ethics and Social responsibility: Operational and derived functional plans to implement strategy. Integration of functional plans.

**Module 7:**

Strategy control and operational control. Organisational systems and techniques of strategic evaluation.

**Reference Text Books:**

1. Azhar Kazmi: Business policy
2. William F. Glueck: Strategic management and business policy
3. Michael Porter: Strategic Management
4. S.B. Budhiraja & Atheya: Cases in Strategic Management
5. Wheelen & Rangarajan: Concepts in strategic management & Business policy  
Jay.B.Barney & William. S. Hesterly: Strategic Management & Competitive Advantage

**MB 715 FOREIGN LANGUAGE**

### **Semester-III**

6-UNITS FORM ONE GROUP

2- UNITS FROM ANOTHER GROUP

### **FUNCTIONAL SPECIALIZATIONS**

### **FINANCIAL MANAGEMENT AREA**

## **MB 716 - MANAGEMENT OF FINANCIAL SERVICES**

### **Module 1:**

Overview of Financial system: financial market, financial services, financial assets & their role in economic development; cutting edge development in operation, structure of financial institution.

### **Module 2:**

Legal framework of Indian financial system: Guideline of SEBI, Companies Act 1956 & exchange control laws related to investments; Regulatory compliance.

### **Module 3:**

Introduction to Financial Market: Money market, capital market & its instruments, participant of money market & capital market.

### **Module 4:**

Reserve Bank of India : functions , roles , Monetary policy of RBI , Techniques of credit control , Liquidity Adjustment Facility(LAF), Merchant banking Services.

### **Module 5:**

Financial analysis of Depository Institution: Asset Liability Management, Profitability analysis, use of derivative & futures to manage risk in financial services.

### **Module 6:**

Marketing of Financial Services: ethics in financial services industry, Financial institution failures, International financial institutions, International Financial Market: equity & debt.

### **Module 7:**

Non banking Financial Companies: Loan Companies, Investment Companies, Hire Purchase Companies, Lease companies , Housing Finance , Merchant Banks , Venture Capital funds, Factoring & Credit Rating companies.

### **Reference Books:**

1. Financial services – MY Khan – TMH Publication
2. Management of Indian Financial Institution – R M Srivastava –Himalaya Publication
3. Indian financial system – H R Manchiraju – Vikas Publication

## **MB 717 - INVESTMENT & PORTFOLIO MANAGEMENT**

### **Module 1:**

Investment : Concept , Investment & Gambling; Influencing factors of investment decision ; Financial decision vs Investment decision; Process of Investment Program.

### **Module 2:**

Investment Avenues : Investor classification; Bonds , Preference shares , Equity shares , Public issue , private placement, Right issue , Government securities , Post office deposits, Real estates, venture capital , mutual fund , precious metals , life insurance etc.

### **Module 3:**

Risk & Returns: Meaning & concept of return , various techniques used in measurement of return; classification of Risk , measurement ( SD & Variance) and management of risk.

### **Module 4:**

Valuation & Analysis of securities: Bond theories & valuation models , valuation of Bond, Preference Shares, Equity shares , Real Estate.

### **Module 5:**

Investment & Tax planning: Exemptions & Deductions.

### **Module 6:**

Equity Analysis & Equity research reports: Fundamental Analysis (EIC Analysis), Technical Analysis, Interpreting Research reports.

### **Module 7:**

Portfolio Management: Introduction & concept, risk & return, Markowitz portfolio model, sharpe model, APT Model: assumption, derivation & application ; Portfolio management process ; Portfolio management Strategies ; Portfolio revision & evaluation.

### **Reference Books:**

1. Investment & Portfolio Management – Prasanna Chandra
2. Security Analysis & portfolio Management – S Kevin
3. Investment management – V .K.Bhalla

## **MB 718 – CORPORATE FINANCE**

### **Module 1:**

Overview of Corporate Finance: Patterns of corporate finance (Corporate Market Benchmarking), Common Stock, debt, Financial market & intermediation, Time Value of Money.

### **Module 2:**

Financing the entrepreneurial firm: Venture Capital, Angel Finance, Strategic Alliance (harvesting via IPO & harvesting via acquisition); Agency Theory; Strategic Financial Management, Micro Financing.

### **Module 3:**

Shareholder's Value Analysis: Capital Expenditure decision & capital budgeting techniques, capital disinvestments, optimum capital structure, value of perfect & imperfect information.

### **Module 4:**

Corporate Budgets: introduction, financial projections & forecasting, preparation of functional & master budget, budgetary control, Zero Based Budget (ZBB), Performance Based budgeting, Activity Based Budgeting.

### **Module 5:**

Fundamental of Corporate capital valuation: Corporate Bond – intrinsic value of stand alone bond, discounted cash flows, valuation of corporate bond, Corporate bond types; Bond Covenants: Assets, Financing, Dividend Covenants; influence of covenants over bond's valuation; Bond's yields: promised YTM, Realized (horizon yield), promised Yield to Call; Theorems of bond pricing, bond rating & YTM.

### **Module 6:**

Corporate investing policies & value creation: Profitability Index (PI), Economic Value Added (EVA), Project Financing: estimation of project cost.

### **Module 7:**

Corporate Governance & Corporate Value: Type of corporate governance, managerial incentives & corporate investing decisions, managerial control & capital structure choices; management control, managerial incentive planning, empirical research on the effects of corporate governance over the market value of the corporation.

### **Reference Books:**

1. Fundamental of Corporate Finance: Stephen A Ross, westerfield & Jordan – TMH Publication
2. Financial management & policy – Vanhorne James C –TMH Publication
3. Principal of Corporate Finance – Brealy, Myes, Allen & Mohanty – TMH Publication

## **MB 719 – INTERNATIONAL FINANCE**

### **Module 1:**

Overview of international trade & commerce: international monetary system, Balance of Payment, intricacies of foreign exchange markets: Spots & Forwards exchange rates, cross rate, inter banking dealing, quotations.

### **Module 2:**

Exchange Rate determination: Parity Conditions in International finance: purchasing power parity, interest rate parity, real interest rate parity, international Fisher effect.

### **Module 3:**

Sources of international finance: international equity (ADR, GDR & IDR), International bonds: features, international rates (fixed rate & floating rate), Foreign Bond & euro bond, Euro note.

### **Module 4:**

International investment & capital budgeting: issue in overseas funding choices, NPV approach, Adjusted NPV, Project appraisal in the international context, international equity investment, Risk & return for Foreign equity investment, International CAPM, Equity finance in the international market.

### **Module 5:**

Cost of capital of foreign investment: MNC Cost of capital & capital structure; comparing the cost of equity & debt, comparison using CAPM for MNC's risk, cost of capital across country.

### **Module 6:**

Foreign exchange risk management, conceptual overview, nature of exposure, transaction, translation & economic; accounting treatment of transaction & translation, relationship among inflation rate interest rate, exchange rate & exposure.

### **Module 7:**

Tax implication of international activities, scope of tax charge, tax implication of foreign activities of an Indian enterprise, tax incentive for earning in foreign currency, double taxation relief, transfer pricing.

### **Reference Books:**

1. International financial –P.K Jain, Peyrard & Yadav- Macmillan
2. International financial management – P G Apte – TMH Publication
3. International financial management – Jeff Madura- Thomson Publication

## **MB 720 CORPORATE TAXATION**

### **Module 1:**

Basic concepts of Income Tax, residential status of a company.

### **Module 2:**

Computation of income under different heads of income, set off and carry forward of losses.

### **Module 3:**

Deduction and exemption in additional tax on undistributed profit, companies profit, Surtax Act, computation of tax liability.

### **Module 4 :**

Meaning and scope of tax planning and location of undertaking, type of activity ownership, pattern, tax planning regarding dividend policy, issue of bonus shares, inter corporate dividend and transfers, tax planning relating to amalgamation and merger of the companies.

### **Module 5:**

Tax consideration in respect of specific managerial decision like make or buy, own or lease, close or continue, sale in domestic market and exports, replacement and capital budgeting decisions etc.

### **Module 6:**

Tax planning in respect of managerial remuneration, foreign collaboration and joint venture, implication of avoidance of double taxation agreement.

### **Module 7:**

Implication of VAT to corporate income.

### **Reference Text Books:**

1. Taxman- Nabhi Publication
2. Ahuja – Malhotra Publication

## **MB 721 MANAGEMENT OF FINANCIAL DERIVATIVES**

### **Module 1:**

Definition, objectives, Types of derivatives, instruments, role of derivatives in financial risk.

### **Module 2:**

Forward : Structure of forward contract, forward spread agreement, exchange rate agreement and foreign exchange agreement, forward exchange rates in India, Value of forward contract, forward rates computation, delivery, cancellation and extension of forward contract, terms and condition applicable to forward contract. Difference between Forward and future contract.

### **Module 3:**

Future contract structure, future contract specification, Mechanism of trading of futures. Types of trading, determining gains and losses and daily settlement, stock exchange of future contracts (CBOT and CME), Principle of forward and future contract, options on future, hedging in future, regulations of future contract.

### **Module 4:**

Options, structure, Option terminology . market margin requirement, taxation of Option, transaction, principle of Options pricing, option pricing model: Binomial model, Black Scholes model, stock option, determining option premium

### **Module 5:**

Financial swap, major types of swap structure, evaluation of swap market, Interest rate swap, currency swap, reasons for swap, advantage of swap

### **Module 6 :**

Hedging of Foreign Exchange Exposure, hedging with the money market, currency options, currency future, Internal hedging strategy, speculation in foreign exchange and money market.

### **Module 7:**

Regulatory frame work, role of SEBI, SEBI guide line for derivative trading.

### **Reference Text Books:**

1. International Financial Management- P G. Apte- Tata Mcgraw- Hill Publication
2. International Financial Management- Eun/Resnick- Tata Mcgraw- Hill Publication

## **MB 722 CORPORATE ACCOUNTING**

### **Module 1:**

Formation of company and Accounting standards, Issues of shares, company account – issues and redemption of debentures.

### **Module 2:**

Valuation of enterprise, valuation of inventories, goodwill and shares.

### **Module 3:**

Acquisition and purchase of Business, measurement of Business income – Profit and Loss prior and post incorporation. Difference between goodwill and capital reserve.

### **Module 4:**

Internal restructuring, Preparation of capital reduction, internal reconstruction, and alteration of share capital.

### **Module 5:**

External restructuring , preparation of company account, Amalgamation, Absorption, Holding and Merger.

### **Module 6 :**

Accounting in organisation, Hotel Accounting, Farm accounting, Accounting for non profit organisation (hospital, charity institution and educational institutions).

### **Module 7:**

Government accounting in India. Accounting for local self govt. rural and urban – general principle - comparison with commercial accounting, role of the Comptroller and Auditor General of India.

### **Reference Text Books:**

1. Modern Accountancy- Amitabh Mukherjee & Md Hanif –TMH Publication
2. Corporate Accountancy- S.N. Maheshwari, S.K. Maheshwari - Vikas Publication

## **MB 723 – COST & MANAGEMENT ACCOUNTING**

### **Module 1:**

Nature & scope of cost Management: Meaning, objective, classification, element of cost, costing system & method, cost center, cost unit, cost organisation and its relationship with other department.

### **Module 2:**

Behavior of cost: Fixed & variable cost, Direct & indirect costs, cost behavior for decision making, Marginal costing; BEP analysis & CVP analysis, difference between marginal costing & absorption costing

### **Module 3:**

Overhead cost: Meaning & classification of overhead costs, Overhead distribution, allocation & apportionment overhead (primary distribution), Principles & Bases of apportionment, Re apportionment of services department cost (secondary distribution), absorption at overhead, type of overhead rates.

### **Module 4:**

Management control system: Management accounting system, need for detailed costing, difference between cost & management accounting. Traditional Vs innovative management accounting practices, development throughput accounting, lean accounting.

### **Module 5:**

Mgmt information & reporting system: Enterprise performance measurement systems - balanced score card, EVA, segment performance, life cycle costing, Activity Based Costing, transfer pricing.

### **Module 6:**

Cost effectiveness: cost control, cost reduction, cost audit, responsibility costing, Standard Costing & Variance Analysis (Material, Labour & Overhead)

### **Module 7:**

Recent trend in management & Cost accounting: Trends related to changing business environment with reference to case study.

### **Reference Books:**

1. Cost Accounting – Charles T Horngren, Foster & Datar – Pearson Education Asia
2. Cost Accounting – M N Arora –Vikas Publication
3. Management Accounting – MY Khan & P.K Jain –TMH Publication

## **MARKETING MANAGEMENT AREA**

### **MB 724 CONSUMER BEHAVIOUR**

#### **Module 1:**

Consumer Behaviour: Scope, importance and interdisciplinary nature. Marketing concept, societal marketing concept, social responsibility and ethics in marketing. The consumer research process, quantitative and qualitative research. Market segmentation: Importance and use. Bases of segmentation. Effective targeting and segmentation strategies. Socio cultural influences on consumer behaviour: culture, sub-culture, social class, reference groups, family roles

#### **Module 2:**

Consumer Motivation: Needs, Goals and their interdependence. Rational vs emotional motives. Dynamic nature of motivation. Motivational research. Personal and psychological influences: Age, life cycle, life style, personality, self concept, motivation, learning, attitude, values. Role of personality in understanding consumer diversity, self image and vanity consumer behaviour.

#### **Module 3:**

Consumer Perception: Absolute and differential threshold, perceptual selection, organisation and interpretation. Product and service positioning. Perceived price, quality and risk. Manufacturer's image.

#### **Module 4:**

Attitude formation and Change: What is attitude and its formation. Cognitive dissonance theory and attribution theory. Influence of reference groups: Friendship, work, celebrity and family. Impact of social class, culture, sub culture and cross cultural factors on consumer behaviour.

#### **Module 5:**

Personality and consumer behaviour: Nature of personality, Freudian, non-Freudian and trait theories. Product personality and brand personification.

#### **Module 6:**

Consumer decision making models: Howard sheth model, Engel Blackwell, Miniard model, Nicosia models of consumer decision making. Diffusion of innovations: process of diffusion and adoption, innovation, decision process, innovator profiles. Consumer gifting behaviour, relationship marketing.

#### **Module 7:**

Consumer and society: consumerism, consumer protection, consumer right and consumer education, legal consideration. Introduction to E-buyer behaviour: trends in e-buyer behaviour, the e-buyer vis-a vis the brick and mortar buyer.

#### **Reference text Books:**

1. Consumer behaviour and marketing strategy 7<sup>th</sup> ed: Paul peter
2. Consumer behaviour: Schiffman & Kanuk
3. Consumer behaviour: Loudon, deltabitta
4. Consumer behaviour: Engel & Blackwell
5. Consumer behaviour: Coney
6. Consumer behaviour: William willamson

7. Consumer behaviour in Marketing: John Howard.A

## **MB 725 MARKETING RESEARCH**

### **Module 1:**

Conceptual framework: Content, characteristics and functions of Marketing Research; the M.R. Industry; M.R. and Marketing Information System.

The Marketing Research Process- An Overview

### **Module 2:**

Research Designs: Exploratory Research, Descriptive Research, Experimental Research, Uncontrollable Variables: History, Maturation, Testing Effect, Measurement Variation and Interactive Effect.

Types of Data: - Primary Data and Secondary Data, Secondary Data Sources for M.R.in India.

### **Module 3:**

Sampling: Census and Sampling, Sampling Error, The population, Sample frame, Sampling Units and elements, Sampling Techniques, Sample Size Determination.

Data Collection: Survey Vs Observation method Various Interviewing Methods, Process of Designing a Questionnaire, Types of Questionnaire.

### **Module 4:**

Attitude Measurement: Types of scales, Nominal, Ordinal, Interval, Ratio Scales, Thurstone and Likert Scales and Semantic Differential Scales, Disguised Structured methods, Depth Interview and Focus Group Interview, Disguised and Unstructured Methods, Projective Techniques.

### **Module 5:**

Processing Raw Data: Editing, Coding, and Tabulation Data Analysis: - Statistical Estimation, use of percentages and Measures of Central tendency, Test of Hypothesis, Type I and Type II Errors, application of “z” & “t” tests, Chi-square Analysis, Analysis of Variance .

### **Module 6:**

Measures of Associations- Application of Correlation and Regression Analysis. Explaining Interdependencies- application of Factor Analysis, Cluster Analysis and Conjoint Analysis.

### **Module 7:**

Report Writing –The contents and characteristics of a good report.

### **Reference Text Books**

- 1 Green & Tull: Research For Marketing Decisions
- 2 Boyd & Westfall: Marketing Research
- 3 G C Beri: Marketing Research
- 4 T Kinnear & J Taylor: Marketing Research

- 5 David Aaker: Marketing Research
- 6 B N Sethna & Leonard Greanveld: Research Methods in Marketing Management

## **MB 726 INTERNATIONAL MARKETING**

### **Module 1:**

Nature and scope of International Marketing, Special problem of international marketing vs domestic marketing.

### **Module 2:**

International marketing environment, Cultural environment, Business Practices and ethics, Political environment, Legal environment, Balance of payments

### **Module 3:**

Protectionism, Different Methods and Mechanism used to Protect Business Interests.

### **Module 4:**

International Marketing Research: Reliability of secondary data, difficulties In gathering primary data, multiple cultures, etc.

### **Module 5:**

Market Segmentation and the methods used for selection of International Markets, Developing Global Marketing Strategy, Alternative market entry strategies

### **Module 6:**

Global Market & product development, Product adaptation & product standardization in different nations. Overseas Distribution system, Alternative Middleman choices, (Home country middlemen, foreign country middlemen, and government-affiliated middlemen). Selection of Agents, Locating, selecting & motivating channel members.

### **Module 7:**

International Promotion Strategy, Global advertising & world brands International Pricing Strategy, Pricing policy & objectives Dumping, Leasing and legal implications related with it.

### **Reference Text Books:**

1. Onkvsit, Sak and Shaw-International Marketing-Analysis and strategy
2. Keegan – Global Marketing Management
3. S.B.Bhattacharya: Export Marketing,Strategies for Success
4. R.Sarthy & V.Terpstra , International Marketing

## **MB 727 INDUSTRIAL MARKETING**

### **Module – 1**

Introduction to Industrial Marketing, Nature and Objectives, Differences between Industrial Marketing and Consumer Marketing, Classification of Industrial Customers and Industrial Products, Industrial Marketing Environment.

### **Module – 2**

Relationship Marketing, Customer Satisfaction Management and Measurement, Customer Loyalty. Industrial Market Demand Analysis – Characteristics Peculiar to Demand of Industrial Products.

### **Module – 3**

Industrial Buying and Buyer Behavior – Concept of Buying Centre and Selling Centre, Buying Situations, Industrial Buying Process, Buy – Grid Model, Jagdish N. Sheth's Model of Industrial Buyer Behavior.

### **Module – 4**

Industrial Market Segmentation – Macro and Micro Segmentation Approaches, Wind, Cardozo & Richard's Model, Implementation Problems in Industrial Marketing.

### **Module – 5**

Strategic Market Planning, The Strategic Planning Process; Scanning, Tracking and Tackling Competition.

### **Module – 6**

Marketing of Services – Concepts, Unique Features of Services, Elements of Marketing Mix in Services Marketing.

### **Module – 7**

Marketing Strategies in Industrial Markets regarding Product, Price, Promotion and Distribution. Industrial Marketing Research (IMR) – Scope, Process of IMR.

### **Text Books**

1. Industrial Marketing – Analysis Planning & Control by Reederd Brierty (Prentice Hall of India, New Delhi)
2. Marketing Management – Philip Kotler (Pearson Education, New Delhi)

### **Reference Books**

1. Industrial Marketing Management by Hutt and Speh
2. Industrial Marketing by Hill, Alexander and Cross

3. Industrial Marketing by K.K. Havaldar (McGraw-Hill Companies, New Delhi)
4. Industrial Marketing Management by M. Govindarajan (Vikas Publishing, New Delhi)
5. Industrial Marketing-Cases & concepts by E. Raymond Corey-PHI

## **MB 728 ADVERTISING AND INTEGRATED MARKETING COMMUNICATIONS**

### **Module 1 :**

Introduction to Advertising: Concept of Advertising and Integrated Marketing Communication, History of advertising, Classification of advertising, The advertising world; Advertisers, Advertising agencies, and Media. Economic Social and Ethical issues in Advertising, Advertising Regulation, Role of ASCI and other regulatory bodies.

### **Module 2:**

Planning and executing an advertising campaign: Setting the advertising objective, Response Hierarchy models, DAGMAR, Defining the target audience, Apportioning the advertising. Budget

### **Module 3:**

The Advertising Agency : Agency structure, Flow of work in an Agency, Agency Compensation, Client Agency relationship

### **Module 4:**

Media Strategy: Types of media, Media characteristics, Media Objective, Evaluation of Media, Media Measurement in India, Media selection and scheduling, Media Buying

### **Module 5:**

Creative Strategy: Positioning strategy, Creative approaches, Creative style, Mood and appeal of the message, The Big Idea, Elements of the message Copy. Appeal of the message, Comparative Advertising.

### **Module 6:**

Testing Advtg Effectiveness: Communication and sales Effectiveness, Various methods of Pre & Post testing.

### **Module 7:**

Other Tools of Promotion: Public Relations, Direct marketing, Sales Promotion, Merchandising, Event Marketing.

### **Reference Text Books**

- 1 Advertising Management - Aaker David, Myers and Batra
- 2 Advertising and IMC – Tom Duncan

- 3 Advertising and Sales Promotion – Kazmi and Batra
- 4 Integrated Advertising Promotion and Marketing Communications – Clow and Baack
- 5 Advertising Procedures- Otto Kleppner,
- 6 Advertising Management: Borden and Marshall

## **MB 729 RETAIL MANAGEMENT**

### **Module 1:**

**Introduction:** Definition, Importance & Scope. Prospects of retailing in India. Retail Scenario- Global, Retail Scenario-India. Opportunities in Retailing - managerial & Entrepreneurial.

### **Module 2:**

**Retail Economics:** Economic Significance of retailing, The Retail environment, Foreign Direct Investment in Retail in India.

### **Module 3:**

**Classification:** Retail Institutions by ownership, Store Based Retailing, Electronic & Non- Store Retailing & other forms of Non- traditional Retailing.

### **Module 4:**

**Targeting Customers & Gathering Information:** Identifying & Understanding Consumers, Information Gathering & Processing in Retailing. Importance of Information System in Retailing.

### **Module 5:**

**Communication Mix & Strategies:** Planning the Retail Communication Implementing Retail Advertising Retail Market Strategies, The Strategic Planning Process.

### **Module 6:**

**Store Planning:** Store Planning Design & Layout, Retail Merchandising, Pricing in Retailing. Importance of Supply Chain Management in Retailing.

### **Module 7:**

**Management of Store:** Store Management Responsibilities, Recruitment & Selection of Store Employees, Motivating & Managing Store employee, Evaluation of Store Employee, Compensation & Rewarding of Store Employees. Controlling Costs, reducing Inventory Loss.

### **Reference Text Book**

1. Retail Management Michael Levy, Barton A.Weitz (Tata Mc Graw Hill,4<sup>th</sup> ED.)
2. Retail Management – A strategic Approach: Barry Berman & Joel R.Evans(Pearon Education Asia ia, 1st Ed)
3. Retail Management: Gibson G.Vedamani( Jaico Publishing House,8<sup>th</sup> Ed First Indian Reprint)

4. Retail Business Management: Karen R. Gillespie, Joseph C. Hecht, Carl F. Lebowitz (Tata Mc Graw Hill, 3rd Ed).

## **MB 730 SERVICES MARKETING**

### **Module 1:**

Introduction to services marketing: distinctive aspects/characteristics of service marketing, differences between services and goods, The Service and Relationship imperative, Customer involvement and perception.

### **Module 2:**

Scope and growth of services marketing : contribution of services to the national economy, growth of service marketing in the Indian scenario, the services marketing environment, classification of services, future trends.

### **Module 3:**

Services marketing management: services marketing organization, internal customers, internal marketing, marketing research applications in the services marketing, marketing planning process in services, strategic issues in services marketing, system approach to services marketing

### **Module 4:**

Positioning in services marketing: role and importance, positioning maps, communication issues in service positioning.

### **Module 5:**

Services marketing mix : pricing issues in services marketing, promotion management in services marketing, logistics and distribution in case of services marketing, the 'people element' in services marketing, physical evidence and process issues, Measurement of service quality.

### **Module 6:**

Application of services marketing : marketing of banking services, insurance, hotel and hospitality services, health care, tourism etc – their nature and scope.

### **Module 7:**

Misc. issues in service marketing : after sales service, its importance to the consumer and industrial markets, relationship building with the service customers

#### **Reference Text Books**

- 1 Services Marketing - Helen Woodruffe
- 2 Services Marketing - Lovelock
- 3 Services marketing - Ziethmal & Bitner
- 4 The Essence of Services marketing - Newton M.P. Payne

## **MB 731 SALES AND DISTRIBUTION MANAGEMENT**

### **Module 1:**

The modern physical distribution system and logistics Management. Introduction need and benefits, distribution as a link between production and marketing. Distribution as a service function.

### **Module 2:**

Information systems for physical distribution. Designing a distribution logistics system.

### **Module 3:**

Warehouse Management - Transportation by Road, Rail, Air and Sea. The suitability of movement, cost- benefits analysis.

### **Module 4:**

Channel management Decisions: Selection, Compensation & managing Channel Conflicts.

### **Module 5:**

The selling process- prospecting, Planning the Sales call, Selecting the presentation method, Making the sales presentation, Handling Sales objections, Closing the Sale, Follow up.

### **Module 6:**

Time and Territory Management-Designing Sales territories, Sales quota, its types, purpose, importance, Routing and Scheduling.

### **Module 7:**

Sales Force Management :Recruitment and selection of the sales force. Training successful sales people,Sales force motivation,Designing sales compensation plans, Evaluation of sales force

### **Reference Text Books**

Fundamentals of selling – Charles Futrell

Marketing Channels - Louis W Stern and Adel L Ansary

Sales Management-Still and Cundiff and Giovonni

Selling and sales management - Jobber

Andersen R - Professional Sales Management

Strategic Marketing Channel Management – Bowersox and Cooper

## **MB 732 BRAND MANAGEMENT**

### **Module 1:**

Concept of a brand: Logic of branding, Brand as a strategic asset, overview of brand asset management.

### **Module 2:**

Factors of brand success: Concept of brand equity, Cost based, price based and customer based brand equity.

### **Module 3:**

Brand extension: Need for brand extension, types of brand extension, category related, image related and unrelated brand extensions, risks of brand extension, line vs brand extension.

### **Module 4:**

Brand image and brand personality: Importance definitions, implementing a brand personality strategy. Factors governing brand personality.

### **Module 5:**

Brand positioning: Definition, components of brand positioning, perceptual mapping, repositioning strategies.

### **Module 6:**

Return on brand investment: Measuring return on brand investment (ROBI)

### **Module 7:**

Contribution of Advertising strategy to brand building: The development of strategy, Brand audit, Role of advertising.

### **Reference Text Books**

- 1 Brand Management -Y L R Moorthi
- 2 Brand Asset Management- Scott M Davis
- 3 Strategic Brand Management - Keller
- 4 Brand Positioning - S. Sengupta

## **HUMAN RESOURCE MANAGEMENT AREA**

### **MB 733 HUMAN RESOURCE PLANNING**

1. Concepts and significance of manpower planning.
2. The manpower environment - Technological, social, economic and political environments
3. Determining manpower needs
4. The manpower planning process, manpower inventory, skill inventory, manpower audit, integration of manpower plans with business plans, skill inputs and outflows.
5. Job analysis and job evaluation: Job analysis – the concept, The significance of Job analysis, The methods of Job analysis, Job description and Job specification
6. Forecasting of manpower
7. Human Resource Information system

#### **Books:**

1. Manpower Management - R. S. Dwivedi
2. Manpower Planning and Control - Gordon and Mcbeath
3. Manpower Planning Strategy and Techniques - Edward Leek, Loveridge LuEMBey and Morgan Silver

### **MB 734 INDUSTRIAL RELATIONS AND LABOUR LAW**

- Industrial Relations – definition, objective and scope, trend in labor-management relations
- Collective bargaining – nature, significance, meaning determining factors of bargaining power, collective agreements
- Union and Unionism, Trade Union Act 1926, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act 1946, Grievance Procedure, Discipline, Domestic Enquiry
- Industrial democracy and worker’s participation in Management, Works committee, Joint Management Councils (JMCs), shop council and joint council scheme. SLCs and ILO; Issues and Conventions
- Payment of Wages Act 1936, Workman Compensation Act 1923, Minimum Wages Act 1948
- Payment of Bonus Act, Equal Remuneration Act 1976, Payment of Gratuity Act 1972, Employee Provident Fund Act 1952
- Factories Act – 1948

#### **Text Books:**

Industrial relations and Labour law-S C Srivastava  
T.N. Bhogoliwal- Personnel Mgt. & Industrial Relations  
Labour Laws one should know- Garg, Ajay- Navi Publication  
Hand Book of Industrial law-Malik PL

#### **Reference Books:**

B.Ghosh- Personnel Mgt. & Industrial Relations

Charles E. Mayers-Industrial relations in India  
John T. Dunlop- Industrial Relations Systems

### **MB 735 RECRUITMENT, SELECTION AND TRAINING**

**Recruitment:** Importance, purpose, sources, procedures and policies. The prescriptive approach towards recruitment, the various stages of the recruitment, equal opportunity and recruitment; recruitment in fluctuating labor markets; recruitment in multinational organizations

**Selection** - Purpose, process, testing, selection tools and methods.

**Promotion:-** Importance need and policy; promotion VS recruitment from outside; criterion of promotion; Demotion; Influences of career planning, potential evaluation and performance appraisal on promotion

**Transfers:** - Importance, need and policy.

**Induction and placement:** - Importance of Induction and placement; the process of induction and placement.

**Training;** Definition, Need and rationale of training, Systematic approach to training, Objectives, Significance of training, determining training needs, Benefits of training for employers and for employees, Methods of training, Designing and organizing of a training program, Essentials of good training, Principles of training, Evaluation of training

**Nature and objectives of employee development,** Objectives of executive development

Difference between Training and Development, Necessity of executive development

Organization of E D P, Essential principles of executive development

#### **Books: -**

- Human Resources Management --- T.N. Chhabra
- do --- C.B. Mamoria
- do --- K.K.Ahuja
- Personnel Management & Industrial Relations --- Surinder Kumar & P.Padhy.
- Employee training and development- Raymond A.NOE
- HRM: Productivity, Quality of work life, profits - Wayne F. Cascio
- HRM - Mirza & Sayadain

### **MB 736 ORGANIZATIONAL CHANGE AND DEVELOPMENT**

**Introduction:** Defining Organizational Development. Understanding of the field of Organization Development (OD) and its relationship to management. Recognize and apply basic steps and activities that are part of the OD process. Understand fundamental theories, principles and perspectives underlying OD

**The Roots of Organizational Development:** The roots and the process of planned change

**Assessing & diagnosing organizational behavior:** Diagnosing organizations, groups and individual jobs using OD diagnostic models. Collecting and analyzing diagnostic information.

**Planning Effective Interventions:** Group Level Intervention, Performance Management Interventions, Work Design & Career Development Interventions, Inter- group Interventions, To develop an understanding of how to design effective change interventions used to improve group/ unit effectiveness and enhance the personal development of individuals evaluate and institutionalize change interventions

## **OD Skills**

**Organization Transformation:** Large scale interventions

**Psychodynamic Perspectives on OB & OD:** Human resources considerations and cultural compatibility between the organizations

## **Text Books:**

Cummings, T.G., Worley, C.G. (2004). *Organizational Development and Change* (8<sup>th</sup> Ed.).  
ISBN: 0 324 224 93-1

## **Required Readings**

Burke, W.W., (1994). *Organization Development: A Process of Learning and Change*. Addison-Wesley. Schein, E. (1998). *Process Consultation: Its Role in Organization Development* Addison-Wesley. Other readings include: Ashkanasy, N.M., Wilderom, C.P.M., & Peterson, M.F. (2000). *Handbook of Organizational Culture and Climate*. Sage Publications, Thousand Oaks, CA. Cameron, K.S., & Quinn, R.E. (1999). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Addison-Wesley Publishing Company, Inc. Schein, E. H. (2004). *Organizational Culture and Leadership*. Jossey-Bass, San Francisco, CA. Additional journal articles will be handed out in class on a weekly base.

## **MB 738 COMPENSATION AND REWARD**

1. Concept and Significance of wage and salary administration
2. Foundations of compensation strategies.
3. Principles and objectives of wage and salary administration, Factors influencing wage and salary administration.
4. Changing trends in the determination of pay.
5. Payment by time systems, payment by results, collective bonus schemes, performance related pay and employee benefit schemes.
6. Minimum, fair and living wages, Wage structure and wage differential.
7. Theory of wages: Individual and group incentive scheme, Salary structure, salary scales and merit scales.

## **Books**

Personnel Management - C.B. Mamoria

Salary Administration - Mc Beath and Rands

Personnel Management & Industrial Relations – Bhagoliwal

## **MB 739 PERFORMANCE MANAGEMENT SYSTEM**

1. **Performance Management:** Definition, Difference between Performance Appraisal and Performance, Management, Model of Performance Management-Armstrong's model, Organizational implication of Performance Appraisal
2. **Introduction to Performance Appraisal:** Definition, Objectives of Performance Appraisal, Job Description, Job analysis and Job Evaluation viz a viz Performance Appraisal, Significance of Performance Appraisal, Requisites of Performance Appraisal systems, Legal and ethical perspectives in Performance Appraisal
3. **Major issues in Performance Appraisal :** Identifying criteria for performance, Launching an appraisal programme, The choice of a method, Involving Appraisee, The role of Appraisers, The selection and training of Appraiser, Implementing Appraisal systems, Appraisal errors
4. **Methods of Performance Appraisal:** Traditional Techniques of Performance Appraisal, Modern Techniques of Performance Appraisal Performance Appraisal Interviews, Appraisal communication, Performance Appraisal interviews and supervisory, Activities- Before, during and after appraisal interview activities, Performance Feedback and counseling.
5. **Improving the Performance- I :Counseling:** Meaning and Role of Counseling, Forms of Counseling, Counseling Process, Practical considerations in counseling - Responsibility of Counseling, Length and number of sessions, Time and place, Need for keeping in confidence,
6. **Empowerment:** Definition, Meaning, Process of empowerment, Information sharing, Creation of autonomy, Replacing hierarchy with teams.
7. **Improving Morale:** Definition, Measurement of Morale, Factors in Morale

### **Textbook:**

1. Managing Human Resources- Wayne. F. Cascio
2. Managing Human Resources – R.S.Dwivedi

### **Reference Book:**

1. Human Resource Management –T.N.Chaabra

## **MB 740 INDIVIDUAL AND GROUP BEHAVIOUR**

1. Team building process: Overview of teams: definition, types, stages of team development: storming, norming, forming and performing; Quality circles and self managed teams; Evaluating team's performance; teams and high performing organizations.
2. Goal setting for team: Defining roles; Responsibilities of team members, developing interpersonal skills; Interpersonal communication barriers and gateways to communication
3. Leadership and management of team: Sources of powers and influence; Leadership models and styles
4. Leadership styles: Contingency approach to effective leadership; Situational leadership; Transformational leadership; Leadership in decision-making process; Leadership in times of change

5. Leadership development: ingredients of leadership development, leadership development process.
6. Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.

**Reference Books:**

1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
2. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
4. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.

**SYSTEM MANAGEMENT AREA**

**MB 741 RDBMS(Relational Database Management System)**

**Module1:**

**Database concepts:** Overview of database system, basic database system terminology, data model, Introduction of data base management System(DBMS), Feature of DBMS, Architecture of DBMS

**Module2:**

**Physical data Organization & Network Model:** Model for external storage organization Storage hierarchy, index files, B-Trees, Files with variable length record, DBTG definition Implementation of Network and programme environment.

**Module3:**

**Relational database Concepts:** Introduction to Relational data base Management System, (RDBMS) Relational data Models, Features of RDBMS, Functional Dependencies, decomposition of relational schema, Normal forms(1NF,2NF,3NF,BCNF).

**Module4:**

**Recovery System:**Types of failures,Storage Structures,Recovery with concurrent transaction,Advanced recovery techniques-transcatiobn rollback,fuzzy checkpoint,savepoint

### **Module5:**

**Introduction to SQL:** SQL as standard relational database language, data definition language(DDL) data Manipulation language(DML), Embedded DML in a host programming language, Authorization and Integrity Specification, Transaction Control Statements.

### **Module6:**

**Database Technologies:**Client server technology, Distributed database, multidimensional database Data Warehouse, Data marts, CRM

### **Module7:**

**Connectivity:** Concept of how HTML form data is sent to a Web Server Concept of HTML form data is stored in a table structure on the Web server.

### **Text Books:**

1. Database Management System - Alex Leon, Mathews Leon.
2. Database Management Concepts – Korth
3. Database Management System – C.J.Date
4. Relation Database: Theory &Practical –Val Occardi

### **References Books:**

1. Mastering SQL- Vijay Mukhi
2. Oracle 8 –PL/SQL programming –Scott Urman
- 3.Managment Information System -Jawadekar
- 4.Oracle 7.0 –I.Bayross
- 5.Oracle 9i –Scott Urman

## **MB 742 BUSINESS DATA COMMUNICATION**

### **Module 1:**

**Data Communication Fundamentals and Interfaces:**Digital data communication system concepts and comparison with analog transmission: advantages and disadvantages. Basic Terminology - Data Rate, Bandwidth, error rate. Serial and parallel transmission. Computer interfaces standards-RS232C,X.21 analog and digital interfaces - X.25. Character and packet transmission. Coding and decoding Techniques. Standard packet formats – HDLC and SDLC. Characterization of communication channels- hardwired and soft-wired - (radio and satellite). Transmission channel impairments. Applications of data communication systems.

### **Module 2:**

**Digital Modulation:**Switching, Error Control and Multiplexing Techniques Digital Modulation and demodulation. PSK and BPSK Modems. Bandwidth efficient digital modulation schemes – MSK, QPSK, QAM. Circuit, message and packet switching techniques. Error control mechanism – parity checks, parity check codes, cyclic redundancy checks. ARQ retransmission strategies. Multiplexing-FDM and TDM. Intelligent TDM Multiplexes.

### **Module 3:**

**OSI Reference Model:**The layering concept in networking. The OSI reference Model.Physical, Data Link Control layer with MAC sub-layer for media access control. The Network layer. Transport Layer and quality of service. The Session Layer. The Presentation layer and Application Layer.TCP/IP architecture and applications in Internet services-E-mail and NFS-network file system. Comparison between peer to peer and client / server networking.

**Module 4:**

**Data Network Structure-** LAN, MAN, WAN:Network topology – bus, tree, star, star- ring, and hybrid.Companying various topologies. Defining LAN, MAN and WAN. Local Area Network design considerations. Network cables: Twisted pair, coaxial, optical and free space. Network components: Bridges, Hubs, gateways, routers and their applications in internetworking design.

**Module 5:**

**IEEE 802 Standards for Computer Networks:**The -IEEE project; IEEE 802.1-Higher Layer Interface, IEEE 802.2 -LLC Standard, IEEE 802.3-CSMA/CD Bus, IEEE 802.4-Token Passing Bus, IEEE 802.5 Token Passing Ring and more advanced IEEE standards for Wireless and optical LAN.

**Module 6:**

**Data Network Security** :Security requirements & Attacks: secrecy, integrity, availability,interruption, interception, modification, fabrication, and active attacks. Encryption and Decryption Techniques: Encryption algorithm (DES).Message authentication & Hash functions:Message authentication, message authentication code, and oneway hash function, secure hash functions. Public-Key Infrastructure-PKI & Digital Signatures: RSA algorithm and key management. High speed networks and SNMP protocols.

**Module 7:**

**Network management:** Feasibility Plan, Network design plan, Network requirements, Network configuration, Implementation performance and fault management, End user support, cost management, examples.

**Text Book**

1. Glover, I.A. and P.M.-Grant Digital Communication
2. Andrew S. Tanenbum - Computer Networks
3. William Stallings - Data and Computer Communication
4. William Stallings - Cryptography and Network Security Principle and Practice

**References books:**

1. Uyles D.Black, Linden VA - Computer Networks:Protocols, Standards and Interface,
2. Atul Kahate – Cryptography and Network security, Tata McGraw-Hill.

## **MB743 ENTERPRISE RESOURCE PLANNING**

**Module 1:**

**Overview of ERP:** Enterprise Perspective: An Overview, Features of ERP, MIS Integration, ERP drivers,Trends in ERP, ERP in India.

**Module 2:**

**ERP: System Perspective:** Management Information System, Operations Support System, DSS,Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems,

### **Module 3:**

**Communication in ERP Systems:** OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP.

### **Module 4:**

**ERP: Resource Management Perspective:** Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management,

### **Module 5:**

**Business Process Reengineering:** Relationship, between ERP & BPR, ERP Implementation Life Cycle, Implementation methodology, ERP, Project Management & Monitoring.

### **Module 6:**

**ERP: Key Issues:** ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP.

### **Module 7:**

**Next generation enterprise :** Emerging trends, information mapping, role of centralised/distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise, link with in the enterprise and links with environment Client/server architecture.

### **Text Books:**

1. Alexis, Leon : ERP Demystified. Tata McGraw Hill.
2. Garg, V.K. and Venket, Krishna, N.K.: ERP Concepts and Practices. PHI Publications.
3. Sadagopan, S: ERP: A Managerial perspective. Tata McGraw Hill.
4. Shankar, Ravi & Jaiswal, S.: Enterprise Resource Planning. Galgotia Publications.

### **Reference Books:**

1. Langenalter, A. Gary : Enterprise Resources Planning and Beyond. St. Lucie Press, USA.
2. Imhoff, C. Loftis Lisa & Geiger, G. Jonathan : Building the Customer Centric Enterprise. John Wiley & Sons.
3. Diwan, Parag & Sharma, Sunil : Enterprise Resource Planning: A Manager's Guide. Excel Books

## **MB 744 PROGRAMMING TECHNOLOGY-1 (C++)**

### **Module 1:**

**C++ Programming Basics:** Basic Program construction, operators in C++ ,Functions: Simple Functions, Passing argument to Function Returning values, Reference arguments, overloaded, Functions, inline functions, storage classes.

### **Module 2:**

**Object and Classes:** class and objects, Constructors, Destructors, Objects as Function arguments, Returning object from Functions, Static class data.

### **Module 3:**

**Operator Overloading:** Overloading unary and binary operators, Data conversion

**Module 4:**

**Inheritance:** Derive class and base class, Derive class constructors, overriding member functions, class Hierarchies, Public and private inheritance, Levels of inheritance, Multiple inheritance, Ambiguity in multiple inheritance, containership.

**Module 5:**

**Pointers:** Memory management, pointer to object, pointers to pointer.

**Module 6:**

**Virtual Functions:** Virtual Function, Pure virtual function, Friend functions, Static functions, Assignment and copy initialization, this pointer.

**Module 7:**

**Files and organisation:** Introduction – files and streams.

**Text Books**

- 1.Object Oriented Programming in Turbo C++ - Robert Lafore;
- 2.Object Oriented Programming with C++ - E. Balagurusamy
- 3.The C++ Programming Language - B. Stroustrup
- 4.Let us C++ - Yashwant kanetkar

**References book**

1. Richard Halterman, “Fundamentals of Programming: An Introduction to Computer Programming Using C++”
2. Jofel Adams, Sanford Leestma, and Larry Nyhoff, “Turbo C++: An introduction to computing” Prentice-Hall.

**MB 745 Programming Technology –II(Java)**

**Module 1:**

**Overview of Java language:** Introduction to OOPL,Java program format, compiling and running ,methods, classes and inheritance ,conditionals; loops and recursion ,boolean return values ,working with threads and distributed computing ,abstract methods and interfaces introduced ,step-wise refinement and problem decomposition ,object-oriented programming ,software engineering basics .

**Module 2:**

**A first look at objects and events :**Classes and objects. Classes and source files. Case study: Rambles Applet (a prototype for a game). Objects and classes in Rambles. Library classes and packages. The import statement. Extending library classes. A first look at fields, constructors, and methods. A brief introduction to events handling in Java.

**Module 3:**

**Java syntax and style:**Syntax and style in a programming language. Comments. Reserved words and programmerdefined names. Statements, braces, blocks, indentation. Syntax errors, run-time errors, logic errors.

#### **Module 4:**

**Data types, variables, and arithmetic** :The concepts of a variable and a data type. Declarations of variables. Fields vs. local variables. The primitive data types: int, double and char. Literal and symbolic constants. Initialization of variables. Scope of variables. Arithmetic expressions. Data types in arithmetic expressions. The cast operator. The compound assignment (+ =, etc.) and increment and decrement operators(++ , --)..

#### **Module 5:**

**The if-else statement**:The if-else statement, Boolean expressions, the boolean data type, true and false values. Relational and logical operators. De Morgan's laws. Short-circuit evaluation. Nested if-else and if-else-if. Case Study: Craps. Elements of OO Design in Craps. The switch statement.

#### **Module 6:**

**Classes, constructors, methods, and fields** :Defining methods. Overloaded methods. Constructors. Creating objects with the new operator.Static fields and methods. Calling methods and accessing fields. Passing arguments to methods and constructors. The return statement. Public and private fields and methods. Encapsulation and information hiding. **Module 7:**

**Network Applications**:Relational databases, SQL, JDBC ,Applets, World Wide Web, HTML ,Graphical user interfaces (GUI), AWT ,graphics ,sound , client/server computing ,networking, ports, SMTP (email) ,Java beans ,Remote method invocation (RMI) ,IDL and CORBA ,Servlets ,Security ,JAR packaging

#### **Text Books:**

- 1.David Flanagan :Java in a Nutshell: O'Reilly
2. Elliotte Rusty Harold :Java Network Programming
3. Ken Arnold, James Gosling :The Java programming Language

#### **References Books:**

- 1.Joshua Bloch :Effective Java programme Language Guide
- 2.David Flanagan: java in a Nutshell:A Desktop quick reference
- 3.Joseph P. Russell :Java Programming for the Absolute Beginner

## **MB 746 SOFTWARE ENGINEERING**

### **Module1:**

**Software Process** :Software life cycles. Software process models. Activities in each phase. Control and life-cycle management of correct, reliable, maintainable and cost effective software. Software documentation. Project management tools. Risk management. Communication and collaboration. Cause and effects of project failure. Cost estimation and scheduling. Factors influencing productivity and success. Productivity metrics. Planning for change. Managing expectations. Software maintenance.Configuration management.

### **Module 2:**

**Software Quality Assurance**:Validation and Verification concepts, Software Lifecycle and application of validation and verification, Software Quality Assurance processes, Definitions of software product quality, Quality Characteristics, Engineering quality definitions, specifications, Definition and classifications of software Defects, Fitness for use and customer quality definitions, Software Costs, quality costs and economics, Reviews, Walkthroughs and

Inspections: General Concepts, Unit (Module / Package) level testing, Subsystem / Integration testing, Regression testing, State based testing, Traditional Functional Testing, Logical Testing/Analysis, OO Testing considerations (polymorphism and inheritance), Safety / Failure Analysis and testing.

### **Module3:**

**Software Design** :Role of software design activity. Software design quality attributes (correctness, reliability, maintainability, portability, robustness). Software design principles (separation of concerns, abstraction, information hiding). Software architecture, architectural structures and views. Modularity and decomposition. Function-oriented design. Object-oriented design. Components. Interface design. Module level design. Specification for design. Notations (graphical and languages). UML. Basic concepts of design patterns.

### **Module 4:**

**Real Time Systems** :Definition and characteristics of real-time systems. Hard and soft real-time systems. Dynamic responses of simple physical. Synchronization and communication. Resource control. Scheduling (cyclic executive, rate monotonic and deadline priority, priority ceiling protocols). Real-time operating systems. Simple embedded systems. processes. Designing real-time systems (requirements, design methods, implementation, testing, human-computer interaction). Reliability and fault tolerance. Exceptions and exception handling. Concurrency

### **Module 5:**

**Requirements and Specifications** :Elicitation sources and techniques. Modelling paradigms, including information modelling, behavioural modelling, domain modelling, functional modelling, constraint modelling. Quality requirements (e.g., performance, usability, reliability, maintainability); expressing quality requirements so that they are testable. Prioritization, trade-off analysis, negotiation, risk analysis, and impact analysis. Requirements management, consistency management, interaction analysis, traceability. Requirements documentation and specification languages. Validation, reviews and inspections, prototyping, validating non-functional requirements. Acceptance test design.

### **Module6:**

**Computing Structures**:Computer Architecture basics, including Boolean algebra, gates, combinational and sequential logic, machine-level representation of data; machine organization, assembly/machine language programming; memory organization, caches, heaps, stacks; serial and parallel I/O, interrupts, bus protocols, and direct-memory access (DMA). Operating System basics, including concurrency, process scheduling, memory management; protection, access, and authentication; linking and loading. Database basics, including database architecture, query languages, transactions. File system organization and access methods (sequential, indexed-sequential,

### **Module 7:**

**Algorithms & Data Structures** :Fundamental data structures and their associated algorithms. Stacks and queues, trees, tables, lists, arrays, strings, sets; files and access methods. B-trees, multi-key organizations. Searching. Sorting. Algorithm design techniques, such as divide and conquer, the greedy method, balancing, dynamic programming. Algorithms related to set

operations, Graphs, graph algorithms: depth-first and breadth-first search, minimum spanning tree, shortest path. Empirical and theoretical measures of the efficiency of algorithms. Complexity analysis. Hard problems, NP-completeness, and intractable problems

### **Text Books:**

1. Software Engineering: Shari Lawrence Pfleeger, Joanne M. Atlee, Pearson .
2. Software Requirements: Karl E. Wiegers,
3. Fundamentals of Software Engineering: Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli Pearson .
4. Real-Time Systems and Software: Alan C. Shaw, Wiley .  
Real-Time Systems: Jane W.S. Liu, Prentice-Hall .
5. Computer Organization & Design: David A. Patterson, John L. Hennessy, Morgan Kaufman,
6. Waman S. Jawadekar: Software Engineering: Principles and Practice McGraw Hill.

### **References books**

1. Carlo Ghezzi, Mehdi Jazayeri and Dino Mandrioli. Fundamentals of Software *Engineering*, Second Edition, Pearson Education (Addison Wesley).
2. Hans Van Vliet. Software Engineering: Principles and Practice, John Wiley and Sons.
3. Eric J. Braude. Software Engineering: An Object-Oriented Perspective, John Wiley and Sons.
4. D. L. Parnas and D. M. Weiss and D. M. Hoffman. Software Fundamentals: Collected Papers by David L. Parnas, Addison-Wesley

## **MB 747 MULTIMEDIA AND WEB DEVELOPMENT**

### **Module 1 :**

**Establishing and Managing a Web Site:** Examine the major components of Dreamweaver  
Create an online site for class projects , Create and upload a basic web page with Dreamweaver  
, Format text with the list tools.

### **Module 2:**

**Basics of HTML:** how to write it, what it is, the difference between HTML and XHTML. Plus hosting and putting your Web page on the Internet, Create text links , Create e-mail links , Set anchors and create links to anchors , Create graphic links (buttons) and navigation bars , Check web pages for broken or missing links , Update changed links.

### **Module 3:**

**Getting Graphic:** Insert and edit graphics , Investigate image properties , Align graphics and text , Investigate color tools and uses , Control images in backgrounds and tables , Create an image map , Explore the relationship of Fireworks and Flash to Dreamweaver , Create simple Flash animations.

### **Module 4 :**

**Tables,** Design a page with tables , Insert and edit tables using templates , Insert and align items in a table , Use a table layout to organize a web page.

### **Module 5:**

**Libraries**, Templates and Snippets ,Define and investigate a template, a library item, a snippet, and a style ,Create and edit templates ,Create pages from templates ,Create library items and add them to documents ,Create, edit, and use snippets,Create, edit, and apply HTML Styles.

### **Module 6:**

**Introduction to multimedia:** Typefaces and Graphics: Desktop Publishing: Production Planning and Design, User Interface Design & Graphics, Multimedia Sound, Digital Video, Use the Adobe Photoshop, Effectively apply the fundamentals of multimedia design including the aesthetic and technical aspects. Incorporate all of the various multimedia elements to produce an interactive multimedia product.

### **Module 7:**

**Create a variety of original graphics and animation.** Understand the roles and responsibility of a multimedia design team. Participate on a design team understanding and applying effective project planning and time management on both an individual and team level. Use effective interpersonal communications skills to enhance clarity of communication, enhance team performance and build effective working relationships. Understand the business process of the multimedia development industry.

### **Text Books:**

1. Matthew MacDonald :Creating Web Sites:The missing manual
2. Jennifer Niederst Robbins and Aaron Gustafson :Learning Web Design:a beginners guide to (X)HTML,stylesheets and web Graphics .
3. Kevin Potts :Web design and marketing solutions for business websites.
4. Jessica Burdman:Collaborative web development:strategies and best practices for web teams
5. Web hosting and web site development:a guide to opportunities: By Matthew Drouin.

### **References book**

1. A simple guide to HTML:Brian Salter Naomi Langford
2. HTML,XHTML and CSS:Elizabeth Castro

## **MB 748 SYSTEM ANALYSIS AND DESIGN**

### **Module1**

**Introduction to Systems Analysis and Design** , Types of information systems and their characteristics ,The process of systems development ,System Development Life Cycle, Project Feasibility, System Requirements Analysis, Fact Finding Techniques

### **Module 2**

**The systems analyst and information systems stakeholders** - System analyst skills - Information system stakeholders and their roles

### **Module3**

**Business and information systems,-** Understanding information as a resource,- Understanding the structure of organizations,- Understanding the culture of organizations,- Types of information systems

### **Module 4**

**Gathering user requirements and information analysis-** Data sampling,- Interviewing

techniques,- Creating questionnaires,- Observing stakeholders and their environment(s),- Prototyping,- Joint Application Development (JAD),- Rapid Application Development (RAD)

### **Module 5**

**Data modelling-** Entity relationship diagrams, Process modelling,Data flow diagrams,- Structured English,- Decision tables, Decision trees

### **Module 6**

**CRUD synchronization matrices:** Data dictionaries and information system metadata, Project management, Gantt charts and PERT diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational feasibility, Preparing and writing system proposals,- Request for Proposal (RFP),- Request for Comment (RFC),- Working with HW/SW vendors.

### **Module 7**

**Systems design-** Building and testing databases and files,- Building and testing network infrastructure.Writing and testing programs,- Installing and testing purchased software, Systems implementation. Testing, Conversion planning, User training ,Module Systems maintenance, Systems enhancement. Reengineering,- Reverse engineering, System failure recovery, Technical support.

### **Text books:**

- 1.KE Kendall, JE Kendall :Systems Analysis and Design
- 2.CP Gane, T Sarson: Structured Systems Analysis: Tools and Techniques
- 3.Donald Yeates,tony wakefield:System Analysis and design

### **References Books**

1. E Yourdon, LL Constantine - Prentice-Hall:Structured Design: Fundamentals of a Discipline of Computer Program and Systems Design.
2. R Elmasri, SB Navathe :Fundamentals od database System

## **SECTORAL SPECIALIZATIONS**

### **HEALTH CARE MANAGEMENT**

## **MB 749 MANAGEMENT OF MEDICAL AND HEALTH SERVICES**

### **Module 1**

Historical evolution of health services in India and abroad. Overview of Health Services in India. Health Services A summary of Perspective, The psychological bases of Health, Disease and Case seeking

### **Module 2:**

Government Health Services Background and Present status,Private Health services: Background and Present status.

### **Module 3:**

Medical Technology and its assessment: Innovation, Development and diffusion. Appropriate use of technologies, Organizing for Technology Assessment, Methods for assessment Future Considerations

**Module 4:**

Health care professionals: Employment trends in the health Care Industry, Supply of doctors, Nursing Shortages and future Role changes, Future Issues for Health Care Professionals.

**Module 5:**

Epidemiology: epidemiological Data-Epidemiological Status of some important and common diseases -Epidemiology Management-managing Diseases on epidemiological background.

**Module 6:**

Waste management, Classification of waste, Segregation at source, Disposal of waste, Equipments and handling waste.

**Module 7:**

Rural Healthcare Management, Introduction- Rural Healthcare Services:Management of Information – Rural Healthcare planning, Infrastructure, Marketing, Control. Thrust Areas in rural Healthcare Services

**References Text Books**

1. Annand, KK, hospital Management New Delhi
2. Stephen, J W and Paul T Introduction to health Services, DelmarSchultz, R J, Management of hospitals

**MB 750 HOSPITAL PLANNING**

**Module 1:**

Hospital Planning: Introduction, Role of Hospitals, premises of planning, organizing, estimates, design considerations, Hospital Organization and Departmentation:Introduction – Organization ; The Concept – Departmentation: the Perception – Organizing Hospitals – Organizational Structure for Hospitals and Functions of key departments.

**Module 2:**

Medical Specialties: overview of the functions and sphere of each specialty oncology, general medicine\e, cardio thoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, and ophthalmology

**Module 3:**

Supportive services: general medical services, hospital infection control, special medical services, technical medical services, patient care services-patient counseling for surgical procedures, reception, In patient care, Laboratory, Non technical services, admission and discharge, special procedures, Grief Counseling.

**Module 4:**

Hospital administration: Non medical services, equipment planning, staffing, medical records, mortuary services, Hospital Ancillary services-Continuing medical education-P.G./Fellowship/resident programs, Medical seminars and symposia, Library, Pharmacy, emergency, tissue Bank/Organ Donation, Mortuary and Autopsy.

**Module 5:**

Management of Human resources in hospitals, Dimensions of HRM – Managing the Selection procedures, Underlying Recruitment – Education and Training – Value Orientation in the Medical Profession – Human Capital Vs Productivity Acceleration – Delegation Of Responsibility – Compensation and Motivation policy – Performance Audit – documentation.

**Module 6:**

Nursing administration -Nursing care, Operations theatre, Ward management, I.C.U Management.:Safety in hospitals.

**Module 7:**

Information System in Hospitals – HIS (Hospital Information System)- Evolution, significance, Objectives. Electronic Health Record, Telemedicine, Clinical Decision Support System, Voice Recognition System, Personal Digital Assistant.

**Reference Text Books**

1. Lederer and Sethi, Pitfalls in Planning,
2. WHO, Hospital Planning
3. Smalley H & Freemant, J, Hospital Industrial Engineering, NY, Rein Hold 1966

**OPERATIONS AND MANUFACTURING MANAGEMENT****MB 751 TECHNOLOGY MANAGEMENT****Module – 1:**

Introduction: Meaning and Nature of Technology, Scope of Technology Management , Definition and characteristics of Technology; Role and Importance of Technology Management.

**Module – 2:**

Distinctive features of New Technology ; Key advantages and Objectives, Approaches to Technology Planning and Implementation , Impact of Technology on Decision Making.Implications of Technological World ..

**Module – 3:**

Technological Environment: Levels of environment, changes in the technological environment, major current developments in technological environment , Strategic aspects of Technology Management .

**Module – 4:**

Technology strategy : Definition and types of Technology strategy; Framework for Formulating Technology strategy , Collaborative arrangements ; Reasons for collaboration, Deployment of Technology in New Products.

**Module– 5:**

Technological Change , Nature of Technological Change , Production Function and technological Change , Technology Life-Cycle ,.

**Module – 6:**

Diffusion and growth of Technologies , ; factors that drive the process of diffusion; competitive consequences of technological changes; process innovation and value chain; modes of value chain configuration .

**Module – 7:**

Technology innovations , Technology transfer , Models of the Transfer Process, Information Technology Revolution. Intellectual Property – Protection ,Patents, Registration design and Copyrights.

**Reference Text Books**

1. Managing technology and innovation for competitive advantage - V. K. Narayanan
2. Managing Technology – The strategic view - Lowell W. Stede

**MBA 752 SUPPLY CHAIN MANAGEMENT**

**Module – 1:**

Supply chain management: Introduction, Definition, Concepts, and Schools of ThoughtFunctional, Logistics, Information, Integration/Process School. Components of a Supply Chain Management – Customers, Distributors, Manufacturers, Suppliers. Principles of Supply Chain.

**Module – 2:**

Supply Chain Design and Strategies: Nature of integration, Drivers of supply chain, Elements of Supply Chain Strategy – Demand flow strategy, Customer Service Strategy, Collaboration Strategy, Information Technology Strategy. Framework for Supply Chain Integration.

**Module – 3:**

Supply Chain Processes: Management and control of Purchasing Process, Activities of the Purchasing Department, Managing Suppliers – JIT Purchasing. Importance of Inventory,

Transportation, Warehousing. Participants in Transportation Decisions, Modes of Transport. Transportation Analysis decisions.

**Module – 4:**

Coordination in A Supply Chain : Bullwhip Effect, Causes of Bull-whip Effect, Overcoming the Bullwhip Effect. Value Chain.

**Module – 5:**

Outsourcing in a Supply Chain : Outsourcing – Reasons, Process, Single vs. Multiple Outsourcing, Advantages and Disadvantages of Outsourcing. Vendor Managed Inventory, Third Party Logistics, Fourth Party Logistics Providers.

**Module – 6:**

Information Technology and Supply Chain Management : Value and Use of Information in Supply Chain , Changing Role of Information Technology in A Supply Chain :

**Module – 7:**

Internet Technologies, Impact of Internet, E-Business – E-Commerce, E-Procurement, E-Collaboration.

**Reference Text Books**

1. Supply Chain Management in the 21<sup>st</sup> Century – B.S.Sahay
2. Textbook of Logistics and Supply Chain Management –D.K.Agrawal
3. Supply Chain Management, Strategy, Planning and Operation – Chopra Sunil and Pete Meindl.
4. Logistics and Supply Chain Management – Raghuram G. and N.Rangraj

**INSURANCE AND BANK MANAGEMENT**

**MB 753 BANK MANAGEMENT**

**Module 1:**

Introduction of banking: Meaning and Definition of Banking; Features of Banking; Classification of Banks; Indian Financial Market and Commercial Banks; Management of Commercial Bank: Board of Director; Organisational set up of Commercial Banks in India; Role of Commercial Banks; Profitability of Commercial Banks; Performance evaluation of Commercial Banks; Concept of modern banking: Net banking; Phone banking; ATM; Bank Net.

**Module 2:**

Central banking system: Definition of Central Bank; Management & Organisation of RBI; Functions of RBI, supervisory norms for Banks.

**Module 3:**

Banking business: Employment of Bank Funds; Fund base business: Meaning and Concept of Loans and Advances; Types of Loans: Cash Credit, Overdraft, Term Loan; Mechanism of operation of Loan Accounts; Management of Loans and Advances; Legal aspects of Loans and

Advances; primary and collateral securities; Modes of creating charges on securities; Mode of creation of Charges: Meaning and Concept of Hypothecation, Pledge, Mortgage, Lien and Assignment; Non-Fund base Business: Bank Guarantee; Letter of Credit.

**Module 4:**

Merchant banking: -Introduction, Concept, Role of Merchant Bankers; Investment Banking; Venture Capital Funding; Factoring services; Bancassurance.

**Module 5:**

NPA Management: Prudential Norms: Capital Adequacy, Income Recognition and Assets Classification (IRAC); NPA: Concept and Definition, Remedial and Corrective measures in managing NPAs.

**Module 6:**

International Banking: Growth & Development of international Bank; internationalization; Financial Intermediation function, Multiple deposit creation by Euro banks; Organisation of international Banking: off-shore Banking: Paper & functional

**Module 7:**

Regulation of International Bank: International regulation of commercial bank, Basle Committee & Basle Concordats. Activities of International Banks ; BA , CP & CD's euro –MTNs. Arrangement of international loans , Types of Euro –dollar credits , Loan Syndication ; ECB ( External Commercial Borrowing), EXIM Bank: Role & Functions.

**Reference Text Books:**

1. Banking Law and Practice – P.N.Varshney –Sultan Chand
2. Foreign exchange and risk management - By C. Jeevanandam – Sultan Chand
3. Indian Banking – R. Parameswaran and S.Natarajan –Vikas Publication
4. Management of Indian Financial Institutions – R.M.Srivastava –Himalaya Publication
5. Introduction to Foreign Trade , Foreign Exchange & Risk Management – Macmillan

**MB 754 INSURANCE MANAGEMENT**

**Module 1:**

Introduction: Definition of Insurance; Nature of Insurance; Purpose and need of Insurance; Mechanism of Insurance; Concept of Insurance; Double Insurance and Reinsurance; Insurance as a Social security tool; Role of Insurance in economic development of a country.

**Module 2:**

Principles of insurance: Contract of Insurance; Distinguishing features of Insurance contract; Principle of Indemnity; Principle of Utmost Good Faith; Principle of Insurable interest; Requisites of Insurable risks; Principle of Subrogation; Principle of Contribution. Insurance Laws: Insurance Regulatory and Development Authority Act 1999 (IRDA); Consumer Protection Act 1986 (COPRA).

**Module 3:**

Types of Insurance: Life and Non life Insurance: Introduction and concept; Important activities of Life Insurance Cos., Principles of Life Insurance; Fire Insurance: Introduction and Concept;

Marine Insurance: Cargo Insurance and Hull Insurance, Types of Marine Insurance contract; Motor Insurance: Meaning, Categories, and Certificate of Insurance; Health Insurance: Meaning and Concept; Liability Insurance: Meaning and Concept.

#### **Module 4:**

Claims: Introduction; Legal aspects; Preliminary procedures; Investigation and Assessment; Surveyors and Loss Assessors; Claim documents; Arbitration; Limitation; Settlement; Post settlement action; Loss minimization; Salvage; Recoveries.

#### **Module 5:**

Functions and organisation of insurer: Functions of Insurer: Production (Sales), Underwriting, Rate making, Managing claims and losses, Investing and Financing, Accounting and other record keeping, Providing other services like, Legal advices, Marketing research, Engineering, Personnel management etc;

#### **Module 6:**

Insurance Manager: Development of Insurance manager: Product knowledge, Customer orientation, Business target, Records and Review, Trustworthiness, Target market, Long-term relationship; Behavioral aspects of Insurance manager: Motivation, Morale, Communication skills, Persuasive skills and Analytical ability. Role of modern Insurance manager in sunrise sector; Prospect of Indian Insurance industry

#### **Module 7:**

Insurance and Risk Management: Definition of Risk; Concept of Risk; Concept of Pure Risk in Insurance; Insurance as a Risk Transfer tool; Risk manager vs. Insurance manager.

#### **Reference Text Books:**

1. Principles of Insurance – Insurance Institute of India, Mumbai
2. Practice of Insurance - Insurance Institute of India, Mumbai.

## **HOSPITALITY MANAGEMENT**

### **MB 755 - HOTEL MANAGEMENT**

#### **Module 1:**

##### **The Hospitality Industry**

Meaning & definition, Historical evolution and development, Development of hotel industry in India, Hotel as an industry, Complimentary role with other industries, Contribution to Indian and global economy, Major players in the industry – India and worldwide, Present trends in industry, Emerging markets, Problems and prospects of hotel industry, Classifications of hotels, Levels of service, Types of hotels, Characteristics of hotels, Activities of hotels, Operational and support Service departments of a hotel

#### **Module 2:**

##### **Front Office Management**

Various sections and their functions of Front Office, Organizational chart, Job Specification & Job Description of front office personnel, The guest cycle, Front office Systems, Property Management System

#### **Module 3:**

### **Housekeeping Management**

Role & importance of Housekeeping, Various sections and their functions of Housekeeping department, Organizational framework of the department (Large/Medium/Small Hotel), Role of key personnel in housekeeping, Job Description and Job Specification of staff in the department  
Module 4:

### **The Food and Beverage Service Management**

Introduction to the Food & Beverage industry, Types of catering establishments, Food and Beverage Service areas in a hotel- Restaurant, Coffee Shop, Room service, Bars, Banquets, Discotheque, Stillroom, Grill room, Snack bar, Night clubs, Food and Beverage Service personnel- Food and beverage service organization, Job Description & Job Specifications of F & B service staff, Attitudes and attributes of a Food and Beverage service personnel

Module 5:

### **Food Production Management**

Organizational structure, Food Production personnel- duties and responsibilities, Job Description and Job Specification , Various sections of the Kitchen, Kitchen layout and functions, Food and Beverage Control, use of Internet and other latest technologies in food production

Module 6:

### **Hotel Human Recourses Management**

Managing Human resources in hotel Industry: Recruitment, Selecting, Hiring, Orientation, Staff Scheduling, Hotel Licenses - permission from statutory authorities, Present scenario and future projections of HR issues in industry

Module 7:

### **Hotel Marketing Management**

Marketing functions in hotel industry - Functions & levels of distribution channels, Major hospitality distribution channels – travel agents, tour operators, consortia and reservation system, global distribution system (GDS), Internet

### **Reference Books:**

1. Hotels for Tourism Development, Dr. J.M.S. Negi, Metropolitan Book Co. (P) Ltd., New Delhi.
2. Dynamics of Tourism, R.N. Kaul, Sterling Publishing Pvt. Ltd., New Delhi, 3. International Tourism, A.K. Bhatia, Sterling Publishing Pvt. Ltd., New Delhi, 4. Hotel Front Office Management, James A. Bardi, Van Nostrand Reinholdn New York, 5. Marketing Management, Philip Kotler, Prentice-Hall of India, New Delhi, 6. Marketing Leadership in Hospitality, Robert Lewis & Richard Chambers, VNR, 7. Tourism and Hotel Management in India - Anand, M.M, 8. Approach to Hotel Planning - Doswell, Roger, 9. The British Hotel and Catering Industry - Medlik, S,10. The Hotel Receptionist - Paige, G. and D. K. P, 11. Financial management in Hotel and Catering operations - Sutton, Donald F.

## **MB 756 - TOURISM MANAGEMENT**

Module 1:

### **Tourism Phenomenon**

Concept, Definition, Historical evolution, growth and development of Tourism, Factors influencing growth of Tourism, Impacts of Tourism, Types of Tourist, Tourism in India and abroad

Module 2:

### **Tourism Industry - Major & Minor Components**

Components of Tourism Industry- Attraction, Transportation, Accommodation, Refreshment, Shopping, Entertainment, Infrastructure & Hospitality

### Module 3:

#### **Tour Operator and Travel Agency Business**

Tour Operators, Travel Agencies, History and development of Tour Operators & Travel Agencies, Importance of Travel & Tour Operations, Role and functions of Indian and International Tour Operators & Travel Agencies, Major national and international Tour Operators & Travel Agencies, Importance and role of tourist Guides and Escorts

### Module 4:

#### **Tourism Administration, Organizations and Associations**

Tourism and Government administrative systems: Department of Tourism, India Tourism Development Corporation, Tourism organization and associations: Role and function of W.T.O, ASTA, UFTAA, PATA, IATA, TAAI, FHRAI etc.

### Module 5:

#### **Travel Formalities and Regulations**

Passports: function, types, issuing authority, procedure for obtaining Passport,

VISAS: functions, type, issuing authority, procedure for obtaining VISA,

Other travel legislations

### Module 6:

#### **Foreign Exchange**

Countries and currencies, procedure for obtaining foreign exchange, foreign exchange counters, customs formalities, immigration etc.

### Module 7:

#### **Tourism Marketing**

Concepts and importance of Tourism marketing, Marketing Functions in Tourism, Tourism marketing Mix, Tourism marketing Segmentation, Tourism Pricing, Tourism Promotion, Tourism Advertising

#### **Reference Books:**

- 1) Hotels for tourism development – Dr. Jagmohan Negi, Metropolitan
- 2) Profile of Indian tourism – Shalinin Singh
- 3) Tourism today – Ratandeep Singh
- 4) Dynamics of tourism – Pushpinder S. Gill
- 5) Introduction to tourism – Seth P.N. Sterling
- 6) Tourism, past, present and future – Bukhart
- 7) Tourism principles and policies – A.K. Bhatia, Sterling
- 8) Travel agents and tourism – Merrisen James
- 9) Tourism and cultural heritage of India – Acharaya Ram
- 10) Culture and art of India – Mukherjee. A
- 11) International tourism, Francois Vellas & Lionel Bickerel, Macmillan Business
- 12) Tourism – The State of Art, edited by Seaton, Wood etc, John Wiley

**AGRO BUSINESS MANAGEMENT**

**MB 757 AGRO-COOPERATIVE MANAGEMENT**

**Module 1:**

Concept of rural marketing, unique features of Indian rural markets, size and the importance of rural market, factors affecting marketable surplus.

**Module 2:**

Classification of agricultural products with particular reference to seasonability and perishability.

**Module 3:**

Price quotations, evolution of agricultural price policy, regulatory measures by the government, Market reports classification and grading, quality control and standardization, storage and warehousing, government policy on storage and warehousing.

**Module 4:**

Price policies- individual and collective bargaining, domestic price policies, transportation and ownership, domestic trade in agricultural products.

**Module 5:**

Co operative marketing structure, need for development of cooperative marketing, growth and development functions of national agricultural cooperative marketing federation of India (NAFED), regulated markets, chief features of regulated markets.

**Module 6:**

Professional management of cooperative, policy making, leadership, planning & organizing functions in cooperatives, project planning & implementation of cooperative.

**Module 7:**

Marketing management issues in cooperative , financial management issues in cooperative management , concept of micro credit financing, procurement & distribution management in cooperatives, cooperative laws, rules & by laws.

**Reference Text Books:**

1. Marketing Agricultural products: R.K. Kolis
2. Agricultural Marketing: F.L.Thosan
3. New dimensions of cooperative management: G.S Kamat
4. Marketing efficiency in agricultural products: Prabhakar Rao

**MB 758 RURAL MARKETING****Module 1:**

Importance, object, scope, interdependence of agriculture and industry Agriculture and Rural Drought-prone programmes, irrigation and modern agricultural technology, agricultural prices, marketing of farm products, problem of agricultural marketing, government measures, green revolution, utilization of land and cropping pattern.

**Module 2:**

Forest resources and forestry development, Destruction of forests, classification of forests, regional distribution of forests, importance of forests in national economy, low productivity of forests and its causes, national forest policy, forest development programmes, social forestry.

**Module 3:**

Animal husbandry; dairying and fisheries, Importance of cattle, intensive cattle development project, poultry development, dairy industry, problems of dairy industry, operation of food project, cattle insurance, fisheries, fisheries development programmes.

**Module 4:**

Agriculture and rural development, rural industrialization program, Rural development programmes, Rural credit, cooperative credit societies and institution.

**Module 5:**

Cottage and small scale industries, Meaning and role of farm management with its salient features, Students relating to size of farm and productivity, marketable surplus and marketed surplus, extent of commercialization of the Indian agricultural sectors.

**Module 6:**

Managerial function and purpose of planning in farm activities – basic principles and concepts of farm planning.

**Module 7:**

Production economics, Farm overheads on fixed costs Capital in farm business

**Reference Text Book**

1. C.B. Matoria- Agricultural problems of India
2. Sadhu & Singh – Fundamentals of Agricultural Economics
3. S.N.Bhattacharya- Indian Rural Economics

**SAFETY MANAGEMENT**

**MB 759 SAFETY ORGANISATION AND MANAGEMENT**

**Module - 1**

An Overview of Safety, Need for Safety, Safety and Productivity, Factors Impeding Safety, Attitude towards Safety.

**Module - 2**

Safety Organization - The Size, Types, Advantages and Limitations of Safety Organization, Safety Policy, The Function and Structure of Safety Departments and Committees.

**Module - 3**

Role of Management, Supervisors, Workers, Trade Unions and Bipartite Committee in Safety, The Qualification and Role of Safety Professionals.

**Module - 4**

Safety Promotion And Awareness, Safety Training Programmes, Personalized Vs Mass Safety Programmes, Safety Awareness Meetings, Contests And Competitions, Posters, Displays And Exhibits, Public Relations, Suggestion Schemes, Publicity Tools And Kits.

**Module - 5**

Safety Management Techniques.

**Module - 6**

Safety Inspirations, Procedures, Periodicity, Checklists And Report Forms.

**Module - 7**

Safety Planning, Safety Sampling, Safety Audit, Safety Survey, Incident Recall Technique And Job Safety Analysis.

**Text Books**

1. Techniques of Safety Management by Dan Peterson
2. Industrial Safety by Blake Roland
3. Personnel Management by C. B. Mamoria

**MB 760 ACCIDENT PREVENTION AND SAFETY ACTS**

**Module - 1**

Definition Of Accident, Injury, Unsafe Act, Unsafe Condition, Dangerous Recurrence, Reportable Accidents, Hazards, Risks.

**Module - 2**

Factors Leading To Accident - Situational and Environmental Factors.

**Module - 3**

Theories Of Accident Causation - Heinrich Theory, Hapbura Theory, Franklird's Theory And James Tye Multiple Causation.

**Module - 4**

Accident Investigation, Analysis and Classification Of Accidents, Identification Of Key Factors, Corrective Actions, Compilation Of Accident Statistics.

**Module - 5**

Types And Uses Of Personal Protective Equipments.

**Module - 6**

The Factories Act, Workman Compensation Act.

**Module - 7**

The Indian Electricity Act, Mines Safety Act and Environmental Protection Act.

**Text Books**

1. Industrial Accident Prevention by H.W. Heinrich, Dan Peterson, Nester Roos
2. Techniques of safety management by Dan Peterson
3. Safety at work by John Ridley

**SEMESTER-IV**

**MB 761 MANAGEMENT INFORMATION SYSTEM**

**Module1.**

**Meaning and Role of Information Systems:** MIS and information systems, Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts.

**Module2.**

**Role of MIS:** Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework .; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS, Extranet; Enterprise communication and collaboration .

**Module3.**

**Planning for Information Systems:** Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

**Module4.**

**Emerging Concepts and Issues in Information Systems:** Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications, Emerging Concepts in Information System Design and Application.

**Module5.**

**Decision support systems:** MIS support for decision making; Decision support systems; Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimisation analysis.

**Module6.**

**Developing MIS systems:** System Development Cycle; System Analysis; System Design (DFD and ER diagrams)

**Module7.**

**Applications:** Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business: neural network, fuzzy logic, genetic algorithm, virtual reality; Executive Information System; Expert Support Systems; Security and Ethical challenges

**Text Books:**

1. Kenneth, Laudon and Jane Laudon : MIS: Managing the Digital Firm. Pearson Education.
2. James, A. O'Brien: Introduction to Information Systems. Tata McGraw Hill.
3. Jawedkar W S: Management Information System (Tata McGraw-Hill, 2nd edition).
4. Mudrick R G: An information system for modern management Pearson.
5. Mahadeo Jaiswal: Management Information System (Oxford University Press)

**References Books:**

1. Turban, E., McLean, E. and Wetherbe, J.: Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
2. Jawadekar, W. S: Management Information Systems. Tata McGraw-Hill.

**MB 762 BUSINESS ETHICS**

**Module 1:**

Introduction to Business Ethics, Ethical principles in business: Utilitarianism, Justice and Fairness.

**Module 2:**

Ingraining ethical process in life & work Relevance of ethics in the marketplace.

**Module 3:**

Social responsibility of business organizations; Introduction to Corporate governance.

**Module 4:**

Board of Governors; Role and responsibilities, Ethics and Environment; The ethics of Consumer protection and environment.

**Module 5:**

Business and its internal constituencies: Employee issues, the individual in the organization.

**Module 6:**

Indian Ethics: self and consciousness ethical leadership.

**Module 7:**

The description of a highly ethical organization.

**Reference text Books:**

- 1: Business Ethics: Concepts & Cases – Velasquez-TMH Publication
- 2: Ethics & the conduct of Business – Boatright-Pearson Publication
- 3: Ethics in Management – S. K. Chakraborty- TMH Publication
- 4: Organisational behaviour – Robbins- PHI Publication

**MB 763 BUSINESS ENVIRONMENT AND LAW**

**Module 1.**

International Business : an overview- Types of International Business, The External Environment, The Economic and Political Environment, Human and Cultural Environment

**Module 2.**

Government influence on Trade and Investments, Determination of trading partners' independence , interdependence and dependence.

**Module 3.**

World Trade Organisation and Regional Blocks, Regional Economic Integration , Multinational Corporations-Definition and Meaning, Importance and dominance of MNCs.

**Module 4.**

Companies Act 1956

**Module 5.**

Contract Act 1872

**Module 6.**

Negotiable Instruments Act 1881

**Module 7.**

Partnership Act 1932

**Reference Text Books :**

1. International Business Environment F.CHERUNILAM
2. Business Environment JUSTIN PAUL
3. Business Law: One should Know AJAY GARG
4. Legal Aspects of Business AKHILESHWAR PATHK

**MB 764 PROJECT ( Field Assignment)**