

# **MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore For Affiliated Institutions**

**DEVI AHILYA VISHWAVIDYALAYA, INDORE MASTER OF BUSINESS ADMINISTRATION (MBA)  
CURRICULUM FOR FULL-TIME COURSES**

**FIRST YEAR**

## **First Semester**

### **SUBJECT CODE LIST OF SUBJECTS**

FT 101C Management Principles and Practices 1-2  
FT 102C Mathematics and Statistics for Managers 3-4  
FT 103C Accounting for Managers 5-6  
FT 104C IT and E-Business Fundamentals 7-8  
FT 105C Business Environment 9-10  
FT 106C Organization Behavior and Processes 11-12  
FT 107C Business Communication 13-14  
FT 108C Business Legislation 15-16

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## **Second Semester**

### **SUBJECT CODE LIST OF SUBJECTS**

FT 201C Operation Research for Business Decisions 17-18  
FT 202C Fundamentals of Operations Management 19-22  
FT 203C Entrepreneurship 23-24  
FT 204C Fundamentals of Financial Management 25-26  
FT 205C Fundamentals of marketing Management 27-28  
FT 206C Fundamentals of Human Resource Management 29-30  
FT-207C Business Ethics & Indian Ethos in Management 31-32  
FT 208C Business Research Methods 33-34

## **Third Semester**

### **CORE**

FT 301C Strategic Materials & Supply Chain Management  
FT 302C Project Management

**Students are required to choose two electives. Both electives will have same weightage.**

### **SPECIALISATION**

#### **A. Marketing Management**

FT 303M Product Policy Management  
FT 304M Advertising and Brand Management  
FT 305M Sales and Distribution Management

#### **B. Financial Management**

FT 303F Tax Planning and Management  
FT 304F Financial Systems and Services  
FT 305F Bank and Insurance Management

#### **C. Human Resource Management**

FT 303H Industrial Relations and Labour Law

FT 304H Human Resource Development & Audit

FT 305H Social Psychology

#### **D. Information Systems Management**

FT 303I Object Oriented Programming using C++

FT 304I Management Information System

FT 305I Relational Database Management Systems using ORACLE

#### **E. Production and Operations Management**

FT 303P Strategic Technology Management

FT 304P Product Innovation and Planning

FT 305P Work Study and Productivity

FT 306 MRP PHASE-1

### **Fourth Semester**

FT 401C Corporate Governance & Global Business Environment

FT 402C Strategic Management

FT 406C MRP –2nd phase

FT 407C Comprehensive Viva-Voce

#### **A. Marketing Management**

FT 403M International Marketing

FT 404M Service and Retail Marketing

FT 405M Consumer Behavior and Rural Marketing

#### **B. Financial Management**

FT 403F International strategic Finance

FT 404F Financial Engineering & Risk Management

FT 405F Investment Analysis & Portfolio Management

#### **C. Human Resource Management**

FT 403H Compensation Management

FT 404H Business Process Transformation

FT 405 H Organizational Developments

#### **D. Information Systems Management**

FT 403I UNIX and Linux Operating System

FT 404I Visual Basic Programming

FT 405I Computer Networks

#### **E. Production and Operations Management**

FT 403P Production Planning and Control

FT 404P Total Quality Management

FT 405P Business Process Reengineering

## **FT-101C MANAGEMENT PRINCIPLES AND PRACTICES**

### **Course Objective**

The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

### **Examination**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

### **Course contents**

#### **1. Concept of Management**

Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management,

Developing Excellent Managers. Cross cultural issues in management.

**Case:Shui Fabrics.**

## **2. Planning**

Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

**Case:Planning for Diversified Activities in a Changing Environment**

## **3. Concept and Nature of Objectives:**

Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.

**Case:Detroit and Toyota**

## **4. Strategies and Policies:**

Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies. The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive, Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.

**Case: Coke versus Pepsi**

## **5. Organizing**

Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

**Case:Bajaj Auto**

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## **6. Controlling:**

Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

**Case: Controlling Information At Frito-lay, INC.**

### **Text Readings**

1. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, **Fundamentals of Management**, Pearson Education, 2009
2. Kreitner, **Management Theory and Applications**, Cengage Learning,India, 2009
3. Robbins, **Management**, 9<sup>th</sup> edition Pearson Education, 2008,
- 4 Griffin, **Management Principles and Applications**, Cengage Learning,India First Edition
- 5 Harold Koontz, O'Donnell and Heinz Weihrich, **Essentials of Management**. New Delhi, Tata McGraw Hill, 2006
- 6 Stoner, **Management**, PHI Learning, 2008
- 7 Richard L. Daft, **Principles Of Management**, Cengage Learning,India, 2009

### **Suggested Readings**

- 1 Anil Bhat & Arya Kumar **Principles Processes and Practices** 1<sup>st</sup> Edition 2008 Oxford Higher Education
- 2 Satyaraju & Parthasarthy,**Management Text and Cases**, PHI Learning, 2009
- 3 J.S. Chandan, **Management Theory and Practice**, 1<sup>st</sup> edi,Reprint2007 Vikas Publishing House.
- 4 Kanishka Bedi, Management and Entrepreneurship, 1<sup>st</sup> Edition 2009 Oxford Higher Education

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## **FT 102C MATHEMATICS AND STATISTICS FOR MANAGERS**

### **Course Objective**

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

### **Examination**

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student (8 marks for internal test and 12 marks for cases / class participation). The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part I Business

Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well numerical and/or cases/ practical problem(s). All questions will carry equal marks.

### **Course Contents**

#### **PART I – BUSINESS MATHEMATICS**

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

1. Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.
2. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.
3. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.
4. Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.
5. Discounting, Compounding, and Annuity.
6. Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis.

#### **PART II – BUSINESS STATISTICS**

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean

deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

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1. Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,
2. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
3. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)
4. Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).
5. Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

#### **Text Reading**

- 1 J.K. Sharma, "**Mathematics for Management and Computer Applications**", New Delhi, Galgotia Publication,
- 2 R. K. Ghosh and S. Saha, "**Business Mathematics and Statistics**", Calcutta, New Central Book Agency
- 3 S. Saha, "**Business Mathematics and Quantitative Techniques**", Calcutta, Central Book Agency,
- 4 Anderson, "**Statistics for Business & Economics**", 9<sup>th</sup> edition, Cengage Learning, India
- 5 David Levine, T. Krenbil, P.K. Viswanathan, "**Business Statistics**", Pearson Education, 2008.
- 6 S.P. Gupta, "**Statistical Methods**", New Delhi, Sultan Chand and Sons, 2007
- 7 S.C. Gupta, "**Business Statistics**", Himalaya Pub House, 2008

8 T.N.Srivastava, **Statistics for Management**, TMH, 2008

**Suggested Readings (Latest Edition books)**

1. J. N. Kapur and H. C. Saxena. "**Mathematical Statistics**", New Delhi, Sultan Chand and Company Ltd.,
2. R. Jayprakash Reddy and Y. Mallikarynna Reddy, "**A Text book of Business Mathematics**", New Delhi, Ashish Publishing House
3. K. B. Dutta, "**Matrix and Linear Algebra**", New Delhi, PHI Learning
4. D. C. Sancheti and V. K. Kapoor, "**Statistics: Theory, Methods and Applications**", New Delhi: Sultan Chand and Sons.,
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "**Fundamentals of Statistics**", Allahabad: Kitab Mahal

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## **FT-103C ACCOUNTING FOR MANAGERS**

### **Course Objective**

The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

### **Examination**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation) The semester examination carrying 80 marks will have two sections A and B. Section A worth 20 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 60 marks will contain five practical/numerical problem(s), out of which a candidate is required to attempt any three. These questions would require the candidates to take decision on management problems considering quantitative and non-quantitative factors both and to defend their decisions. Relevant data leading to simple calculations for arriving at relevant figures will be given to them.

### **Course Content**

#### **Part I: Financial Accounting**

1. Basic Accounting Concepts and Fundamental Conventions.
2. Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Closing Entries, Opening Entries, Subsidiary Books and Rectification of Errors.
3. Preparation of Final Accounts with Adjustments: Manufacturing, Trading and Profit and Loss Account and Balance Sheet.
4. Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.
5. Bank Reconciliation.

#### **Part II: Cost Accounting**

1. Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.
2. Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.
3. Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

#### **Part III: Management Accounting**

1. Basic Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting.
2. Break Even Analysis, Contribution Analysis and Segment Contribution and their use in Profit Planning.
3. Standard Costing and Variance Analysis – Material Variance, Labour Variance, Overhead Variance, Sales Volume Variance, Margin Variance and Profit Variance, Use of these Variances.
4. Managerial Decision Making through Accounting Information.

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### **Text Readings**

1. P.C. Tulsian, **Financial Accounting**, Pearson, 2008
2. S.N. Maheshwari, **Introduction to Accountancy**, New Delhi, Vikas Publishing House, 10th Edition, 2009
3. Hansen, **Management Accounting, 7th edition** Cengage Learning, India
4. N. Ramchandran and Ramkumar Kakani, **Financial Accounting for Management**, New Delhi,

Tata-Mac Graw-Hill, 2<sup>nd</sup> Edition, 2008.

5. Paresh Shah, **Basic Financial Accounting for Management**, New Delhi, Oxford University Press, 2008.

6. Anthony Robert N., Hawkins David F., Merchant Kenneth N., **Accounting Text and Cases**, Tata McGraw Hill Publication, New Delhi, 12<sup>th</sup> Edition, 2007.

7. O.S. Gupta and Pankaj Kothari, **Accounting for Managers**, New Delhi, Frank Bros. & Co., Reprint, 2007.

8. Banerjee, **Financial Accounting**, PHI, 2009.

9. M.N. Arora, **Cost Accounting: Principle & Practices**, 10<sup>th</sup> edition, Vikas Publishing House, 2007

#### **Suggested Readings**

1. Paresh Shah, **Management Accounting**, 1<sup>st</sup> edition, Oxford University Press, 2008.

2. John Wild, **Financial Accounting Information for Decisions**, New Delhi, Tata-Mac Graw-Hill, 2008

3. James Jiambalvo, **Managerial Accounting**, Wiley India, 2<sup>nd</sup> Edition, 2007.

4. S.N. Maheshwari and S. K. Maheshwari, **A Text Book of Accounting for Management**, New Delhi, Vikas Publishing House, 10<sup>th</sup> Edition, 2009

5. Louderback, **Managerial Accounting** 10<sup>th</sup> edition, Cengage Learning, India

6. S.K. Bhattacharyya, **Accounting for Managers**, Reprint 2009, Vikas Publishing House Pvt. Ltd.

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## **FT-104C IT and E-Business Fundamentals**

### **Course Objective**

The objective of this course is to help students to understand the basics of Information Technology and eBusiness Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). An External viva-voce will be of 30 marks. The end semester examination will be worth 50 marks having theory and cases/practical problems. There will be 7/8 questions out of which a student will be required to answer 5 questions.

### **Course Content**

Prerequisites for Course

#### **1. Introduction to Computer :**

Hardware: Input / output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer

Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.

Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

#### **2. Operating Systems**

WINDOWS XP: Basic Operations, utilities and features.

UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.).

(Students should be familiar with these concepts but there will be no questions from topics)

#### **1. Application Software (MS-Office XP 2003)**

MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS

Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating "what-if" projects.

MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

2. E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business.

3. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

4. E-Business Models: Elements of Business models, B2B, B2C models

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5. Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment
6. Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.
7. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI
8. Online Marketing Concepts: Process, Marketing Communication, Marketing Tools.
9. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization

#### **Text Readings**

1. Ravi Kalakotta & Whinston B., “**Frontiers of E-Commerce**”, Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, “**E-Business: Roadmap for Success**”, Pearson Education Reprint 2009, New Delhi.
3. Iauden and Traver. **Ecommerce: Business Technology Society**, 4<sup>TH</sup> Edition 2009 Pearson Education, New Delhi
- 3 Schneider, **E-Commerce Strategy technology and implementation**, 1<sup>st</sup>, edition, 2008, Cengage Learning, India
- 5 Elias M. Awad, **Electronic Commerce**, PHI Learning. 2009
- 6 Rayudu C. S. **e-Business**, 2007, Himalaya Publishing House.

#### **Suggested Readings**

- 1 Daniel Amor, “**The E-Business (R) Evolution**”, PHI Learning, New Delhi,
- 2 Hanson, **E-Commerce & Web Marketing**, Cengage Learning, India, 1<sup>st</sup> edition, 2009
- 3 Kamlesh K. Bajaj & Debjani Nag, “**E-Commerce**”, Tata McGraw Hills, New Delhi,
- 4 Joseph, **E-commerce, Indian Perspective**, PHI, 3<sup>RD</sup> Edition, 2009
- 5 Chaffey, **E-Business & E-Commerce Management**, 3<sup>rd</sup> edition, Pearson Edu, 2008
- 6 Murthy C. S. V., **e-Commerce**, 2007, Himalaya Publishing House.
- 7 Parag Kulkarni & P.K.. Chande, **IT Strategy for Business**, 1<sup>st</sup> edition Oxford University Press 2008

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## **FT-105C BUSINESS ENVIRONMENT**

### **Course Objective**

To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business

### **Examination**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

### **Course Contents**

#### **1. Business Environment**

Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

#### **Case Study: Lucent in the Era of Economic Reforms**

#### **2. Economic Planning & Development**

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging

economies of world,

### **Case Study: Mahindra and Mahindra**

### **3. India and the world**

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India,

### **Case Study: Global Expansion Strategy of Indian Firms in China**

### **4. International Tread**

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Tread Barriers and Tread Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

### **Case Study: Finolex's Focus on Exports**

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### **5. Strategies for going Global**

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India.

### **Case Study: Softcore Consultancy Services**

### **6. Theory of Demand, Firms & Market Structure**

Demand function, Income and substitution effects, Revealed preference approach and Demand forecast. Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control. Competition, Monopoly, Oligopoly and Non-Price Competition

### **Case Study: Is Coca Cola in "Perfect" Business**

#### **Text Readings:**

1. Mark Hirschey, **Economics for Managers**, Cengage, 2006
2. Palwar, **Economic Environment of Business**, PHI, New Delhi, 2009
3. Justin Paul, **Business Environment: Text & Cases**, New Delhi, Tata McGraw Hill, 2008
4. D.N. Dwivedi, **Managerial Economics**, Vikas Publishing House, 2009.
5. Shaikh Salim, **Business Environment**, Pearson Education, 2009

#### **Suggested Books**

- 1 Sundaram & Black: **International Business Environment** Text and Cases, PHI, 2009
- 2 Avid W. Conklin, **Cases in Environment of Business**, Sage Response Books. 2007
- 3 Czinkota, Ronkainen, Moffett, **International Business**, Cengage, 2008
- 4 Govt. of India, Latest Economic Survey.

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## **FT-106C ORGANIZATIONAL BEHAVIOUR AND PROCESSES**

### **Course Objectives**

Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

### **Examination**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

### **Course Contents**

#### **1. Foundations of Individual Behavior:**

The organization and the individual: Personality: Determinants and Attributes , Job Attitudes, Learning and Learning Theories, Perception , Cross cultural issues in OB.

#### **Case: Right Man, Wrong Job?**

#### **2. Motivation:**

Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.

**Case: Frustrated at age 30.**

### **3. Foundations of Group Behavior:**

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

**Case: A virtual team at Nanavati Associates.**

### **4. Leadership:**

Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles : Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid.

Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.

**Case: Narayanmurthi and Infosys**

### **5. Conflict and Negotiation**

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Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process ,Bargaining strategies ,Global implications.

**Case: The making of the Brooklyn Bluebirds.**

### **6. Organizational Culture:**

Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

**Case: Amazon.Com : Innovation via the "Two –Pizza Team."**

### **7. Organizational Change and Stress Management:**

Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

**Case: Innovating innovation.**

### **Text Reading**

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi "**Organizational Behaviour**", Pearson Education, 13<sup>th</sup> Ed., 2009.
2. Nelson, **Organisational Behaviour**, 1<sup>st</sup> Edition, Cengage Learning, India
3. R. S. Dwivedi, "**Human Relations and Organizational Behavior: A Global Perspective**", Macmillan 5<sup>th</sup> edition, 2009
4. Jerald Greenberg and Robert A. Baron, **Behaviour in Organisations**, PHI Learning 9<sup>th</sup> edition 2009.
5. Hitt, Millar, Colella, **Organizational Behaviour A Strategic Approach**, Wiley India edition

### **Suggested Reading**

1. Fred Luthans, "**Organizational Behaviour**", New York, McGraw Hill, 8<sup>th</sup> Edn.,
2. Udai Pareek, **Understanding Organizational Behavior**, Oxford Higher Education, 2<sup>nd</sup> Edition, 2008
3. John W. Newstrom and Keith Davis, "**Organizational Behaviour: Human Behaviour at Work**" New Delhi, Tata McGraw Hill,.
4. Jai B P Sinha, **Culture and Organizational Behaviour**, Sage Publication , 2008
5. Kavita Singh **Organizational Behaviour Text and Cases**, New Delhi, Pearson Education, 2009
6. M.N. Mishra, **Organizational Behaviour**, Vikas Publishing House, Reprint 2008

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## **FT-107C BUSINESS COMMUNICATION**

### **COURSE OBJECTIVE**

The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

### **EXAMINATION**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

## **COURSE CONTENTS**

### **I. Basics of Communication**

- Defining Communication.
- Distinguishing between Business Communication and General Communication.
- Process of Communication explained through various Models; Importance of Feedback.
- Purpose of Organizational Communication.
- Introduction to Corporate Communication.

### **2. Communication Networks**

- Channels of Communication - Formal : Upward, Downward, Lateral.  
Informal : Grapevine; Advantages and Disadvantages of the grapevine.
- Comparing Formal and Informal Channels for Communication Situations.
- Principles of Effective Communication.
- Verbal Communication : using words, addition and obsolescence of words from the dictionary, Language as a tool for Communication.
- Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage.
- Cultural differences in Non-Verbal Behaviour.

### **3. Factors affecting Communication**

- Barriers to Effective Communication and ways to overcome them.
- Listening : Importance of Listening  
Types of Listening  
Barriers to Listening and overcoming them  
Listening situations  
Developing Listening Skills.

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- Understanding Communication through Transactional Analysis.

### **4. Business Writing**

- Basic patterns of business letters.
- Cover letters, Sales and Credit letters, Applications, etc..
- Directness in good news and neutral situations.
- Indirectness in bad news and persuasive messages.
- Choosing appropriate channels and media for effective communication.

### **5 Office Management**

- Writing the perfect resume; tailoring the content to suit the requirements.
- E-mails, Memos and Circulars.
- Writing Reports and Proposals.

### **6 Presentation Strategies**

- Preparing for and conducting Presentations.
- Interviewing and being interviewed.
- Group Discussions.
- Speeches and Public Speaking.

### **Practicals :**

- Case analyses, discussion and presentation.
- Role plays.
- Group discussions.
- Comprehension skills based on reading and listening using audio- visual media.

### **TEXT READINGS**

- 1 Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India
- 2 P.D. Chaturvedi, **Business Communication Concepts Cases & Applications**, First Edition Pearson Education.
- 3 Debashish & Das **Business Communication**, PHI, 2009
- 4 Krizan, **Effective Business Communication** 7<sup>th</sup> edition. Cengage Learning, India.
- 5 Courtland L. Bovee, **Techniques of Writing Business Letters, Memos and Reports** Jaico Publishing House ,2008

### **Suggested Readings**

1. Asha Kaul, **Business Communication**, 2<sup>nd</sup> edition, 2009, PHI Learning

2. Courtland L. Bovee **Business Communication Today**, 9<sup>th</sup> edition, 2008
3. Urmila Rai & S.M. Rai, **Business Communication**, 2008, Himalaya Publishing House
4. Madhukar **Business Communication**, Vikas Publishing House, 2008
5. Sushil Bahl, **Business Communication Today**, Response Books, Reprint 2009
6. Meenakshi Raman & Prakash Singh **Business Communication**, Oxford Higher Education, 2006

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## **FT-108C BUSINESS LEGISLATION**

### **Course Objective**

The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

### **Examination**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

### **Course Contents**

- 1 The Indian Contract Act, 1872: Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts.
- 2 The Sale of Goods Act, 1930: Formation of a Sales Contract.
- 3 The Negotiable Instrument Act, 1881: Nature and Types, Negotiation and Assignment. Holder in Due Course, Dishonor and Discharge an Negotiable Instruments.
- 4 The Companies Act, 1956: Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.
- 5 Consumer Protection Act: Consumer Rights, Exploitation of Consumer, Consumer Protection, Utility of Consumerism.
- 6 LAW OF PARTNESHIP:
  - Definition and Nature of Partnership.
  - Formation of Partnership.
  - Rights, Duties and Liabilities of Partners.
  - Dissolution of Partnership Firm.

### **Text Readings**

1. Avtar Singh, **Mercantile Law**, Eastern Book Company
2. Chandra Bose, **Business Laws**, PHI, 2008
3. Bulchandani, **Business Law for Management**, 2009, Himalaya Publishing House.
4. Kumar, **Legal Aspect of Business** 1<sup>st</sup>, edition 2009, Cengage Learning
5. Taxman's **General and Commercial Laws**, 2009
6. M.C. Kuchhal **Business Legislation for Management** 2<sup>nd</sup> edition Vikas Publishing House, 2008

### **Suggested Readings**

- Mazumdar, A.K. and Kapoor, G.K., **Company Law and Practice**, Taxman, 13<sup>th</sup> Ed., 2008
- Rohini Aggrawal, **Mercantile & Commercial Law**, Taxmann, 2007
- M.C. Kuchhal, **Business Law**, 5<sup>th</sup> edition Vikas Publishing House 2009
- Indian Contract act 1872
- Negotiable Instruments Act 1881
- Sale of Goods Act 1930
- Consumer Protection Act 1986
- Companies Act 1956

# **Second Semester**

## **MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore**

### **For Affiliated Institutions**

#### **FT-201C Operation Research for Business Decisions**

##### **Course Objective**

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

##### **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A, worth 20 marks, will consist of three theory questions out of which student will be required to attempt any two questions. Section B, worth 60 marks will have five numerical/practical problems out of which a student will be required to attempt any four questions.

##### **Course Contents**

###### **1 : Quantitative Techniques and Operations Research**

Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques ,OR Models

###### **2 : Linear Programming**

Meaning of Linear .Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.

###### **3 : Transportation Model**

Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

###### **4 : Assignment Problem**

Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization ) Route Allocation.

###### **5 : Dynamic Programming**

Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack, Traveling Salesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting. Integer linear programming: Meaning, Application, integer programming algorithm (branch and bound algorithm, cutting plan algorithm).

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###### **6 : Waiting Line Models**

Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations arid Application of M/M/C (Infinite Population)

###### **7 : Replacement Models**

Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement.

###### **8 : Game Theory & Markov Chain Analysis**

Introduction to Games, Maxim in and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using-Algebraic and Graphical Methods. Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

###### **9 : Simulation & Computer Solutions**

Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

##### **Text Readings**

1 Anderson, **Introduction to Management Science** Cengage Learning 4<sup>th</sup>edi, 2008

2. Hamdy A.Taha, **Operations Research: An Introduction**, Pearson 2008

3 H.M. Wagner, **Principles of Operations Research with Application to Managerial Decisions**,

PHI Learning, 2nd Ed., 2009.

4 Chawla, **Operation Research**, Kalyani Publication Ludhiana, 2009

5 Sharma Anand, **Operation Research**, 2008, Himalaya Publishing House

6 Kalawati, **Operations Research**, Vikas Publication Pvt.ltd. 2008

### **Suggesting Readings**

1. Winston, **Operation Research Application and Algorithm**, Cengage Learning 2008

2 Krajewski, Ritzmen, Malhotra, **Operations management: Process & value**, Pearson 2008

3 V. K. Kapoor, **Problems and Solutions in Operations Research**, New Delhi, Suman Chand and Sons, 2001

4 F. Hillier, **Introduction to Operation Research**, TMH, 2005

5. Bobby Srinivasan and C.L. Sandblom, **Quantitative Analysis for Business Decisions**, Singapore, McGraw Hill Publications, 2001.

6. C.R. Kothari, An Introduction to **Operational Research**, New Delhi, Vikas Publications, 3rd Ed., 2009.

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## **FT-202C FUNDAMENTALS OF OPERATIONS MANAGEMENT**

### **Course Objective**

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

### **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/ practical problems.

### **Course Contents**

#### **1. Introduction to Production and Operations Management:**

Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function; Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving Productivity; Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy.

#### **2. Facilities Planning:**

Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

#### **3. Layout of Manufacturing/service facility:**

Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

#### **4. Resources Requirement Planning:**

Capacity Planning, Concept and Application of Learning Curve.

5. **Production Planning and Control:** Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

#### **6. Operations Scheduling:**

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Production Activity Control for Mass Manufacturing. ( Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on mmachines

(Graphical method – Aker's Algorithm)

#### **7. Quality Management :**

Evolution of Quality Concept, TQM, Quality Gurus ( Juran , Crosby, Deming ), Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications, Quality Circles, Six Sigma, ISO 9000 & ISO14000.

#### **8. Emerging Trends in Operations Management:**

Business Process Reengineering (Principles and guidelines for implementation), Theory of constraints.

### **Text Readings (Latest Editions)**

1. Evans, **Operations Management Concepts Techniques and Applications**, Cengage Learning,
2. B. Mahadevan; **Operation Management; Theory and Practice** Pearson Education, Fifth Edition, New Delhi
3. Joseph G Monks, **Operations Management**, McGraw Hill International Publication, New York.
4. Ashwathappa, **Production and Operation Management**, Himalaya Publishing House.
- 5 S.N. Chary, **Theory and Problems in Production and Operations Management**, TMH
- 6 6 .A.K. Chitale and R.C. Gupta, **Materials Management-Text and Cases**, PHI Learning, 2009

### **Suggested Readings ( Latest Editions)**

1. Norman Gaither, **Operations Management**, Cengage Learning, India,
2. Slack, **Operations Strategy**, Pearson Education
3. R. Paneerselvam, **Production and Operations Management**, PHI Learning, 2009
4. LeeJ. Krajewski and Larry P. Ritzman, **Operation Management**, Pearson Education; Sixth Edition, New Delhi

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## **FT- 203C Entrepreneurship**

### **Course Objective:**

The objective of this course is to familiarise the students with the ground realities of starting & managing their own Entrepreneurial ventures.

### **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

### **Course contents**

#### **Unit1: Introduction to Entrepreneurship**

Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur.

#### **Case Study:- Entrepreneurship---Luck or Persistence**

#### **Unit II: Creating and Starting the Venture**

Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

Case Study: - **180s**

#### **Unit III: The Business Plan**

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

#### **Case Study:-(1) Dealing with the Competition, (2) A New Spin On Music.(Kuratko)**

#### **Unit IV: Financing and Managing the new venture**

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising

. Case Study: - **Darshan Enterprises**

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#### **Unit V: New venture Expansion Strategies and Issues**

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Case Study: - **Satyam and GE**

#### **Unit VI: Institutional support to Entrepreneurship**

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries

Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Case Study:- **Project Planning A Case Study (V.Desai)**

**Unit VII: Choice of organisation:**

Sole proprietorship, partnership, joint stock co., and co-operatives

**Unit VIII: Exit strategies and social responsibilities**

Introduction, Reasons for existing and long-term preparation, short-term preparation, Introduction of social responsibility, corporate social responsibility, Dimensions of CSR

Case Study: - **Air Asia**

**Text Readings:**

1. Charanthimath, **Entrepreneurship development small business enterprises**, Pearson education, 2008
2. Kuratko & Hodgetts, **Entrepreneurship in The New Millennium**, 2<sup>nd</sup> Indian Reprint, 2009, Cengage learning
3. Vasant Desai: **Small scale Industries and Entrepreneurship**, Himalaya Publishing House, 2009.
4. David H Holt **Entrepreneurship: New Venture Creation**, PHI 2009
5. Rajeev Roy, **Entrepreneurship**, Oxford University press 2009

**Suggested Readings:**

1. Greene, **Entrepreneurship** 3<sup>rd</sup> edition cengage learning, 2008
2. B. K. Mohanty **Fundamentals of Entrepreneurship** PHI 2009
- 3 Barringer, **Entrepreneurship** Pearson education, 2008
- 4 Kanishka Bedi, **Management and Entrepreneurship**, Oxford University Press.
- 5 Desai Vasant, **Dynamics of Entrepreneurship Development and Management**, 2008, Himalaya Publishing House
- 6 Coulter, **Entrepreneurship in Action**, PHI Learning, 2008

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## **FT-204C FUNDAMENTALS OF FINANCIAL MANAGEMENT**

**Course Objective**

The Objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

**Examination**

Internal Marks: 20 by way of class participation of 8 marks and 2 class tests for 12 marks.

External exam: 80 marks. There will be two sections. Section A, theoretical, is worth 32 marks with 3 questions out of which student will attempt any 2. Section B will contain practical, numerical and case(s) having 5 questions and will be worth 48 marks and student will be required to attempt 3 questions with or without choice.

**Course Content**

**Unit 1: Introduction**

Financial Concepts and Nature, Scope, Function and Objectives of Financial Management.

Understanding the concepts of Value Maximization and Profit Maximization, Basic Financial Decisions: Investment, Financing and Dividend Decisions

**Unit 2: Sources of Finance**

Understanding about short term and long term sources of funds and their characteristics

**Unit 3: Financial Statement Analysis**

Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency.

Understanding and computation of various tools of financial analysis-- such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

**Unit 4: Statement of Changes in Financial Position**

Concepts of Funds, and its Sources and Uses. Preparing and analyzing Fund flow statement and Cash Flow Statement for financial Decision

**Unit 5: Leverage Analysis**

Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision Making.

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### **Unit 6: Operational Budgeting**

Understanding the importance and process of Budgeting, Budget : Programme Budget, Fixed budget, Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based Budgeting, Rolling budget, Cash Budget and Operating budget.

### **Unit 7: Cost of Capital and Capital Structure Decision**

Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

### **Unit 8: Investment Decisions**

Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing

### **Unit 9: Understanding Working Capital**

Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.

### **Unit 10: Dividend Decision**

Practices and Forms of Dividend in a Company, Residual Theory of Dividend. MM Model of Irrelevancy of Dividend.

### **Text Readings**

1. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009
2. M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007
3. Brigham, Fundamentals of Financial Management, 10<sup>th</sup>, edition 2008, Cengage Learning,
- 4 Kulkarni, **Financial Management**, 2008, Himalaya Publishing House
- 5 Sharan.V. Financial Management, Pearson Education; Second Edition, New Delhi.
- 6 Chandra Bose Fundamentals of Financial Management, PHI, 2009

### **Suggested Readings**

1. Prasanna Chandra, Financial Management, New Delhi, TMH, 2004.
2. Keown, Financial Management- principles & application 10<sup>th</sup> Ed Pearson Education, 2008
3. Shapiro, **Capital Budgeting & Investment Analysis**, Pearson Education 2008
4. Reddy G. S., **Financial Management**, 2008, Himalaya Publishing House

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## **FT–205C FUNDAMENTALS OF MARKETING MANAGEMENT**

### **Course Objective**

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

### **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

### **Course Contents**

#### **Unit-1 Marketing Concepts**

Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

#### **Case Study: Maruti Udyog limited I & II**

#### **Unit-2 Market Segmentation, Targeting, Positioning**

Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.

#### **Case Study: Indian Air force**

#### **Unit -3 Product Decision**

Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. New Product Development Process,

**Case Study: Indian home products (P) Ltd**

**Unit-4 Pricing Decision**

Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework, Factors Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing, Transfer Pricing, High Sea Pricing

**Case Study: Ajanta shoes company Ltd**

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**Unit-5 Distribution Decisions**

Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems, Wholesaling and Retailing, introduction to Logistics,

**Case Study: Anand distributors (P) Ltd**

**Unit-6 Promotion Decisions**

Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

**Case Study: Promotion of fairy Queen Express**

**Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers**

Expanding to Market, Defining Market Share, and Expanding Market Share. Defining the Strategic Object and Openness. Choosing Goal Attacking Strategies. Market Follower Strategies.

**Unit-8 Emerging Trends in Marketing**

An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

**Text Readings**

1. Kotler, Keller, Koshy, Jha, **Marketing Management– A South Asian Perspective**, Pearson, 13th Edition, 2008.

2 Kurtz, **Principles of Marketing**, Cengage Learning, India, 2008

3 S. Neelamegham, **Marketing In India**, 3<sup>rd</sup> Edition, Vikas publishing house, 2009

4 Biplo Bose, **Marketing Management**, 2008, Himalaya Publishing House.

5 Paul Baines, Chris Fill, Kelly Page, **Marketing**, Oxford University Press, 1<sup>st</sup> Edition 2009

6 Winner **Marketing Management**, 3<sup>rd</sup> edition Pearson 2009

**Suggested Books**

1. William L. Pride and O.C. Ferrell, **Marketing Concepts and Strategies**, Boston, Houghton Mifflin Co., 8<sup>th</sup> Ed., 1993.

2. Czinkota and Kotabe, **Marketing Management**, Cengage Learning, India 2007

3. West, Ford, Ibrahim, **Strategic Marketing**, Oxford University, 2009

4. Evans, **Marketing Management** Cengage Learning, India, 2008

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## **FT-206C FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**

### **Course Objective**

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

### **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

### **Course Content**

### **1: HRM Concept**

Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indian and Global Scenario. Human Resource Policies.

**Case:Vindhya Steels Ltd**

### **2:Human Resource Acquisition Process**

Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning Concept and Process of HRD, HRP Process at National and Corporate Level, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment, Selection, Stages in selection process. Global Scenario in HR Acquisition

### **3: Human Resource Training and Development.**

Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organisational Effectiveness

### **4: Appraising and Improving Performance:**

Basic Concepts Objectives and Process of Performance Appraisal Systems, Performance verses Potential Appraisal, Types of Employee Appraisal Systems, New Trends in Performance Appraisal Systems at Global level, Succession Planning, Career Planning and Assessment Centers.

**Case: Appraising the Secreteries at Sweetwater U**

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### **5: Maintenance of Human Resources:**

Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management, Cross-national variation in reward structures.

**Case: Swati Textile India Limited.**

### **6:Knowledge Management & International HRM**

Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer, knowledge management in multinational companies, knowledge management & International HRM.

### **Text Readings**

1 Bohlander, **Human Resource Management**, 14<sup>th</sup> edition Cengage Learning, India, 2009

2 Dessler, Verckey, **Human Resource Management**, Pearson Education, 2009

3 Monir H. Tayeb, **International Human Resource Management**, Oxford, 2009 5

Patnaik, **Human Resource Management**, 3<sup>rd</sup> edition, PHI, 2009

6 Subba Rao, **International Human Resource Management**, 2009, Himalaya Publishing House.

### **Suggested Readings**

1 Tony Edwards, Chrisrees, **International Human Resource Management**, Pearson Education, 2008

2 K. Asawatthapa **International Human Resource Management**, TMH, 2007

3 Jeffery Mello, **Human Resource Management**, Cengage Learning, India, 2008

4 Subba Rao, **Essential of HRM and Industrial Relation**, 2008, Himalaya Pub. House.

5 Methis & Jackson **Human Resource Management 12<sup>th</sup> edition, 2008** Cengage Learning

6 Dowling, **International Human Resource Management** Cengage Learning, India, 2007

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## **FT - 207C-BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES**

### **Course Objectives**

The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

### **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

### **Course Contents**

## **Section A**

### **PART – I BUSINESS ETHICS**

1. The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.
2. Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.
3. Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.
4. Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.
5. Duty ethics in the Business Environment.
6. Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.

### **PART - II MANAGEMENT BY INDIAN VALUES**

1. Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound.
2. Sources of Indian Ethos in Management: Vedas, Shastras, Smritis, Puranas, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts.
3. Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.
4. Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.
5. Karma Theory, Nishkama Karma Yoga and Professionalism.
6. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.
7. Cultural Heritage of India and its relevance for Modern Management: Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushteya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self.
8. Work Place Spirituality.

## **Section B**

### **Cases in Business Ethics and Management by Indian Values.**

#### **Text Readings**

1. A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009
2. Weiss, **Business Ethics concept & cases**, 1st edition, 2009, Cengage Learning
- 3 Velasquez, **Business Ethics, Concepts & Cases**, 6th edition, 2009, PHI
- 5 Murthy, **Business Ethics**, 2009, Himalaya Publishing House
- 6 Al Gini, **Case Studies in Business Ethics**, 6th edition 2009, Pearson Education.

#### **Suggested Readings**

1. Shashtri J.L., **Ancient Indian Traditions and Mythology** , 1st edi, Motilal Banarsidas, New Delhi
- 2 F. Max Muller , **Sacred Books of East** , Motilal Banarsidas, New Delhi
- 3 S.K. Chakraborty, **Ethics in Management-Vedantic Approach**, New Delhi, Oxford India Ltd.,
- 4 Swami Jitatmananda, **Indian Ethos for Management**, Rajkot, Ramakrishna Ashrama, 1996.
- 5 Swami Someswarananda, **Indian Wisdom for Management**, Ahmedabad, AMA. 2000.
6. Swami Rangnathananda, **Universal Message of the Bhagvad Gita**, Vol. 1 , 2 and 3, Caicuna Advaita Ashrama, 2001.

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## **FT-208C RESEARCH METHODOLOGY**

### **Course Objective**

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and earn out business research using scientific methods and

prepare research report(s) / paper (s).

### **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

### **Course Contents**

#### **Unit I: Introduction.**

1. Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

#### **Unit II: Research Design:**

Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

#### **Unit III: Measurement Methods:**

Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.

#### **Unit IV: Data Analysis:**

Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

#### **Unit V: Sharing the Results.**

Reporting Research, Types of reports and Characteristics of a research report.

#### **Text Readings**

1. William G. Zikmund, **Business Research Methods, 7th edi.** Cengage Learning, India.

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2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, **Management Research Methodology: Integration of Principles, Methods and Techniques**, Pearson Education 2008

3. J. K. Sachdeva, **Business Research Methodology**, 2008, Himalaya Pub. House

4. Paul E. Green, Donald S. Tull, **Research for Marketing Decisions**, PHI. 5th edition 2008

5. Ranjeet Kumar, **Research Methods**, Pearson Education 2009

#### **Suggested Readings**

1. Donald S. Tull, Del I. Hawkins, **Marketing Research, Measurement and Methods**, 6th edition, PHI Learning, 2009

4 Naresh Malhotra and Satya Bhushan Das, **Marketing Research: An applied Orientation**, Pearson Education, 2008.

5 Mcburney, **Research Methods**, 7th edition, Cengage Learning, India.

# **Third Semester Curriculum MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore For Affiliated Institutions 2009-2011**

## **Third Semester**

### **CORE**

FT 301C Strategic Materials & Supply Chain Management

FT 302C Project Management

**Students are required to choose two electives. Both electives will have same weightage.**

### **SPECIALISATION**

#### **A. Marketing Management**

FT 303M Product Policy Management

FT 304M Advertising and Brand Management

FT 305M Sales and Distribution Management

#### **B. Financial Management**

FT 303F Tax Planning and Management

FT 304F Financial Systems and Services

FT 305F Bank and Insurance Management

#### **C. Human Resource Management**

FT 303H Industrial Relations and Labour Law

FT 304H Human Resource Development & Audit

FT 305H Social Psychology

#### **D. Information Systems Management**

FT 303I Object Oriented Programming using C++

FT 304I Management Information System

FT 305I Relational Database Management Systems using ORACLE

#### **E. Production and Operations Management**

FT 303P Strategic Technology Management

FT 304P Product Innovation and Planning

FT 305P Work Study and Productivity

FT 306 MRP PHASE-1

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## **FT 301C STRATEGIC MATERIALS AND SUPPLY CHAIN MANAGMENT**

### **Objective:-**

This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts, models and decisionmaking

tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools In real-life situation.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical.

### **Course Contents**

1. Importance of materials management, Codification, Simplification, Value analysis, Value engineering, Vendor analysis.
2. Concepts and importance of a Supply Chain (SC). Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit,
3. Dynamics of supply chain: Supply Chain Interventions, Push-based, Pull-based and Push-Pull based supply chain. Network design and Operations in the Supply Chain,
4. Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures.
5. Managing inventory in SC environment: Basic and Advanced inventory models. Multi-echelon inventory models.
6. Transportation in SC environment: Design options for a transportation network,
7. Strategic Outsourcing and Strategic Alliances, Third party and fourth party logistics,
8. Retailer- Supplier partnerships (RSP), Supplier evaluation and selection. Use of best practices.
9. Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model

### **Text Books**

Gopalakrishnan **Purchasing and Materials Management**, 1e TMH 2008

Upendra Kachru **Exploring the Supply Chain**, Excel Books, 2009

4

Agrawal **Supply Chain Management: Text and Cases**, 2010, Macmillan Publishers

Janat Shah **Supply Chain Management**, 2009, Pearson Education, 2010

Badi N.V. **Supply Chain Management**. 2010, Vrinda Publications

### **Reference Books**

Simchi Levi **Designing and Managing the Supply Chain**, 3e TMH 2009

Raghuram **Logistic and Supply chain Management**, 2006 Macmillan Publishers

Shapiro, **Modelling the Supply Chain**, 2007 2 ed. New Delhi: Cengage Learning

Webster **Principles & Tools for Supply Chain Management**. 2008, McGraw Hill.

Sunil Chopra **Supply Chain Management: Strategy, Planning and Operation**, 4/e, Pearson, 2010

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## **FT 302C Project Management**

### **Objectives:**

To develop understanding of project planning. To develop ability to monitor and control projects and risk involved. To become familiar with tools and techniques used in managing projects.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class

participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 32 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 48 marks will contain five numericals out of which students will be required to attempt any three questions.

### **Course content:**

1. Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases.

2. Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

3. Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal.

4. Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation. Sensitivity analysis, Hiller's model, scenario analysis, simulation.

5. Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications.

6. Time cost relationship, crashing for optimum cost and optimum time. Resource leveling. Introduction to project software and applications of MS Project

7. Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

8. Project monitoring, Earned Value Analysis, abandonment analysis, PMIS, Project Termination and Audit. Reasons for failure.

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### **Text Books**

Gido **Effective project management** 3<sup>rd</sup> 2008 Cengage Learning

Gray & Larson, **Project Management: The Managerial Process**, 3<sup>e</sup> TMH 2010

Pinto, **Project Management: Achieving Competitive Advantage**, Pearson, 2010

Sunil Abrol, **Cases in Project Management**, 2010, Excel Books,,

Maylor- **Project Management**, 3/e, Pearson, 2010

### **Reference Books**

McManus- **Information Systems Project Management**, Pearson 2010

Kloppenborg, **Contemporary project management** 1<sup>st</sup> 2008 Cengage Learning

Gopalakrishnan – **Textbook of Project Management, 2005** – Macmillan Publishers

Joy , **Total Project Management**, 2005 , Macmillan Publishers

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## **FT 303F Financial Systems and Services**

### **Objectives**

The objective of the course is to understand the role of Financial Services in Business organizations and to give an insight into The strategic, regulatory, operating and managerial issues concerning select financial services.

## **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical.

## **Course Contents**

1. Introduction to Indian and Global Financial System: Structure and Characteristics.
2. Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's. Introduction to Financial Institutions: SFC's & DFI's, their importance & scope (IDBI, IFCI, SIDBI). Credit Rating Agencies –importance and Issues.
3. Asset Liability Management - Significance, ALM process. Techniques - Gap, Duration. Simulation, Value at Risk, Book value of equity and market value of equity perspective, Risk Management in Banks - Credit risk management. Operational risk management, Market risk management. Corporate treasury management. Liquidity risk management, Governance risk and compliance.
4. Basel I and 2,
5. Mutual Funds and Pension Funds. Insurance Services, Bank assurance. Reinsurances, Venture Capital -Private Equity -strategic secrets to private equity. Investment strategies, Hedge funds,
6. E-banking. Securitization -Indian Banking and the Financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards.
7. Micro/ Macro finance. Financial Inclusion. Behavioral Finance. Leasing and Hire purchase.
8. Factoring and Forfeiting, IFRS -Issues and Challenges

## **Text Books**

M.Y.Khan - **Financial Services**, 5e TMH 2009

Bharti Pathak-**Indian Financial System** 2/e, Pearson2010

R M Srivastava **Dynamics of Financial Markets and Institutions in India**, Excel Books,2010

8

Shanmugham,**Financial Services** , 1<sup>st</sup> Edn, 2009, Wiley

Bhole, L M ,**Financial Institutions and Markets**,5e TMH 2009

Gurusamy,**Financial Markets and Institutions**,3e TMH 2008

## **Reference Books**

Gopalswamy,**Capital Market** ,2008 Macmillan Publishers

Chary **Venture Capital : Concepts and Application**,2008, Macmillan Publishers

Gurusamy, S **Merchant Banking and Financial Services**, 3e TMH 2009

Justin Paul-**Management of Banking and Financial Services**, 2/e, Pearson2010

Jadhav **Monetary Policy, financial Stability and Central Banking in India**,2007 Macmillan Publishers

## **FT 304F Bank and Insurance Management**

### **Course Objective**

The objectives of this course are to explain to the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical.

### **Course Contents**

1. Risk and Insurance: Defining Risk, Nature and Types of risk, Risk Management Process, Risk and its relation with Insurance., Concept and significance of Insurance, Classification of Insurance – Life and Non life, General Principles of Insurance, Insurance Application and Acceptance Procedure, Insurance Terminology
2. Life Insurance: Principles, Products Term Insurance Endowment, Insurance, Pensions, Annuities, Claim Management, Analysis of Balance Sheet of Life Insurance Co.
3. General Insurance: Principles, Products Fire, Marine, Motor Vehicles, Public Liability, Third Party Insurance, Miscellaneous- Mediclaim and Health Policies, Group Insurance, Burglary Insurance, Analysis of Balance Sheet of a General Insurance Company.
4. IRDA: Functions and Importance, Recent Developments in Insurance. Premium Payment Lapse and Revival, Premium Calculations, Concept of Mortality Tables, Assignment, Nomination, Loans, Surrenders, Foreclosure, Reinsurance, Underwriting.
5. Overview of Banking Industry: Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance, Capital Adequacy norms for banks, SLR, CRR, CAR.
6. Analyzing Bank Performance: Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement, Return on Equity Model, Important ratios used in Balance Sheet Analysis CAMELS rating and Key ratios involved.
7. Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, Solvency. ALM by Banks: Classification of Assets, GAP Analysis Asset Reconstruction Company.
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8. Recent Development: BIS- its Role and Importance, Universal Banking, EBanking, Mobile Banking.

### **Text Books**

ICSI.**Banking and Insurance Law &Practices**,Taxmann's Publication

Rejda, **Principles of Risk Management and Insurance**, 9/e, Pearson, 2010  
V Iyenger **Introduction to Banking**, Excel Books, 2010  
Neelam C Gulati **Principles of Insurance Management**, Excel Books, 2010  
Arunajatesan – **Risk Management and Insurance**, 2010 Macmillan Publishers  
IIB, **Advanced Bank Management** 2010 Macmillan Publishers  
Neelam C Gulati **Principles of Banking Management**, Excel Books, 2010  
Skipper, **Risk Management and Insurance Perspectives in Global Economy**, 1st Edn  
2008, Wiley

### **Reference Books**

IIB, **Bank Financial Management**, 2010 Macmillan Publishers  
Hull, **Risk Management and Financial Institutions**, Pearson, 2010  
Black, **Life and Health Insurance**, 13/e, Pearson, 2010  
Timothy Koch & MacDonald, **Bank Management**, New York, Dryden Press,  
Vasant Joshi and Vinay Joshi, **Managing Indian Banks**, Response Books  
Justin Paul, **Management of Banking and Financial Services**, 2/e, Pearson, 2010

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## **FT 305F Tax Planning and Management**

### **Course Objective**

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 20 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 60 marks will contain five numericals out of which students will be required to attempt any three questions.

### **Course Contents**

1. Introduction to Direct Taxes, Income Tax, Wealth Tax.
2. Important Provision of Income Tax Act
3. Basic Concepts: Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income
4. Income From Salary: Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Tax Planning.
5. Income From Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning.
6. Income From House Property: Tax Planning, Income From Capital Gains and other Sources: Tax Planning
7. Deduction: Deduction Allowed From Total Income, Rebates and Relief. TDS: Tax Deduction at Source, Advance Payment of Tax, Filing of Returns,
8. Tax Planning in Relation to NRIs.

### **Text Books**

Dr, Vinod Singhania/Monica Singhania, **Students' Guide to Income Tax**, Taxmann's

V.K. Singania, "**Direct Tax Law**", New Delhi, Taxman Publications.2010  
Jain & Jain **Tax Planning and Management/ Income Tax**, 2010,Pathmakers Bangalore  
Hariharan, N , **Income Tax : Law & Practices**, 2e TMH 2009  
Lal-**Income Tax**, Pearson, 2010

### **Reference Books**

Lal-**Direct Taxes**, Pearson, 2010  
Sukumar Battacharya, "**Indian Income Tax: Law & Practice**", New Delhi, Indian Law House

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## **FT 303M Product Policy Management**

### **Objective:-**

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical

### **Course Contents**

1. Introduction to Product policy Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process
2. Product strategy Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy.
3. Analysis of product line and product mix decisions.
4. Market structuring and product positioning strategies.
5. Strategic management of brands and their equities.
- 6 Idea generation, concept and product development and evaluation, and business analysis. Characteristics of Successful Product Development, New Product Development Process and Organizations.
- 7 Testing products and other critical elements of marketing mix. Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch.
8. Test market planning, evaluation, and introduction strategies.

### **Text Books**

Lehman Russel - **Product Management**, 4e TMH 2009  
U C Mathur,**Product and Brand Management** Excel Books,2010  
Saaksvuori, **Product Lifecycle Management**, 2ed,2009, Wiley  
Baker & S Hart-**Product Strategy and Management**, 2/e, Pearson2010  
Ulrich, Karl, **Product Design and Development**, 3e TMH 2009

Trott-Innovation Management and New Product Development, 4/e, Pearson 2010

### Reference Books

Wind Yoram J., "Product Policy: Concepts, Methods and Strategies", Massachusetts, Addison-Wesley Pub. Co., Reading USA.

Baker Michael and Hart Susan, "Product Strategy and Management", London, Prentice Hall.

Ramanuj Majumdar, "Product Management in India", New Delhi, Prentice Hall, India

## FT 304M Advertising and Brand Management

### Objective

The purpose of this course is to familiarize the students with the role of advertising in the

context of promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function.

### Examination Scheme:

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases

### Course Contents

1. Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising.
2. Demand creation role of advertising in primary and secondary demand. How advertising works" Hierarchy of effects model, advertising objectives, routes to persuasion.
3. Customer behaviour and advertising: segmentation, motivation analyses, and value proposition.
4. Advertising Objectives: goals and objectives. DAGMAR
5. Advertising message: message objectives, recall, attitude, emotions and feelings  
Message tactics: creative approaches, copy writing  
Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and cyberspace,
6. Media strategy: budgeting, approaches and allocation. Media planning types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pre and post launch research. Advertising in the evolving marketing environment
7. Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; brand vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal.
8. Brand positioning; choice of context, parity and differentiation. repositioning.

Brand equity: brand assets and liabilities, equity creation and management.

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### **Text Books**

Belch, Belch, **Advertising & Promotion: An Integrated Marketing Communication Persp.**, 7e TMH 2009

Keller, **Strategic Brand Management**, 3/e, Pearson 2010

Kazmi & Batra **Advertising & Sales Promotion**, Excel Books, 2010

Harsh Verma **Brand Management**, Excel Books, 2010

Sengupta - **Brand Positioning**, 2e TMH 2008

Shah, Kruti, **Advertising and Promotions : An IMC Perspective**, 1e TMH 2009

### **Reference Books**

Keller, **Best Practice Cases in Branding**, 3/e, Pearson 2010

Batra-**Advertising Management** 5/e, Pearson 2010

Jefkins-**Advertising**, 4/e, Pearson 2010

Lane-Kleppner's **Advertising Procedure**, 16/e, Pearson 2010

Wells-**Advertising: Principles and Practice**, 7/e, Pearson 2010

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## **FT 305M Sales and Distribution Management**

### **Objectives**

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases

### **Course Contents**

1. Personal Selling: The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives, Types of Sales Jobs.
2. Theories of Sales Management: objectives, Nature and Scope. Buyer - Seller Dyads, Theories of selling - AIDAS Theory, "Right set of circumstances" Theory, "Buying Formula" Theory, and Behavioural Equation, Theory of selling.
3. Sales Planning: Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
4. Operational Sales Management: Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.
5. Sales promotion's impact on sales; Evaluation of sales promotion experiments; Choice and purchase timing models: Manufacturer promotion planning process; Retailer promotion planning process; Strategic issues In designing promotional strategies; Substantive findings and issues on coupons, trade dealings, and retail promotions.
6. Distribution: Design of Distribution Channel, Management of Channels, Managing

Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems.  
7. Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing: Importance, Types, Retailer Marketing Decisions.  
8. Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.

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### **Text Book**

S L Gupta, **Sales and Distribution Management**, Excel Books, 2010  
Cron, **Sales Management: Concepts and Cases**, 10 Edn, 2010, Wiley  
Havaladar, Krishana - **Sales & Distribution Management**, 2e TMH 2009  
Spiro, Stanton - **Management of a Sales Force**, 11e TMH 2008  
Tanner-**Sales Management**, Pearson, 2010  
Still-**Sales Management Decisions, Strategies and Cases**, 5/e, Pearson, 2010

### **Reference Books**

Cundiff and Govni, "**Sales Management - Decisions, Strategy and Cases**", New Delhi: Prentice Hall of India.  
Ingram, Laforge, Avila, Schwepker and Williams, "**Sales Management**", Thomson  
Watuba R. Thomas, "**Sales Management-Texts and Cases**", Business Publication  
Johnson, Kurtz and Scheving "**Sales Management, Concept practice & cases**, MacGrawHill

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## **FT 303H Industrial Relations and Labour Law**

### **Objective**

Industrial Relations play an important role in organizations. Organisational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases

### **Course Contents**

1. Industrial Relations: Concept & Scope;
2. Industrial Relations Perspectives: Conflict model Vs. Collaboration model.
3. Globalisation and the emerging socio-economic scenario and Their impact on Industrial Relations. I.R and the State: Role of state.
4. Legal Framework of Industrial Relations. Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalisation. Technology and economic reforms on Trade Unions. Emerging changes in Trade Unions.

5. Discipline and Disputes: Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.
6. Labour Court, Industrial Tribunal. National Tribunal; Role of Judiciary & its impact on industrial relations.
7. Disciplinary procedures and Grievance Management machineries Industrial Disputes Act. Negotiation and Conflict vs Settlements. Productivity Bargaining and Gain Sharing.
8. Employee Empowerment, worker participation in Management and Their impact on Quality of Work Life and Industrial Relations.

#### **Text Books**

Sen –**Industrial Relation in India** 2/e,2009 Macmillan Publishers  
 Sinha-**Industrial Relations, Trade Unions, and Labour Legislation**, Pearson  
 B D Singh, **Industrial Relations and Labour Laws**, Excel Books,2010  
 Monappa, Arun - **Industrial Relations**, 1e TMH 2007  
 Taxmann's, **Labour Laws**, 2010, Taxmann'

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#### **Reference Books**

Dundon, T & Dorek. R , **Employment Relations in Non-Union Firms**. New York  
 Routledge  
 Joseph. J. **Industrial Relations Towards a Theory of Negotiator Connectedness**  
 New Delhi: Response Books  
 Kaufman, B. (Ed.). **The Global Evolution of Industrial Relations: Events and the IIRA**. Geneva: International Labour Office.  
 Kelly. E. J, **Industrial Relations: Critical Perspectives on Business and management, vols 1-5**. London: Routlodgo  
 Venkata Ratnam. C. S. **Industrial Relations**. New Delhi: Oxford University Press.

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## **FT 304H Human Resource Development & Audit**

### **Objective**

The objective of the Human Resource Development Course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role. The course strives to facilitate the understanding of how concepts and theories can be put into practice in a variety of organizations. The content of the course is also designed to familiarize students with the role of line managers and HR specialists in HRD.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases

## **Course Contents**

- 1 HRD Concepts: Definition, Evolution, HRM & HRD. Challenges & Goals of HRD.
- 2 HRD Function: HRD department structure, functions, and staffing
- 3 HRD Professionals: Roles and Competencies,
- 4 Developing HR Strategies:HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems
- 5 Career Management and Development. Mentoring at Workplace. Work-Life Integration, Performance Management System
- 6 HRD & Diversity: HRD for culturally diverse employees. Developing global managers. HRD systems for International managers.
- 7 Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers (blue collar employees)
- 8 HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

## **Text Books**

Kandula, **Strategic Human Resource Development**, 2010 PHI Learning  
French, Bell - **Organizational Development and Transformation** , 6e TMH 2008  
R Krishnaveni, **Human Resource Development** Excel Books, 2010

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Kalyani Mohanty **Human Resource Development & Organisational Effectiveness**,  
Excel Books, 2010

Dessler- **Human Resource Management** 11/e, Pearson 2010

Mankin. D. (2009) **Human Resource Development** New Delhi, Oxford Univ Press

## **Reference Books**

Kozlowski. S. V/. J. & Slas. E, (Ed). **Learning, Training, and Development in Organisations. (2009)**. New York: Routledge

Agarwala. T. **Strategic Human Resource Management**, 2007, Oxford University Press;

Rao. T. V. , **HRD Audit** New Delhi: Response Books.

Som, A. **Organization Redesign and Innovative HRM** . 2008. New Delhi: Oxford University Press

Wornor. J.M. & DeSimono, R. L **Human Resource Development: Foundation: Framework & Application** 2010, Cengage Learning.

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# **FT 305H SOCIAL PSYCHOLOGY**

## **Course Objectives**

The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

## **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or

more cases

### **Course Contents**

1. Social Psychology: Definition, Nature and Background.
2. Social Perception: Non-Verbal Communication, theories of Attribution, Impression formation and impression management.
3. Social Identity: Self Concept, Self-esteem, Self-efficacy, Self-monitoring and selffocusing.
4. Social Influence: Conformity, Compliance and Obedience.
5. Interviews, Application Blanks and References: the interview, Application blanks and biographical inventories, References and background investigations.
6. Employment Testing: Testing abilities, Testing personality, Testing skills and achievements, Using and not using tests.
7. Safety Psychology: Safety management and safety psychology, Differential accident liability.

### **Text Readings**

Howitt - **Social Psychology: Conflicts & Continuities**, 1e TMH 2008

Baron, **Social Psychology**, 12/e, Pearson, 2010

Taylor, **Social Psychology**, 12/e, Pearson, 2010

DeLamater, **Textbook of Social Psychology**, 1<sup>st</sup> 2008 Cengage Learning

Jex, **Organizational Psychology: A Scientist Practitioner Approach**, 2009 Wiley

Landy, **Work In The 21st Century: An Introduction to Industrial and Org.**

**Psychology**, 2009 , Wiley

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### **Reference Books**

John B. Miner, "**Industrial - Organizational Psychology**", Singapore, McGraw Hill.

Robert A. Baron and Donn Byrne, "**Social Psychology: Understanding Human Interactions**", New Delhi, Prentice Hall of India, 7<sup>th</sup> Ed

S.C. Tailor, L.A. Peplau and D.O. Sears, "**Social Psychology**", New Jersey, Prentice Hall Inc., 7<sup>th</sup> Ed., 1995.

Baumeister, **Fundamentals of Social Psychology**, 1<sup>st</sup>, 2008 Cengage Learning

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## **FT 303I Object Oriented Programming using C++**

### **Course Objective**

The objective of this course is to help students to understand the concepts of Object Oriented programming using C++ and their use in organization and processing complex business information.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (10 marks for the internal performance of the student and 10 marks for viva voce). The semester examination carrying 80 marks will have 7 questions out of which students will be required to attempt any 5 questions.

### **Course Contents**

1. Object Oriented Programming: Introduction, Advantages of Object Oriented Programming, Procedural versus Object Oriented Languages, Overview of: Objects, Classes, Encapsulation, Data Binding, Inheritance and Polymorphism.

2. Programming with C++: General forms of a C++ programme, I/O with cout and cin, different operators, scope resolution operator, Data types, For while, do-while, if-else, switch and conditional statements, Classes and objects: structure and classes, unions and classes, constructors and destructors, Automatic, external and static data members and member function.

3. Arrays & Pointers: arrays of objects, Pointer to object, the this pointer, Function: General form, Prototypes, returning, passing objects to functions returning objects, friend function, recursion, and references.

4. Inheritance: Multilevel and Multiple Inheritance, Constructor, Destructor and Inheritance, Private, Public and Protected access specifies, function and operator overloading.

5. Functions & Templates: Virtual function, pure virtual function, polymorphism, generic functions, generic types, overloading of templates and functions, standard parameters with template functions, applying generic functions, and generic class.

6. File and Exception handling: Introduction to templates and Exception handling, File Classes, Opening and Closing a file, Reading and writing a text file, detecting EOF

### **Text Books**

Thampi,Mantha,**Object oriented programming in C++**,2010,dreamtech press

Farrell, **Object oriented programming using C++** ,1<sup>st</sup> , 2009 Cengage Learning

E Balagurusamy, **Object Oriented Programming With C++**, 4e TMH 2009

Jyoti Singh **Object Oriented Systems & Concepts of C ++**,2010,Excel Books  
25

Kamthane,**Object-Oriented Programming with ANSI and Turbo C++**,2010,

Bhave-**Object-Oriented Programming with C++**, 2010,Pearson

Subhash,**Object Oriented Programming in C++**, 2010.Pearson

Forouzan,**Computer science:A structured app. Using C++**,2<sup>nd</sup> 2009 Cengage

### **Reference Books**

Bajarne Strustrup, “**The C++ Programming Language**”, Addison-Wesley, NewYork,

Scott Meyers, “**Effective C++**”, Addison-Wesley, New York,

Walter Savitech, “**Problem Solving with C++**”, Addison-Wesley, New York,

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## **FT 304I Management Information System**

### **Course Objective**

The objective of this course is to help the student acquire the basic knowledge of information system so as to enable them to make more efficient use of information for decision making.

### **Examination**

The faculty member will award internal marks out of 20 (10 marks for the internal performance of the student and 10 marks for viva voce). The semester examination carrying 80 marks will have 7 questions out of which students will be required to attempt any 5 questions.

### **Course Contents**

1. The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information

- Needs, System Approach in Planning Organizing and Controlling MIS.
2. Planning, Implementation and Controlling of Management Information System.
  3. Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.
  4. Managerial Decision Making, characteristics and components of Decision Support System.
  5. System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

### **Text Reading**

Sushila Madan, **Management Information System**,2010,Taxmann's  
 Goyal , **Management Information System 3/e**,2010 Macmillan Publishers  
 Arora & Bhatia **Management Information Systems**,2010,Excel Books  
 Kumar & Gupta **Management Information Systems** 2010,Excel Books  
 Laudon,**Management Information Systems: Managing the Digital Firm**, 11/e,  
 Pearson  
 Pearlson **Managing and using Information Systems**,3rd edn , 2009, Wiley  
 27

### **Reference Books**

Rainer, **Introduction to Information Systems: Supporting and Transforming Business** ,2nd Edn ,2010, Wiley  
 McLeod-**Management Information Systems** 10/e, Pearson  
 O'brien, James,**Management Information System (SIE)**, 9e TMH 2009  
 JawadekarWaman,**Management Information Systems:Text & Cases**, 4e TMH 2009  
 Davis, Keith,**Management Information Systems**, 2e TMH 2009  
 28

## **FT 305I RDBMS using ORACLE**

### **Course Objective**

The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (10 marks for the internal performance of the student and 10 marks for viva voce). The semester examination carrying 80 marks will have 7 questions out of which students will be required to attempt any 5 questions.

### **Course Contents**

1. Database Management Systems: Data, Database, Database Management Systems, Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems, Entity Relationship Model (E-R Model) Normalization Theory, Codd's Rules for RDBMS.
2. Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Introduction to SQL, Data Definition language, Data Manipulation

Language, Query Language, Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.

3. SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop. .Endloop, while loop etc. working master detail relationship, writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages.

4. Advanced Database Concepts: Data mining, data warehousing-design, basic principles, OLAP, transaction management, failure & recovery.

### **Text Readings**

Dasgupta, **Database management System, Oracle, SQL&PL/SQL 2010**, PHI, Learning  
Deshpande, **SQL & PL/SQL for Oracle 10g Black Book**, 1<sup>st</sup> Edn, 2007, Dreamtech  
Dreamtech, **Oracle 10g Administration in Simple Steps**, 1<sup>edn</sup>, 2008, Dreamtech  
Harrison-Oracle **Performance Survival Guide A Systematic Approach to Database**, 2010 Pearson

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### **Reference Books**

Ramez Elmasri & Shamkant B. Navathe, “**Fundamentals of Database Systems**”, Addison-Wesley, New Delhi,

Ivan Bayross, “**SQL / PLSQL**”, BPB Publications, New Delhi,

Abrahan Sliberschatz, Henry F. Korth, S. Sundershan, “**Database System Concepts**”, Mc Graw Hill Inc., New York,

Bipin C. Desai, “**An Introduction to Database Systems**”, Golgotia Publications

Ivan Bayross, “**Commercial Application Development using Oracle / Developer 2000 Form 5**”, BPB Publications, New Delhi

C.J. Date, “**An Introduction to Database Systems**”, Addison-Wesley, New Delhi

George Koch & Kevin Loney, “**ORACLE 8 – The Complete Reference**”, TMH,

30

## **FT 303P Strategic Technology Management**

### **Objective**

Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

### **Examination Scheme**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases

### **Course Contents**

1. Technology Issue and Implications: Concepts and Definition, Aspects and

Issues,

2. Technology Change: Implication

3. Technology Development and Acquisition: Forecasting and Decasting, Identifying

4. Technological Change, Generation and Development and Technology Transfer..

5. Technology Absorption and Diffusion: Absorption: Accommodate and Management

6. Technological Change, Evaluation and Assessment and Diffusion

7. Technology Environment: Science and Technology in India, Policies, Linkages.

8. Technology Support Systems: Financing, Information Systems, Organization at Enterprise Level.

### **Text Books**

Khalil, Tarek, **Management of Technology**, 1e TMH 2009

Burgelman, Robert, **Strategic Management of Technology & Innovation**, 4e TMH 2009

Narayanan, **Managing Technology and Innovation for Competitive Advantage**, 2010, Pearson

White, **The management of Technology and Innovation** 1<sup>st</sup> 2008 Cengage Learning

Frenzel, **Management of information Technology**, 4<sup>th</sup>, 2008 Cengage Learning

Tidd, **Managing Innovation: Integrating Technological Market and Organizational Change**, 2006 Wiley

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### **Reference Books**

Betz and Fredrick, **Managing Technology**, New Jersey, Prentice Hall Publications, .

Dodgesonmark, **Technology Strategy and the Firm**, U.K., Longman Publications, .

Stoneman, **Economic Analysis of Technological Change**, Oxford Univ. Press

Micheal Earl, **Information Management**, London, Oxford University Press.

Rohtangi, K. Rohtangi and B. Bowonder, **Technology Forecasting**, TMH Publications,

Peter F. Drucker, **Technology Management and Society**, London, Pam Books

IGNOU **Notes on Technology Management (MS-94)**, Meerut, IGNOU Pub,

32

## **FT 304P Product Innovation and Planning**

### **Objective**

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas. The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

### **Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be

required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical

## **Course Contents**

1. Product strategy Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy. Analysis of product line and product mix decisions.

2. Idea generation, concept and product development and evaluation, and business analysis. Characteristics of Successful Product Development, New Product Development Process and Organizations.

3. Testing products and other critical elements of marketing mix. Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, Relaunch. Test market planning, evaluation, and introduction strategies.

4. Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control, Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).

5. Factors Influencing Process Planning: Step in Process Planning and Process Selection.

6. Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.

7. Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling.

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8. Capacity Planning: Capacity Planning, Integrated Production Planning and Control.

## **Text Books**

Saaksvuori, **Product Lifecycle Management**, 2<sup>nd</sup> edn, 2009, Wiley

Stephen N Chapman, **Fundamentals of Production, Planning and Control**, 1<sup>st</sup> Edition, 2007

Alan Muhlemann, **Production and Operations Management**, 6<sup>th</sup> Edition, 2007

R K Srivastava, **Product Management & New Product Development**, 2010, Excel Books

## **Reference Books**

Jhamb, "**Production Planning and Control**", Pune: Everest Publications,

Hari Raghu Rama Sharma, "**Production Planning and Control Concepts and Application**", New Delhi: Deep and Deep Publications,

Bill Scott, "**Manufacturing Planning System**", London: McGraw-Hill Publications,

George W. Plossl, O. R. Licky's. "**Materials Requirement Planning**", New York:

McGraw-Hill Publications ,

34

# **FT 305P Work Study and Productivity**

## **Objective**

The objective of the course is to expose students to the of productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

## **Examination Scheme**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and

B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical

## **Course Contents**

1. Concepts and Definition of Productivity, Productivity Improvement Factors (Both Internal and external to the Organization)
2. Work Content of a Job, Management Techniques to Reduce Work Contents and Ineffective Time.
3. Human Aspects in Application of Work. Study.
4. Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart ..
5. Principles of Motion Economy, Classification of Movements, Micro Motion' Study, Simo-chart.
6. Purpose, Use Techniques and Procedure of Work Measurement, Time Study, Selecting Jobs to be
7. Studied and Making a Time Study, Rating, Allowance, Techniques of Work, easurement, Activity
8. Sampling, Synthesis, Analytical Estimating, Predetermined motion Time Systems.

## **Text Readings**

Barnes, **Motion and Time Study Design and Measurement of Work**, 2009, Wiley International Labour Office, Geneva, **Introduction to Work Study**, Universal Book Corporation, 3rd Revised Ed.,

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# **Fourth Semester Curriculum MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore For Affiliated Institutions 2009-2011**

## **Fourth Semester**

FT 401C Corporate Governance & Global Business Environment

FT 402C Strategic Management

FT 406C MRP –2nd phase

FT 407C Compréhensive Viva-Voce

### **A. Marketing Management**

FT 403M International Marketing

FT 404M Service and Retail Marketing  
FT 405M Consumer Behavior and Rural Marketing

**B. Financial Management**

FT 403F International strategic Finance  
FT 404F Financial Engineering & Risk Management  
FT 405F Investment Analysis & Portfolio Management

**C. Human Resource Management**

FT 403H Compensation Management  
FT 404H Business Process Transformation  
FT 405 H Organizational Developments

**D. Information Systems Management**

FT 403I UNIX and Linux Operating System  
FT 404I Visual Basic Programming  
FT 405I Computer Networks

**E. Production and Operations Management**

FT 403P Production Planning and Control  
FT 404P Total Quality Management  
FT 405P Business Process Reengineering

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## **FT 401C Corporate Governance & Global Business Environment**

### **Course Objective**

The objective of this course is to acquaint the participants with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes to good governance, and contemporary changes in the global business environment

### **Examination**

Students shall be evaluated on two components, internal and end semester examination.

Internal

component shall be of 20 marks based on continuous evaluation .The Semester Examination will

be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions.

Section B worth 20 marks will contain one or more Cases.

### **Course Contents**

1. Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world
2. Nature of International Business, Multinational Corporations , International Business Theories, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment,
3. Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment
4. International Strategic Management, International Organization Structure, International Strategic Alliances, Integration Between Countries,
5. Balance of payments, International Monetary Systems; Forex Markets and Risk Management, International Operations Management, International Marketing,
6. International Financial Management, Financing Foreign Trade , International Accounting International Human Resource Management
7. Business Ethics; Corporate Social Responsibility World Economic Growth and the Environmental Issues; Future of International Business , E-Business

### **Text books**

K.Ashwathapa, A.Trehan, **Global Business Environment**, 2011Tata McGraw Hill  
Francis Cherunilam **International Business Environment**, 2010, Himalaya Pub. House  
Parthasarthy **Corporate Governance**, Bizetantra  
Sumit Khurana, **Corporate Governance** Dreamtech,

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### **Reference Books**

Daniels, **Globalization & Business**, PHI Learning  
Tamer Cavusgil-**International Business**-(Indian Reprint) Pearson  
Mandal, SK **Ethics in Business and Corporate Governance** 1e2010Tata McGraw Hill  
V. Sharan-**International Business**-(Indian Original) Pearson  
Hamilton **The International Business Environment**, Oxford Press

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## **FT 402C Strategic Management**

### **Course Objective**

The objective of this course is to enable students integrate knowledge of various functional areas

and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination.

Internal

component shall be of 20 marks based on continuous evaluation .The Semester Examination will

be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions.

Section B worth 20 marks will contain one or more Cases.

### **Course Contents**

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management.
2. Mission, Business Definition and Objectives; Need, Formulation and changes; Hierarchy of objectives, Specificity of Mission and Objectives.
3. SWOT Analysis, General, Industry and International Environmental Factors; Analysis of environment, Diagnosis of Environment – factors influencing it; Environmental Threat and opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting; techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).
4. Strategy Alternatives, Grand Strategies and their sub strategies; Stability, Expansion, retrenchment and Combination; Internal and External Alternatives; Related and Unrelated alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.
5. Strategic Choice and Analysis; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. Strategy Implementation, Concept, Barriers, Implementation Process; Project & Procedural Implementation, Resource Allocation; Structural Implementation; Plan and Policy Implementation; Leadership Implementation; Behavioral Implementation, Implementing Strategy in International Setting.

7. Strategy Evaluations and Control, Control and Evaluation Process; Motivation to Evaluate;

Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

### **Text books**

Kazmi Azhar **Strategic Management and Business Policy**, 3e, 2009Tata McGraw Hill

Lomash & P.K. Mishra **Business Policy & Strategic Management** Vikas Publication

Alpana Trehan **Strategic Management** 1<sup>st</sup> edn 2010 Dreamtech,

A. Nag **Strategic Management.Analysis.Implementation.Control**. 2011, Vikas Publication

Parthasarthy, **Fundamentals of Strategic Management**, 2008, Wiley India

6

### **Reference Books**

Pankaj Ghemawat-**Strategy and the Business Landscape**, 2/e.Pearson

Thompson Strickland, **Crafting & Executing Strategy** (SIE), 16e2011Tata McGraw Hill

Haberberg **Strategic Management**,2010 Oxford Press

Tushman Managing **Strategic Innovation& Change**,2010, Oxford Press

Wheelen/Rangarajan,**Concepts in Strategic Management and Business Policy**, 9/e Pearson

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## **FT 403M International Marketing**

### **Course Objectives**

The objectives of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination.

Internal

component shall be of 20 marks based on continuous evaluation .The Semester Examination will

be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions.

Section B worth 20 marks will contain one or more Cases.

### **Course Contents**

1. International Marketing: Basis of International Trade, Theories of International Trade Absolute Advantage, comparative advantage and factor endowment theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work.

2. Scanning of International Environment: Social, Political, Legal, And Economic.

3. Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.

4. Foreign Trade Policy: EXIM Policy 2002-2007 Salient features.

5. Export Documentation and Procedures and Institutional support for export promotion in India.

6. Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.

7. Pricing Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.

8. Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.

9. Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation.

### **Text Books**

Cateora Phillip, **International Marketing (SIE)** 13e 2011 Tata McGraw Hill  
Czinkota, **International Marketing**, 8th, 2008 Cengage Learning  
Gillespie **International Marketing** South-Western, 2009  
Kotabe, **International Marketing: An Asia Pacific Focus**, Wiley India  
Onkwisit & Shaw, **International Marketing**, 2010, PHI Learning

### **Reference Books**

Francis Cherunilam **International Marketing**, 2010, Himalaya Pub. House  
Paul, Justin, **International Marketing : Text & Cases** 1e 2011 Tata McGraw Hill  
Lee, **Global Marketing Management**, Oxford Press  
Shaw, **International Marketing Analysis and Strategy** Wiley India

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## **FT 404M Service and Retail Marketing**

### **Course Objective**

The objectives of the course are to expose students to the nature of retail and services markets and develop abilities to help them apply marketing concepts in these markets.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two sections, A and B. Section A, worth 60 marks

will comprise of seven theory questions out of which a student will be required to attempt any four

questions. Section B worth 20 marks will contain one or more cases.

### **Course Contents**

1. Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.
2. Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.
3. Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.
4. Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.
5. Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. Retail Marketing: Retailing and Marketing, Consumer Behaviour and Retail Operations. Strategic marketing planning for Retailing.
6. Retail Marketing Mix: Retail Product: Merchandising, Store Design, Layout, Pricing: Pricing objective, Policies and Strategies. Distribution: Location, Logistics, SCM, Channels. Communication & Promotion; Developing Promotion Mix for Retailing. Managing Retail Brand.
7. Retail Service Quality: Quality audit. Managing People Retail: HRM, CRM, IT in Retailing & Future trends

### **Text Books**

Zeithmal, Bitner, **Service Marketing (SIE)**, 4e Tata McGraw Hill  
Hoffman, **Marketing of Service** 1st 2008 Cengage Learning  
Cullen, **Retailing: Environment & operation**, 1st 2008 Cengage Learning  
A Sivakumar **Retail Marketing** Excel Books  
C Bhattacharya Ravi Shanker, **Services Marketing**, Excel Books

## Reference Books

Nargundkar Rajendra, **Services Marketing**, 3e Tata Mcgraw Hill  
Clow **Services Marketing: Operation, Management and Strategy**, 2ed, Wiley  
9

Apte, **Services Marketing**, Oxford Press

Jauhari **Services: Marketing, Operations, and Management**, Oxford Press  
10

## FT 405M Consumer Behaviour and Rural Marketing

### Course Objectives

The objectives of this course are to help students gain an understanding of various aspects of Consumer Behaviour and their applications & rural marketing as an integral part of marketing management, and developed an understanding of rural marketing

### Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks

will comprise of seven theory questions out of which a student will be required to attempt any four

questions. Section B worth 20 marks will contain one or more Cases.

### Course Contents

1. Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.
2. Consumer Decision Processes, Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.
3. Consumer Behaviour Models, Nicosia Model, Howard-Sheth Model , Engel-Blackwell and Miniard Model , Sheth Family Decision Making Model
4. Individual Determinants of Consumer Behavior: Demographics  
Psychographics,
5. Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family. Family life-cycle group and personal influence, word of mouth communication, opinion leadership. Future of consumer behaviour.
6. Rural Marketing: Concept, importance and scope of rural marketing, Understanding rural market, rural environment, infrastructure and rural trade practices, Rural consumer behaviour, factors affecting consumer behaviour and psychology of rural customers,
7. Product, branding and packaging, Distribution in the rural markets, types of rural channels, selection and management of channels, factors influencing channel decisions, retailing, transportation, warehousing, Promotion in Rural Markets: role of advertising, sales promotion, publicity, and personal selling in rural markets.

### Text Books

Shri Prakash **Theory of Consumer Behaviour** Vikas Publication ,2010

Hawkins, David, **Consumer Behavior** , 11E Tata Mcgraw Hill

Dogra, B.L **Rural Marketing** 1e, Tata Mcgraw Hill

Blackwell, **Consumer Behavior** 1<sup>st</sup> 2008 Cengage Learning

Gopaldaswamy, T P **Rural Marketing- Environment, Problems & Strategies** Vikas

Kashyap, **The Rural Marketing Book (Text & Practice)**, Wiley

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### **Reference Books**

Satish Batra and Kazmi **Consumer Behaviour** Excel Books

U C Mathur **Rural Marketing** Excel Books

Badi&Badi **Rural Marketing**,2010 Himalaya Pub.House

Assel, H., “**Consumer Behaviour**”, 2008 Cengage Learning

Solomon M.R., “ **Consumer Behaviour**”, PHI

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## **FT 403F International strategic Finance**

### **Course Objective**

The objectives of this course is to provide a conceptual framework of the Working of International

Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

### **Examination Scheme:**

Students shall be evaluated on two components , internal and end semester examination.

Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks

will comprise of seven theory questions out of which a student will be required to attempt any four

questions. Section B worth 20 marks will contain one or more Cases.

### **Course Contents**

1. International Financial management- an overview, International Financial management and domestic financial management, motivations for international finance. Theories of Foreign Exchange rate movement and International Parity Conditions -Purchasing Power Parity, International Fisher Effect
2. The Foreign Exchange markets- Functions of the Foreign Exchange Market, The Foreign Exchange rates -direct and indirect quotations. Spot market and forward market - forward premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory,
3. Management of Foreign Exchange Risk -Translation exposure - Functional Versus Reporting Currency,. Comparison of Four Translation Methods, Transaction exposure- Measurement and Management of Transaction exposure. Currency Correlation and Variability as Hedging Tools . Economic Exposure, Transaction Exposure Versus Economic Exposure.
4. Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm - determining capital structure components, Cost of Capital for MNCs VS Domestic Firms,
5. Multinational Capital Budgeting - Problems and issues in foreign investment analysis. Techniques of capital budgeting - NPV, IRR. APV.
6. Multinational Cash management - Centralized perspective of cash flow analysis. Techniques to optimize cash flow - leading and lagging, netting, matching. Country risk analysis.
7. Managing Foreign Operations — Eurocurrency markets, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues. GDRs and ADRs

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### **Text Book**

Apte, PG **International Financial Management** 5e,Tata Macgraw Hill

Madura **International Financial management** 1<sup>st</sup> , 2008 Cengage Learning

Shapiro,**Multinational Financial Management**, 8ed,Wiley India

Madhu Vij **International Financial Management**,2010,Excel books

### **Reference Book**

Eun &, Rusnik **International Financial Management** ,4eTataMacgraw Hill

Clark, **International Financial management**, 2<sup>nd</sup>2008 . Cengage Learning

R M Srivastava **Multinational Financial Management** Excel books

Bhalla. V.K.**International Financial Management:Text and Cases** Anmol Publi

Kevin,**Fundamentals of International Financial management**,PHI Learning

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## **FT 404F Financial Engineering & Risk Management**

### **Course Objective**

The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination.

Internal

component shall be of 20 marks based on continuous evaluation .The Semester Examination will

be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions.

Section B worth 20 marks will contain one or more Cases.

### **Course Contents**

1. An overview of risk management - Investors and risk management. the profitable side of risk management; Risk management process - risk models; Derivative - Hedging Currency Risk , Hedging Risk through Forward Contracts. Indian Derivatives Market.
2. Interest rate Swaps - rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps.
3. Creating value with risk management- financial distress and investment, risks in banking credit risk, foreign exchange risk, political risk and country risk, liquidity risk
4. Financial Engineering; Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase
5. Option Market: Types of Options, Uses of Options, Payoffs from Options, Trading Strategies, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing. Factors Determining Option Price. Black Scholes Models. Concept of Delta, Theta, Gamma Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.
6. Exotic options: Compound, binary, barrier and Asian options, options involving several assets. Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. credit default swaps.
7. Future Contracts: Introduction to Futures Markets, Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, Index Futures. Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future, Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Hedging, Difference between Forward and Future contracts.

### **Text Books**

Hull. J. C **Options Futures and Other Derivatives** 7ed,2009 PHI New Delhi

Varma, Jayanth,**Derivatives and Risk Management**1eTataMcgrawHill

Stulz **Risk management and Derivatives**,1<sup>st</sup>.,2008 Cengage Learning

Parasuraman **Fundamentals Of Financial Derivatives**, 2nd Ed,Wiley

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### **Reference Book**

Marshall & Bansal, **Financial Engineering**, 2010, PHI New Delhi

Bhalla. V. K. **Financial Derivatives: Risk Management**: S. Chand & Company

Chance **Derivatives and Risk Management Basics** 1<sup>st</sup> 2008 Cengage Learning

Dorfman, **Introduction To Risk Management**, PHI New Delhi

Ashthana, **Financial Risk Management**, 2010 Himalaya Pub. House

Johnson **Introduction to Derivatives - Options, Futures, and Swaps**, Oxford Press

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## **FT405F Investment Analysis & Portfolio Management**

### **Course Objective**

The objective of this course is to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination.

Internal

component shall be of 20 marks based on continuous evaluation. The Semester Examination will

be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions.

Section B worth 20 marks will contain one or more Cases.

### **Course Contents**

1. Introduction: Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment. Selecting Investments in a global market.
2. Risk Return: Concept Of Risk and Return, Systematic and Unsystematic Risk, Multifactor Model of Risk & Return, Efficient capital Markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.
3. Securities Valuation: An Introduction to Security Valuation, Macroeconomic & Market Analysis: The Global Asset Allocation Decision
4. Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Convexity, Bond Value Theorem.  
Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.
5. Security Analysis: Stock Market Analysis, Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.
6. Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.
7. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures. Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies

### **Text Books**

Bodie & Mohanty, **Investments: An Indian Perspective**, 8, Tata Mcgraw Hill

Reilly, **Investment Analysis and portfolio management** 2009 Cengage Learning

Bhalla. V.K **Investment Management**. 2008 Sultan Chand New Delhi:

Sudhindra Bhat **Security Analysis and Portfolio Management** Excel books  
Elton **Modern Portfolio Theory and Investment Analysis**, 7th Edition, Wiley

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### **Reference Books**

Maheshwari, **Investment Management**, PHI Learning

V.A. Avadhani, **Securities Analysis & Portfolio Management** Himalaya Publi House

Mayo **An Introduction to Investments** 1<sup>st</sup> 2009 Cengage Learning

Luenberger **Investment Science** Oxford Press

Ho, **Securities valuation-Application of Financial Modelling** Oxford Press

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## **FT 403H Compensation Management**

### **Course Objective**

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

### **Examination Scheme:**

Students shall be evaluated on two components , internal and end semester examination.

Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks

will comprise of seven theory questions out of which a student will be required to attempt any four

questions. Section B worth 20 marks will contain one or more Cases.

### **Course Contents**

1. Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay of performance.

2. Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).

3. Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.

4. Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948; Payment of wages Act 1948; Payment of Bonus Act, 1965.

5. Current Trends in Compensation and Reward Management.

6. Concept of human capital and its implications for compensating human resources.

Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.

7. Designing compensation for Chief Executives, senior managers, knowledge workers etc.

### **Text Books**

Milkowich, Newman **Compensation(SIE )**9eTata Mcgraw Hill

Armstrong.& Murlis **Reward Management A Handbook of Salary administration.** London Kegan Paul

Bhattacharya, **Compensation Management**,Oxford Press

Tapomoy Deb **Compensation Management**,Excel Books

### **Reference Books**

Garry Dessler, **Human Resource Management**,11e, Pearson Education

B D Singh **Compensation and Reward Management** Excel Books

Henderson.**Compensation Management in a Knowledge Based World New** Pearson Edu

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# **FT 404H Business Process Transformation**

## **Course Objectives**

The objective of the course is to study business transformation through managing people with special emphasis on innovation, Creativity, team building, TQM and BPR

## **Examination Scheme:**

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks

will comprise of seven theory questions out of which a student will be required to attempt any four

questions. Section B worth 20 marks will contain one or more Cases.

## **Course Contents**

1. Innovation and Creativity: Theories of innovation and creativity, Managing People Side of innovation, Resistance To innovation, the Creative Process, Releasing creativity, Creative Techniques of Problem Solving, the Creative Environment, Creative Organization, Creativity Training, Introduction To Learning Organizations, Architecture of Learning Organization.
2. Team Building: Redesigning Work, Developing Teams, Building Teams Structure and Skills, Managing Disruption and Conflict, Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams.
3. Total Quality Management: History & Philosophy of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldrige Award Criteria, Demings Award, Rajiv Gandhi National Quality Award.
4. Basic HR issues in Total Quality Management: Leadership Vision and Continuous Process of Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM), Quality Based HR Practices.
5. Business Process Re-Engineering: Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations.
6. Management of Change: Theories of Change, leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change.
7. Knowledge Management: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge officer in organization.

## **Text Book**

Grover **Business process Transformation**,2010,PHI Learning

Poirier **Business process management Applied** 1<sup>st</sup> 2008 Cengage Learning

Evans,**Total Quality management** 1<sup>st</sup> 2009 Cengage Learning

Tapan Panda **Knowledge Management** Excel Books

## **Reference Books**

Kavita Singh **Organisation Change and Development** Excel Books

Pradip N.Khandwala,**Fourth Eye: Excellence Through Creativity**, Wheeler Pub .

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# **FT 405H ORGANISATIONAL DEVELOPMENT**

## **Course Objectives**

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD programmes.

## **Examination Scheme:**

Students shall be evaluated on two components , internal and end semester examination.

Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

### **Course Contents**

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.
5. Emerging Trends in OD with special emphasis on future organizations.
6. Organisation Design, Processes and Culture. Life Cycle & Phases of growth Organisational Effectiveness & Excellence, Organisation Culture, Values & Ethics
7. Organisation Development Planned change strategy Managing Change in Times of Turbulence.

### **Text Books**

Srivastava **Organization Design and Development: Concepts and Applications**,Wiley

Kavita Singh **Organisation Change and Development**, Excel Books

Wendell L. French and Cecil N. Bell Jr., **Organization Development** Prentice Hall

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## **FT 403I UNIX and Linux Operating System**

### **Course Objective**

The objective of this course is to help students to understand the concepts of Multi-user, Multitasking Operating System Unix and related issues and their use in organization and processing complex business information.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination.

Internal

component shall be of 20 marks based on continuous evaluation .The Semester Examination will

be worth 80 marks, the question paper will comprise of eight questions out of which a student will

be required to attempt any five questions.

### **Course Contents :**

**1.Introduction to Operating Systems and UNIX:** Concepts, History, and Functions. The UNIX Operating System: Back ground, Philosophy, General Overview of the system, Introduction to Kernal concepts Help Facility.

**2.The File Systems, Utilities and Filters:** File Systems: Structure of file system, Internal representation of files, system calls for the file system, pwd, cd ls, cat, mkdir, rmdir, chmod, cp rm, mv commands. Utilities: more, file wc, od, cmp, comm., diff, lp, banner, cal, date who tty, sty commands. Simple Filter: Pr head, tail, cut, paste, sort, unip, nl commands, advanced filters: grep, egrap, sed tr, join, awk, filtering

**3.Shell and Shell Programming:** The Bourne shell: Sh, proceeding a command by its path, combining commands, pattern matching, echo, pipes, tees, shell variables, shell scripts.

Programming with the Shell: System variables, the profile conditional execution, script termination, if, case, while-until, for, et shifts statements.

**4.The Process:** The structure of process, process control, process scheduling and time, Shell process, parent and children process, process status, system process, multiple job in background, wait command, premature termination of a process, job execution with low priority, multiple jobs in foreground-shell layers, timing processes.

**5.Communicating and Scheduling :** Bulletin Board, Message of the day, Two way communication, Insulation from the other users, using Mailbox, Address all users, Delay, Execute in shell script later, running jobs periodically.

**6.System Administration:** Super user, security, user services, floppy disk management, operation, file system administration, backups.

**7.Introduction to Linux Operating System:** Basic Commands & Utilities.

#### **Text Books:**

Ambawade & Shah **Linux Lab:Hands on Linux**,2011, Dreamtech Press  
Sumitabha Das, **Unix Concepts and application**, New Delhi, Tata McGraw Hill  
Forouzan, **Unix and Shell programming**.1<sup>st</sup>2009 Cengage Learning  
Bach, **Design of the UNIX Operating System**,PHI Learning

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#### **Reference Books**

Mike Mcgrath **Linux in easy steps**,2010 Dreamtech Press  
Rosen **UNIX: The Complete Reference**, Tata McGraw Hill,2010.  
Diaz, **Introduction to Unix/ Linux With DVD** 1<sup>st</sup>2009Cengage Learning  
Stevanse,**Unix Programming** ,PHI Learning  
Peter Norton, **Guide to Unix**, New Delhi BPB Publication  
Promod Koparkar, **Unix for you**, New Delhi, Tata McGraw Hill.

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## **FT 404I Visual Basic Programming**

### **Course Objective**

The objective of this course is to help students to understand the visual Programming and concepts of front-end tool using visual basic and their use in organization and processing complex business information.

### **Examination Scheme:**

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

### **Course Contents**

1. Introduction to Visual Basic: enhanced features, introduction to graphical user interface, introduction to front end tools. Event driven programming, object and controls. Attributes and events of objects, form events and properties, and using control: text box control, command buttons, list box , combo box and Scroll bars, working with control array.
2. Managing Projects: control structures, scope and life time of variables, arrays, static array, Dynamic array, User defined data type, Collections understanding projects, structure of visual basic application, variables, methods, procedures, functions.
3. Working with Forms: loading, showing and hiding a form, controlling forms, creating menus using menu editor, menu control array, creation of objects during run time. MDI (Multiple Document Interface)
4. Files: sequential file, random file, Binary file, File controls: Drive list box, directory list box, and file list box.

5. Creating graphical applications: timer object, mouse events, drags and drop event, image box and picture box, shape control.
6. Active X control: common dialog box, grid control, tool bar & status bar, animation control, tree view control, list view control, image list control, Tabstrip, SSTab control, Slider and Progress bar control.
7. Database Management: Introduction to MS-Access & Oracle 8i, Properties of Data controls, Navigating Database through data control, using DB combo & dblist with data control, using DB grid with data control, data control and SQL.
8. ADO: Creating application using ADO, understanding ADO, hierarchy using methods and properties of ADO objects, ADO and SQL, Introduction to client server environment connecting to oracle with data control.
9. Crystal Report 8.0: Creating simple reports, using crystal reports control, simple application with crystal reports, properties of crystal report query.

### **Text Books**

Steven Holzner **Visual Basics ,Net Programming Black Book**, Dreamtech Press

Jerke **Visual Basic 6: The Complete Reference** TataMcgrawHill,2010

Zak **Visual Basics 2008** 1<sup>st</sup>2008 Cengage Learning

Mohammed Azam **Programming With Visual Basic 6.0** Vikas Publication

### **Reference Books**

Kogent Solutions **Visual Basics 2008 Programming** Black Book Dreamtech Press

Peter Norton, **A guide to Visual Basic**, Techmedia, New Delhi

Scott Warner, **Teach yourself Visual Basic 6**, Tata McGraw-Hill Publishing Co. Ltd.

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Allert **Visual C++ Programming** 1<sup>st</sup>2009 Cengage Learning

Petrusha, **Visual Basic 2005: The Complete Reference** TataMcgrawHill,2010

Evangelos Petroutsos, **Mastering VB 6.0**, BPB Publications, New Delhi

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## **FT 405I Computer Networks**

### **Course Objective**

The objective of this course is to help students to understand the concepts of Data Communication and Computer Networks and related issues and their use in organization and processing complex business information.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination.

Internal

component shall be of 20 marks based on continuous evaluation .The Semester examination will

be worth 80 marks, the question paper will comprise of eight questions out of which a student will

be required to attempt any five questions.

### **Course Content**

1. Computer Networks: Introduction, Distributed Systems, Network Goals & its Applications, Protocol Hierarchies, network architecture, design issues for the layers, simplex, halfduplex, full-duplex, interfaces and services, connection oriented and connection less services, service primitives.

2. Reference Models: The OSI Reference Model, The TCP/IP Reference Model, Comparison and Critique of the OSI and TCP/IP Reference Models.

3. Physical Layer: Concepts of data transmission, transmission media, guided and unguided media, digital and analog transmission, transmission impairments, Multiplexing- TDM,

WDM, FDM, Switching techniques- circuit, packet and message, Cellular Radio, wireless transmission, Modems, DSL, cable modem, ISDN- introduction, ISDN channels, ISDN layers, services, and Communication Satellites.

4. Data Link Layer: Framing, error control, flow control, unrestricted simplex, simplex stop-and-wait protocol, sliding window protocols, HDLC, SLIP, PPP.

5. Network Layer: Internal organization, routing, congestion, routing-shortest path, multipath, congestion control algorithms, preallocation of buffers, choke packets, deadlocks and Services of network layer.

6. Transport Layer: Services of transport layer, Transport protocols, connection management.

7. Upper OSI layers: Session layer and Transport Interaction, Presentation Layer – Translation, Authentication, Data Compression, Application layers – Message Handling System (MHS), File transfer, Access and Management (FTAM)

8. Transmission Technology: Broadcast networks, Point-to-Point Networks, LAN, MAN & WAN topologies, Wireless networks, Internetworking, Introduction to Bridges, Routers, Switches, Gateways, and Repeaters, Introduction, Functioning and Services- Novell Netware, Window NT, NOS (Network Operating Systems)

### **Text Books**

Gallo **Computer communication & networking technologies** 1<sup>st</sup>2009 Cengage Learning  
Andrew S Tanenbaum, **Computer Networks**, PHI, New Delhi

ISRD Group **Data Communications & Computer Networks** TataMcgrawHill, 2010

Rajneesh Agarwal & B Tiwari **Data Communication & Computer Networks** Vikas Pub.

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### **Reference Books**

Miller Delmar **Introduction to Data & Network Communications** Cengage, 2010

Martin, J., “**Computer Networks and Distributed Processing**”, Prentice-Hall,

Tom Sheldon, “**Encyclopedia of Networking**”, Tata McGraw Hill Pub.

William Stallings, **Data and Computer Communication**, Prentice Hall India,

A. Shay, “**Understanding Data Communications and Networks**”, Vikas Publishing

S. Keshav, “**An Engineering Approach to Computer Networking**”, Addison- Wesley

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## **FT 403P Production Planning and Control**

### **Course Objective**

The course is design to equip the students with the concepts of Production Planning and Control

(PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination.

Internal component shall be of 20 marks based on continuous evaluation. The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

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### **Course Contents**

1. Introduction to Production Planning and Control: Need of PPC, Functions of PPC, Factors Influencing PPC in the Organization, Manufacturing Methods and Managerial Policies and Pre-requisites of PPC.

2. Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and

Control,

3. Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).

4. Factors Influencing Process Planning: Step in Process Planning and Process Selection.

5. Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.

6. Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling, Assignment Techniques (Assignment - Model).

7. Capacity Planning: Capacity Planning, Integrated Production Planning and Control.

### **Text Books**

Jhamb, **Production Planning and Control**, Pune: Everest Publications.

Hari Raghu Rama Sharma, **Production Planning and Control Concepts and Application**, New Delhi: Deep and Deep Publications,

Bill Scott, **Manufacturing Planning System**, London :McGraw-Hill Publications,

George W. Plossl, O. R. Licky's. **Materials Requirement Planning**, New York: McGraw-Hill Publications,

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## **FT 404P Total Quality Management**

### **Course Objective**

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance.

### **Examination Scheme:**

Students shall be evaluated on two components, internal and end semester examination.

Internal

component shall be of 20 marks based on continuous evaluation .The Semester examination will

be worth 80 marks, the question paper will comprise of eight questions out of which a student will

be required to attempt any five questions.

### **Course Contents**

1. Concept of Total Quality and its evolution, Components of a Total Quality Loop.,

2. Quality of Design; Taguchi's Loss Function,

3. Quality of Purchasing; Supplier Qualification

4. Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling,

5. Statistical process control, Process Capability Studies, difference between inspection and quality control, application of quality control in industries.

6. Concepts & Application of 6 – Sigma Quality: Comparison between 3-sigma & 6- sigma quality, DMAIC approach to 6-sigma implementation application to service industry, link between 6- sigma & DOE.

7. ISO 9000 and ISO 14000 Series and SPC, Quality Circles

### **Text Books**

Mitra A., **Quality Control Applications**, Pearson Education.

Basterfield, **Total Quality Management**, Pearson Education

Logothitis, **Total Quality Management**, PHI.

## **FT 405P Business Process Reengineering**

### **Course Objective**

The objectives of this course are to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

### **Examination Scheme:**

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

### **Course Contents**

1. Introduction to BPR: Concept, Philosophy of BPR, Fundamental tenets of BPR, Benefits & pitfalls of BPR, Drivers to BPR.
2. Process reengineering framework: Opportunity assessment, planning the process reengineering project.
3. Organizing for process reengineering.
4. Process analysis and design: a) Process analysis (b) Process design.
5. Planning and implementing the transition: Planning the transition, implementing the transition, tracking and measuring process performance.
6. Tools and techniques used in BPR: Case tools, Workflow systems, Imaging technology, Floware, Business design facility tools, and Change management tools.
7. Risk and impact measurement.

### **Text Books**

Lon Roberts, **Process Re-engineering: The Key to Achieving Breakthrough Success**, Tata McGraw Hill,

Henry J. Johanson, Palrik Mchine, A.John Pandilebury, William A Wheeler, **Business Process Reengineering: Breakpoint Strategies for Market Dominance**, Chichester, John Wiley & Sons,

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## **FT406C COMPREHENSIVE VIVA-VOCE**

### **Objective**

The objective of comprehensive viva-voce is to judge the over all development of the student during the MBA Programme.

### **Examination**

Every student will be required to undergo comprehensive viva-voce at the end of fourth semester

of MBA (FT). A panel of external and internal examiners conduct the comprehensive viva-voce examination. The external examiner appointed by the University and the internal examiner will be appointed by the Director / Head of the respective institute.

### **Contents**

The viva-voce shall normally cover the subjects taught in all the semesters of MBA Programme.

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## **FT407C MAJOR RESEARCH PROJECT**

### **Objective**

The objectives of Major Research Project are enable to develop the understanding of the given

problem and to enhance the analytical and problem solving ability and implementation capabilities of research processes.

**Examination**

The Major Research Project (MRP) shall be compulsory. University will constitute an expert committee consisting of a professor and reader from UTD management institute to review and approve the synopsis. The respective colleges shall submit duly approved synopsis within 15 days from the completion of MBA III semester examination.

Students will be required to submit the final MRP Report in the hard bound form in the number specified by the University fifteen days before beginning of IVth Semester examination. Major Research Project (MRP) will carry a maximum of 100 marks - out of which, 50 marks will be for the report and its contents and 50 marks will be for the presentation/viva-voce. A panel of external and internal examiners will jointly award both of these components of marks. The University shall appoint the external examiner and the Director/Head of the Institution shall appoint the internal examiner. A panel of external and internal examiners shall evaluate the student's performance.