



SARVEPALLI RADHAKRISHNAN UNIVERSITY, BHOPAL

PROPOSED M.B.A. (FULL-TIME) COURSE CURRICULUM : Batch 2015

FIRST YEAR SEMESTER I

1.	CP – 101	Management Concepts & Practices	100
2.	CP – 102	Quantitative Methods	100
3.	CP – 103	Managerial Economics	100
4.	CP – 104	Environment and Management	100
5.	CP – 105	Communication Skills	100
6.	CP – 106	Accounting For Managers	100
7.	CP – 107	Computer Applications in Management	100
8.	CP – 108	International Business Environment	100
Total Marks			800

SECOND YEAR SEMESTER III

17.	CP – 301	Business Policy & Strategic Analysis	100
18.	CP – 302	Decision Support System & Management Information System	100
19.	CP – 303	Business Ethics & Corporate Social Responsibility.	100
20.	CP – 304	Summer Training Report & Viva-Voce	100
21.		Specialisation Paper – I	100
22.		Specialisation Paper – II	100
23.		Specialisation Paper – III	100
24.		Specialisation Paper – IV	100
Total Marks			800

SEMESTER II

9.	CP – 201	Organisation Behaviours	100
10	CP – 202	Management Science	100
11	CP – 203	Human Resource Management	100
12	CP – 204	Financial Management	100
13	CP – 205	Marketing Management	100
14	CP – 206	Production & Operations Management	100
15	CP – 207	Research Methodology	100
16	CP – 208	Project Management	100
Total Marks			800

SEMESTER IV

25.	CP – 401	Corporate Evolution & Strategic Management	100
26.	CP – 402	Business Legislation	100
27.	CP – 403	Corporate Governance	100
32.		Elective Paper – I	100
29.		Elective Paper – II	100
30.		Elective Paper – III	100
Total Marks			600
Total Marks			3000

DISTRIBUTION OF MARKS

SEM. I-800, SEM. II-800, SEM. III-800, SEM. IV-600 **TOTAL MARKS – 3000**

EXTERNAL EVALUATION IN EACH PAPER OF 80 MARKS

Sec. A (4 x 8) = 32 Marks Sec. B (3 x 16) = 48 Marks

INTERNAL EVALUATION IN EACH PAPER OF 20 MARKS

Mid Term Test -50% Seminar-30% Class Performance – 20%

SARVEPALLI RADHAKRISHNAN UNIVERSITY , BHOPAL

MBA (Full Time) Course – Batch -2015

List of Specialisations & Elective Papers w.e.f. Session 2015

Students are required to study all core papers and opt any one-specialization area in Sem. III & one elective area in Sem. IV.

SPECIALISATION		ELECTIVES	
MARKETING		INTERNATIONAL BUSINESS	
FSM – 1	Consumer Behaviour	FELIB – 1	Export Import Procedures, Documentation and Logistics
FSM – 2	Advertising Management	FELIB – 2	International Economic Organisations & Regional Blocks
FSM – 3	Sales & Distribution Management	FELIB – 3	Global Human Resource Management
FSM – 4	International Marketing	BUSINESS & ENTREPRENEURSHIP MANAGEMENT	
HUMAN RESOURCE MANAGEMENT		FELBEM – 1	Entrepreneurship Development & Enterprise Management
FSO – 1	Management of Industrial Relations	FELBEM – 2	Small Business Environment and Management
FSO – 2	Management Training and Development	FELBEM – 3	Finance & Marketing for Small Business
FSO – 3	Human Resource Planning & Development	RURAL AND URBAN MANAGEMENT	
FSO – 4	Organisational Development & Effectiveness	FELRM – 1	Rural Industrialization
FINANCE		FELRM – 2	Rural Marketing
FSF – 1	Security Analysis and Investment Management	FELRM – 3	Co-operative Management
FSF – 2	International Financial Management	EVENT MANAGEMENT	
FSF – 3	Management of Financial Services	FELEM – 1	Principles of Event Management
FSF – 4	Corporate Taxation	FELEM – 2	Resource Planning & Marketing
		FELEM – 3	Control & Evaluation
		RETAIL MANAGEMENT	
		FELRTLTM-1	Retail Concepts and Practices.
		FELRTLTM-2	Marketing Concepts in Retail Management.
		FELRTLTM-3	Retail Strategies and Operations.
		INFORMATION TECHNOLOGY MANAGEMENT	
		FESI – 1	System Analysis & Design
		FESI – 2	Data Base Management System
		FESI – 3	Strategic Management of Information Technology

MANAGEMENT CONCEPTS & PRACTICES

COURSE NO. CP: 101

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

COURSE CONTENTS :

- Unit – I Evolution of Management Thoughts: Bureaucracy theory – Weber, Scientific management F.W.Taylor, Administrative (Process) Management – Henry Fayol, Human relations era – Elton Mayo, Systems and contingency approach, for understanding organizations, Managerial processes, functions, skills and roles in an organization.
- Unit – II Social Responsibility of Business; Understanding and Managing individual behaviour – Personality, Perceptions, Values, Attitudes, Learning, work Motivation, Motivation Theories, Individual decision making and problem solving.
- Unit – III Transactional Analysis, Johari Window. Understanding and managing group processes; Interpersonal and group dynamics applications of emotional intelligence in organisations.
- Unit – IV Group decision making, Leadership Theories, Delegation, MBO and Modern Management Thoughts.
- Unit – V Understanding and Managing organizational system – Organizational design and structure, Work stress: Causes, Sources and Management of Stress.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Luthans, F. Organizational Behaviour. 7th ed., New York, McGraw Hill, 1995.
2. Stoner, J. etc. Management. 6th ed., New Delhi, Prentice Hall of India, 1996.
3. Chandan J., Organizational Behaviour, Vikas Publication.
4. Koontz O Donnel, Principals of Management.

QUANTITATIVE METHODS

COURSE NO. CP: 102

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

COURSE CONTENTS :

- Unit – I Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency – Mean, Median, Mode, Requisite of ideal measures of Central techniques, Merits, Domestic of Mean, Median Mode and their managerial application.**
- Unit – II Dispersion Measures of dispersion range, Q.D., M.D., S.D., coefficient of variation, skew ness, kurtosis.
- Unit – III Theory of Probability and probability distribution – Mathematical probability, Trail and event, sample space, Simple problem based on sample space, Binomial, Poisson, Normal distribution and their application in business decision making.
- Unit – IV Correlation and regression analysis – Karl Pearson’s coefficient of correlation, rank correlation, repeated ranks, spears man’s rank correlation, regression equation, Regression coefficient, Time Series analysis and forecasting.
- Unit – V Sampling and Sample Tests – Purposive sampling, Random Sampling, Null – hypothesis, Alternative hypothesis, Chi-square test of goodness of fit and t – test for difference of Means and Application of these test in management.**

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS:

- 1. Gupta, S.P. and Gupta M.P. ‘Business Statistics’. New Delhi, Sultan Chand, 1997.**
- 2. Levin Richard I and Rubin David S. ‘Statistics for Management’. New Jersey, Prentice Hall Inc., 1995.**
3. Kapoor, ‘Operation Research’.
4. Elhance, ‘Fundamental of statistics for Management’.

MANAGERIAL ECONOMICS

COURSE NO. CP: 103

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES :

The objectives of this course is to acquaint the students with concepts and techniques used in Micro – Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalisation.

COURSE CONTENTS :

- Unit – I Concepts and Techniques – Nature and Scope of Managerial Economics, Application of Economics in Managerial Decision Making – Marginal Analysis; Theory of Demand – demand functions, income and substitution effects, demand forecasting.
- Unit – II Production and Cost – returns to scale, cost curves, break-even analysis; economies of Scale, Theory of firm – profit maximization, sales maximization.
- Unit – III Market Structure – Price and output decision under different market structures, price discrimination, non-price competition.
- Unit – IV Macro Economics–Aggregates and Concepts, GNP and GDP, Concept and Measurement of National Income: Determination of National Income,
- Unit – V Money Supply and Monetary Policy, Fiscal Policy: Aggregate Consumption – Gross Domestic Savings, Gross Domestic Capital Formation – WPI, CPI and Inflation. Consumption Function.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Adhikary, M. 'Business Economics', New Delhi, Excel Books, 2000.
2. **Chopra, O.P. 'Managerial Economics'. New Delhi Tata McGraw Hill 1985.**
3. Divedi D. N. , 'Managerial Economics', Vikas Publication.
4. Varshney R.L. & Maherhwari R. L., 'Managerial Economics'.
5. Koutsoyiannis, A. 'Modern Mico-Economics', New York, Macmillan, 1991

ENVIRONMENT AND MANAGEMENT

COURSE NO. CP: 104

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

COURSE CONTENTS :

- Unit – I Environmental Management: Fundamentals – Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management.
- Unit – II Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Management System: ISO 14000.
- Unit – III Environmental Clearance / Permissions for establishing industry; and Environmental Impact Assessment Report.
- Unit – IV Approaches to corporate Ethics, Bio-ethics and Environmental Ethics; Dams and their role.
- Unit – V Pollution - Air, Water and Land, Waste Management; Trade in wastes; Biodiversity Management, Role of Biodiversity in International Trade; Forest – Products and Trade, Soil Erosion, Ozone depletion; Green House Effect; Global Warming.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Uberoi, N.K.; 'Environmental Management', Excel Books, A-45, Naraina Phase –1. New Delhi, 2000.
2. Pandey, G.N.: 'Environmental Management', Vikas Publishing House New Delhi, 1997.
3. Prabhakar V.K., 'Environmental Analysis', Anmol Pub.
4. Gupta N. Dass : 'Environmental Accounting', Wheeler Publishing, 19, K. G. Marg, New Delhi, 1997.

COMMUNICATION SKILLS

Course No. CP : 105

Max. Marks : 80

Min. Pass Marks : 32

OBJECTIVES:

The objective of this paper is to equip the students with the necessary skills and techniques of business communication.

COURSE CONTENTS :

- UNIT I :** Communication : Meaning, nature, importance to managers, communication theories, elements of communication process, importance of feedback, Model of Communication, Barriers to effective communication.
- UNIT II :** Types of Communication : Oral, Written & non verbal, Upward, Downward & Lateral: Speeches for different occasions; Interviews; Group Discussion; Conferences; Effective Listening; Grapevine communication.
- UNIT III :** Written Communication : Letter Writing; Types of Business Letters; Do's & Don'ts of business letters.
- UNIT IV :** Non – verbal Communication : Meaning and importance; Kinesics; Proxemics; Chronemics; Para-language; Artefacts
- UNIT V :** Report Writing: Types and structure of reports, Drafting of reports. Strategies to develop effective communication skills – Do's & Don'ts of Public Speaking. Importance of Resume and Covering letter – Writing a Resume, essentials of drafting an effective resume.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, External 80) = 100 Marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4x8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3x16 = 48 Marks.

SUGGESTED READINGS :

1. Rodriques, M.V., Effective Business Communication, Concept Publishing Company, Delhi, 2003.
2. Rayudo. C.S., Communication, Himalaya Publishing House, Delhi 2008.
3. Sinha, K.K., Business Communication, Galgoita Publishing Company, New Delhi, 2006.
4. Raymond V. Lesikar, John D. Pettit, Jr, Business Communication – Theory and Application, AITBS Publishers & Distribution, Delhi, 1999.
5. Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Effective Business Communication, Tata McGraw – Hill Publishing Company Limited, New Delhi, 2008.
6. Diwan Parag, Business Communication, Excel Books, New Delhi, 1997.

ACCOUNTING FOR MANAGERS

COURSE NO. CP-106

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

COURSE CONTENTS:

- Unit – I Financial Accounting – Concept, Importance and Scope, Principles of Double Entry, Ledger Accounting, Preparation of Trial Balance.**
- Unit – II Preparation of Financial Statements – Profit and Loss Account and Balance Sheet; Depreciation Accounting.**
- Unit – III Financial Statement analysis – Comparative Statement; Common Size Statements; Ratio analysis, Cash flow and fund flow analysis.**
- Unit – IV Management Accounting – concept; Needs, Importance; Cost Accounting – Records and Processes, Inventory Valuation, Reconciliation between Financial and Cost Accounts.**
- Unit – V Costing for Decision-Making, Marginal Costing and Absorption Costing;**

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS:

1. Anthony R n and Reece, J. S. 'Accounting Principles', 6th ed. Homewood, Illinois Richard D, Irwin, 1995.
2. Bhattacharya S K and Dearden J. 'Accounting for Management'. Text and Cases. New Delhi, Vikas 1996.
3. Sharma & Gupta, 'Management Accounting' Kalyani Publication.
4. Pandey I. M. , 'Management Accounting', Vikas Publication.

COMPUTER APPLICATIONS IN MANAGEMENT

COURSE NO. CP-107

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

COURSE CONTENTS:

- Unit – I PC: Introduction, Configuration, Operating system features and functions, Application programs and packages. Word Processing: Word Basic, Formatting text & documents, Working with Header Footer, Tables, Macros, Toolbar, Mail merge. Excel: Spreadsheet , Range , Formulas , Functions , and Graphs. Power Point: - Power point basics, creating Presentation, Working with Text, Graphs, Multimedia.
- Unit – II Database : - Basic concept, Data base system architecture, data models, relational model, relations, relation representation, SQL,
- Unit – III Data Communication :- Computer Networks (LAN, MAN, WAN), Network Hardware, Reference Model , Network Topologies , Transmission mode, Transmission media (Guided, Unguided)
- Unit – IV Working with HTML tags:-colors, Hyperlinks, Unordered Lists, Ordered Lists, Definition Lists, Marquee, Tables, Forms, Basic of Java scripts & VB script for interactive pages. Website Hosting, E-Mail, Blogs, Forums.
- Unit – V System Security :- Virus, Type of Virus, Antivirus, Firewall, E-Commerce : Understanding of E-Commerce, Generation of E-Commerce, Needs & Importance of E-Commerce, Application of E-Commerce.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Working with MS Office – Tata McGraw Hill.
2. Fundamental of Data base management system, Renu Vig, Ekta Walo, Indian Society of Technical Education.
3. Networking, Joseph R. Levy.
4. Mastering HTML 4.0 – Ray & Ray, BPB Publication.
5. The Antivirus Book – Saumil U Shah
6. E-Commerce Strategies – Charles Trepper, PHI.

INTERNATIONAL BUSINESS ENVIRONMENT

COURSE NO. CP: 108

Max. Marks (Ext. Exam): 80

Min. Pass Marks : 32

OBJECTIVES:

The primary Objectives of this course is to acquaint the students to emerging global trends in business environment.

COURSE CONTENTS:

Unit – I International Business : An Overview – Types of International Business; The External Environment. The Economic and Political Environment, The Human Cultural Environment.

Unit – II Balance of Payments, WTO and its importance for Indian Business, International Monetary Fund (IMF), World Bank (IBRD).

Unit – III Exchange rate determination, Fixed and Flexible exchange rate, Convertibility of Rupee and its implication, Foreign Institutional Investors (FII), Foreign Direct Investment (FDI), Euro-Currency.

Unit – IV Regional Blocks; Internationalization of Service Firms, Export Management; Joint Ventures and Global Competitiveness.

Unit – V Globalization and Human Resource Development; Globalization with Social Responsibility.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4 x 8 = 32 Marks.

Sec. B: (Essay type & case) 3 out of 5 3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Alowrth, Julian S. The Finance, Investment and Taxation Decisions of Multinational London, Basil Blackwell 1988.
2. Bhalla, V K and S. Shivaramu, International Business Environmental and Business New Delhi, Anmil 1995.
3. Bhalla, V K International Economy, Liberalisation Process, New Delhi, Anmol, 1993.
4. Daniel, John D and Radebangh, Lee H International Business 5th ed., New York, Addison Wesley, 1989.

ORGANISATIONAL BEHAVIOUR

Course No. CP : 201

Max. Marks : 80

Min. Pass Marks : 32

OBJECTIVES :

Organizational behaviour provides the knowledge base understanding of behaviour within organizations. OB equips student with tools to effectively manage individuals and groups within organizations and offers a better understanding of organizational culture.

COURSE CONTENTS :

UNIT I : Understanding Organizational behaviour: Levels of analysis within OB – individual, group and organization; challenges and opportunities for OB; relationship of OB with other fields.

UNIT II : Foundation of individual behaviour; learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.

UNIT III: Motivation: concept and process; Motivation theories: Maslow, McGregor, Herzberg, Alderfor's, Vroom, Porter & Lawler and Equity theory; Motivating employee techniques;
Group: nature, functions & development.

UNIT IV : Organisational Culture & Climate; Organisational conflicts Type, Causes and Management; Johari Window and Transactional Analysis; Emotional Intelligence; Knowledge Management; Power & Politics; Negotiation.

UNIT V : Organisational Change: Forces for change; Resistance to change; Managing change; Stress; Concept, Sources of Stress, Consequences, Management of Stress; Burnout: Causes and Handling of Burnout; Managing diversity in organization.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, External 80) = 100 Marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers) 4 out of 8 4x8 = 32 Marks.
Sec. B: (Essay type & case) 3 out of 5 3x16 = 48 Marks.

Suggested Readings:

1. Baron, R.A. and Greenbeg. J (Behaviour in organization. Pearson India).
2. Luthans, F., "*Organizational Behaviour*", 7th ed. New York, McGraw Hill, 1995.
3. Chandan, J., "*Organizational Behaviour*", Vikas Publishing House Pvt. Ltd.
4. Udai Pareek, "*Organizational Behaviour*", Oxford University Press, 2004.
5. Robbins, S.P., Judge, T. A and Sanghi, S. (2007). *Organisational Behaviour Dehil* : Pearson Education.
6. Khandwalla, P. N. (1992). *Organization Design for excellence*, new Delhi: Tata McGraw Hill.
7. Davis, K. *Human Behaviour at work*. New Delhi. Tata McGraw Hill.

MANAGEMENT SCIENCE

Course No. CP - 202

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

COURSE CONTENTS:

- Unit – I Management Science-Basic concepts and its role in decision making.
- Unit – II Linear Programming – General Linear programming problem, Standard and Canonical Forms of Linear programming problem, Basic Concepts, Model Formulation, Graphical solution of solving LPP, Duality in Linear programming problem.
- Unit – III Transportation Problem – Basic concept, North – West corner method, Row minima method, Column minima method, Least cost method, Voggel’s Approximation method.
- Unit – IV Assignment & Sequencing Problem – Basic concepts, Hungarian method of solving assignment problem, Sequencing Problem, Processing Jobs through machine(s).
- Unit – V PERT/CPM, Decision Theory and Decision Trees – Game theory, two person zero sum game; Network Analysis in Project – Critical Path Method and Project Evaluation Review Technique.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Kapoor, ‘Operations Research’.
2. Heera & Gupta, ‘Operations Research’.
3. Swarup Kanti, ‘Operations Research’.

HUMAN RESOURCE MANAGEMENT

COURSE No. CP : 203

Max. Marks (Ext. Exam) : 80

Min. Pass Marks 32

OBJECTIVES :

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various polices and practices of human resource management.

COURSE CONTENTS:

- Unit – I Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning;
- Unit – II Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources.
- Unit – III Induction and Socialization; Manpower Training and Development.
- Unit – IV Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination.
- Unit – V Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment;

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, New Delhi, 1997.
2. Edwin B. Flippo, 'Personnel Management', New York, Mc Grew Hill Book Company, International Edition, 1984.
3. Monappa, A & Saiyadain M. 'Personnel Management', 2nd ed., New Delhi, Tata McGraw-Hill, 1966.
4. Pattnayak, 'Human Resource Management', Prentice Hall of India.
5. Mamoria C.B., 'Personnel Management', Himalaya Publication.
6. R.S. Dwivedi, 'Managing Human Resource', Galgotia Publishing Ltd.

FINANCIAL MANAGEMENT

COURSE NO. CP : 204

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

COURSE CONTENTS :

- Unit – I Aims and Objectives of Financial Management; Financial Analysis and Control. Cost – Volume Profit Analysis.
- Unit –II Operating and Financial Leverage. Time value of Money; Investment and Capital Structure Decisions, Instruments of Long Term Finance.
- Unit –III Cost of Different sources of Raising Capital, Weighted Average cost of Capital; Optimum Capital Structure.
- Unit – IV Basics Concept of - Standard Costing; Budget Budgetary Control and Zero Base Budgeting. Methods of Capital Budgeting.
- Unit – V Management of Working Capital-Cash Receivables and Inventory management. Internal Financing and dividend Policy.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Hampton, John, 'Financial Decision Making', Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. 'Financial Management and Policy', 10th ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I. M., 'Financial Management', Vikas Publication.
4. Khan & Jain, 'Financial Management', Tata Mc Graw Hill.
5. Prasanna Chandra., 'Financial Management', Tata Mc Graw Hill.
6. Sharma & Gupta, 'Financial Management', Kalyani Publication.

MARKETING MANAGEMENT

COURSE NO. CP: 205

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES:

The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

COURSE CONTENTS:

- Unit –I Nature and scope of marketing, Corporate orientations towards the marketplace. The Marketing Environment and Environment Scanning;
- Unit –II Marketing information system and Marketing research, Understanding consumer and Industrial markets, market segmentation, Targeting and positioning;
- Unit –III Product decisions, product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decision- promotion mix, advertising, sales promotion, publicity and personal selling;
- Unit –IV Channel management-selection, co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing Marketing in the organization;
- Unit–V Evaluation and control of marketing efforts; New issues in marketing-Globalization, Consumerism, Green marketing, Legal issues.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Enis, B.M. 'Marketing Classics: A Selection of Influential Articles', New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. 'Principles of Marketing', New Delhi, Prentice Hall of India, 1997
3. Kotler, Philip, 'Marketing Management Analysis, Planning, Implementation and Control', New Delhi, Prentice Hall of India 1994
4. Ramaswamy, V S and Namakumari, S. 'Marketing Management Planning Control', New Dehli, MacMillan, 1990
5. Stanton, William, J. 'Fundamentals of Marketing', New York, McGraw Hill, 1994.
6. Neelamegham, S. 'Marketing in India: Cases and Readings', New Delhi Vikas, 1988.
7. Saxena Rajan., 'Marketing Management', Tata McGraw Hill.
8. Sontakki C.N., 'Marketing Management', Kalyani Publication.

PRODUCTION AND OPERATIONS MANAGEMENT

COURSE NO. CP – 206

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services, Productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

COURSE CONTENTS :

- Unit – I Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis;
- Unit – II Material Handling-Principles-Equipments. Line Balancing-Problems; Operations decisions-Production Planning and Control in Mass Production, in Batch/ Job Order Manufacturing;
- Unit – III Capacity Planning –Models; Processplanning, Aggregate Planning Scheduling, Work Study, Method Study, Work Measurement, Work Sampling;
- Unit – IV An Overview of Material Management, Material Planning and Inventory Control; Purchase and Store Management.
- Unit – V Industrial Safety; Total Quality Management including Modern Production Management practices - Just in Time (JIT), KANBAN, 5-S, Kaizen, Total Productive Maintenance (TPM), and 3-M (Muri, Mura, Muda).

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Adam, E & Ebert, R.J. 'Production and Operations Management', 6th ed. New Delhi, Prentice Hall of India, 1995.
2. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill, 1989.
3. Moore, FG and Hendrick, T.E., 'Production/ Operations Management', Himalaya Publication.
4. Chunawalla, 'Production and Operations Management', Dr. K. Aswathappa, 'Production Management', Himalaya Publication.
5. Buffa, E.S., 'Modern Production Management', New York, John Wily, 1987.

RESEARCH METHODOLOGY

COURSE No. CP : 207

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

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

COURSE CONTENTS:

- Unit – I Introduction to Research Methodology - Meaning, Objectives, Significance of Research in Management; Importance and scope of Research Methodology.
- Unit – II Research Process - Defining Research Problem; Setting of Hypothesis; Research Design – Exploratory, Descriptive and Experimental Research Designs;
- Unit – III Sampling Design - Steps in Sampling Design; Criteria of Selecting a Sampling Procedure, Characteristics of Good Sample Design; Types of Sample Design;
- Unit – IV Data Collection-Primary and Secondary data; Observational and Survey Methods; Questionnaire Design; Processing of Data – Editing, Coding, Classification, Field Work and Tabulation of Data;
- Unit – V Analysis and Report Writing - Selection of Appropriate Statistical Techniques; Parametric Test for hypothesis testing – t - test, Chi – Square test; Characteristics of Non Parametric Test; One-way ANOVA; Report writing.

SCHEME OF EXAMINATION:

Total Marks : (Internal 20, External 80) = 100 marks

PATTERN FOR EXTERNAL EVALUATION:

Sec. A: (Short Answers)	4 out of 8	4 x 8 = 32 Marks.
Sec. B: (Essay type & case)	3 out of 5	3 x 16 = 48 Marks.

SUGGESTED READINGS :

1. Bennel, Roger; 'Management Research', ILO,.
2. Gupta, S.P. 'Statistical Methods', 30th ed., Sultan Chand, New Delhi, 2001.
3. Golden, Biddle, Koren and Karen D. Locke; 'Composing Qualitative Research', Sage Pub. 1997.
4. Kothari C.R., 'Research Methodology', Wishwa Prakashan.
5. Dwivedi R.S., 'Research Methods in Behavioural Sciences', Macmillan.

PROJECT MANAGEMENT

Course No:208

Max Marks: Ext Ex: 80

Min Pass Marks : 32

OBJECTIVE:

To familiarize the students with the fundamental concepts and methods of Project Management, Evaluation, Financing and Control.

COURSE CONTENTS :

Unit - I: Planning – Overview; Strategy and Capital Allocation; Generation and Screening of Project Ideas

Unit – II: Analysis – Market and Demand Analysis, Technical analysis, Financial Estimates and projections.

Unit – III: Selection: Basic Techniques – The Time Value of Money, Investment Criteria, Project Cash flows, The Cost of Capital, Stand – Alone Risk Analysis; Portfolio Theory and Capital Budgeting.

Unit IV: Financing: Financing of infrastructure and other Projects, its Capital Structure & Methods of Offering; Venture Capital and Private Equity

Unit V: Project Implementation and Review– Evaluation and Control; Project Network Techniques; use of PERT and CPM . Cost and Time overrun; Administrative aspects of Project Review.

SCHEME OF EXAMINATION:

Total Marks: (Internal 20, external 80) = 100 Marks

PATTERN OF EXTERANL EVALUATION:

Sec A: (Short answer) 4 out of 8 4x8 = 32 Marks

Sec B: (Essay type and case) 3 out of 5 3x16 = 48 Marks

REFERENCE BOOKS:

1. Projects, Planning Analysis, Selection, Implementation & Review – Prasanna Chandra. Tata McGrawhill India Ltd.,
2. Richman, Larry. (2008). Project Management: Step-by-step. Prentice Hall India
3. David I. Cleland – Project Management: Strategic Design and Implementation – Mcgraw – Hill Inc.
4. Text Book of Project Management, P.Gopalakrishnan and VE Rama Moorthy – Mcmillan India Ltd.,
5. Project Management and Control – Narendra Singh – Himalaya Publishing House.