

## **COURSE PLAN**

### **DEPARTMENT OF BUSINESS ADMINISTRATION**

### **GAYA COLLEGE, GAYA**

### **COURSES OF STUDY FOR MBA FIRST SEMESTER**

#### **PAPER TITLE 101 (I)**

##### **Course Title :- FUNDAMENTALS OF MANAGEMENT**

**Introduction- Management - A science or an Art. The Emergence of Management, Different approaches to Management Social responsibility of Management, Functions of Manager.**

**Planning - Nature of Planning Objectives strategies, Managerial skills, Decision making effectiveness Planning Promises, Forecasting.**

**Organising - Nature and Scope of organisations, Principles & Theories of Organisation, Departmentalisation, Centralisation and Decentralisations of Authority line and Staff functional Organisation.**

**Staffing - Nature and purpose of Staffing Recruitment Selection Appraisal and Development Training of Managers.**

**Controlling - System process and Technique of controlling.**

#### **SUGGESTED READINGS :-**

1. Koontz and O'donell - Principles of Management.
2. Mr. Maninohan Prasad - Management Concept and Practices.
3. Koontz & Wehrich H. - Management 10th ed, McGraw Hill, New York.
4. Robbins S.P. - Management 5th ed, Englewood cliffs, New Jersey, 1996.
5. Stoner J. etc. - Management 6th ed, Prentice Hall of India, New Delhi, 1996.

#### **PAPER TITLE 102 (II)**

##### **Course Title :- ORGANISATIONAL BEHAVIOUR - I**

**The Organisational Nature, Meaning, Types and Structure of Organisation.**

**Organisational Behaviour :- Planning, Importance and Theories.**

**Intergroup Conflict - Changing View of Intergroup Conflict, causes of Conflict, Development of Intergroup Conflict.**

**Basic Motivation Concept :- Nature and Theories of Motivation.**

**Organisation Effectiveness :- Definition Components of organization effectiveness, Organizational Determinates.**

**Organisational Culture and Climate, Definition Distinction between Culture and Climate, Weak culture, Creating and Sustaining culture, How Employee learn culture.**

**Leadership Behaviour** :- Nature, Traits, Emergence and different types of leadership, effectiveness Leader Vs. Managers.

**Human Relation Movement** - Origin, Findings and its social implications.

**Determinants of Individual Performance** - Perception Personality, Motivation, Job Satisfaction, Attitudes, Beliefs and Values.

**SUGGESTED READINGS :-**

1. Luthans F. :- Organisational Behaviour, 7th ed, McGraw Hill.
2. Robbins S. P. :- Organisational Behaviour 7th ed, Prentice Hall.
3. Slaw B.M. :- Psychological Dimension of Organisation Behaviour 2nd ed, Prentice Hall, 1995.

**PAPER TITLE - 103 (III)**

**Course Title :- FINANCIAL AND MANAGEMENT ACCOUNTING**

1. **Management Accounting** - Nature, importance & scope, Cost Accounting, Cost Accounting & Management Accounting.
2. **Accounting System** - Double entry system, Books of Accounts, Cash book, Basic Accounting Principles, Properties and Balance sheet.
3. **Costing** - Classification of costs, Methods of costing, Classification.
4. **Income Expenditure Account, Receipt & Payment Account.**
5. **Valuations & Depreciation** :- Meaning Calculation & Valuation of shares & Valuation of inventories, Kinds of Depreciation and its Provisions.
6. **Financial Analysis** - Financial Statements - Analysis & Interpretation, Ratios, Leverage ratio & Profitability.
7. **Marginal Costing and Break even Analysis** (Cost volume profit analysis) - Meaning, assumptions and limitations, CVP analysis, DEA. Limitations of DEA, Planning.
8. **Standard Costing** - Meaning, Essentials of standard costing, variances.

**Note :-** Practical/Numerical problems may be asked from chapter nos 1 to 6. One compulsory numerical problem from the chapter no 6 (Financial Analysis).

**SUGGESTED READINGS :-**

1. IM Pardeya - Management Accounts.
2. Man Mohan Prasad - Principles of Management Accounting.
3. Khan & Jain - Management & Principles of Accounting.

4. Anthony R.N. & Reece JS - Accounting Principles, 6th ed, Homewood, P.O. Box 100, New York, N.Y. 10020, U.S.A.
5. Bhattacharaya S.K. & Dearden J. - Accounting for Management Text and Reference, 2nd ed, Prentice Hall, New Jersey, U.S.A. Delhi, 1996.
6. Hingorani N.L. & Ramanathan AR - Management Accounting 5th ed. Sultan Chand & Sons, New Delhi, 1992.
7. Homgran Charles etc. - Principles of Financial & Management Accounting, 10th ed, Prentice Hall, New Jersey, 1994.
8. Needles Belverd etc. - Financial & Managerial Accounting, Boston, U.S.A.
9. Vij Madhu - Financial & Management Accounting Anmol Publication, New Delhi, India.

#### PAPER TITLE (IV)

##### Course Title :- MANAGERIAL ECONOMICS :-

1. Micro & macro studies (Methods of Economic studies)
2. Theory of Consumer Behaviour - Law of demand and Consumer's equilibrium
3. Production - Meaning factors and Law of diminishing return.
4. Price Determination - Marketing structure price. Cost and Revenue. Competition.
5. Theory of Distribution.
6. National Dividend.
7. Business Cycle.
8. Central Bank and Credit Creation and Credit Control.

#### SUGGESTED READINGS :-

1. Adhikary M. - Business Economics, Excel Books, New Delhi, 2000.
2. Choj O.P. - Managerial Economics, Tata McGraw, New Delhi, 1985.
3. Keat Paul G. & Philips K.Y. Young - Managerial Economics, Prentice Hall, New Jersey, U.S.A.
4. Seth M.L. - Principles of Economics.
5. Jhingan M.L. - Advanced Economic Theory Vanda Publication, Delhi.
6. Mehta, P.L. - Managerial Economics, Sultanchand, Delhi.

#### PAPER TITLE 105 (V)

##### Course Title - QUANTITATIVE MANAGEMENT :-

1. Nature, Scope and Role of Quantitative methods in Business Management.
2. Collection and representation of data. Frequency table.

3. Central tendency, its different measures. Statistical Averages.
4. Dispersion, its different measures.
5. Reliability of different between two means t-ratio.
6. Correlation - Product moment and rank Correlation.
7. Regression Analysis (upto two variables only).
8. Sets Definition, Basic set operations.
9. **Probability** - Method of numerations, total and compo. proof and problems based on them).
10. **Linear Programming** - Mathematical Formulation of problems, methods.

**SUGGESTED READINGS :-**

1. Gupta S.P. & M. P. - Business statistics, sultanchand, N
2. Sharma J.K. - Fundamental of Operation Research.
3. Kazmier I.J. & Polin N.F. - Basic Statistics for Business, 1988.
4. Levin Richard & Rubin David - Statistics for Jersey-1995.
5. Narag A.S. - Linear Programming & Decision Making, Sultanchand.

**PAPER TITLES 106 (V):**

**Course Titles - COMPUTER APPLICATIONS IN MANAGEMENT**

1. **Computers** - An introduction - Computer in Business, Electronic Indian Computing Environment. Components of Computers and Computer Languages, Personal Computers.
2. **P.C. Software Packages** - An Introduction - Word processing software, Lotus & Ms-Office, Ms-Window, Power Points, Ms-Access, Financial Accounting software.
3. **Modes of Data Processing** - Computer Software Systems, File Design and Report Design.
4. **Data Files** - Types/Organizations, Master and Transaction management Systems and Integration of Applications. Basic Hierarchy and Data File Structures, Application Portfolio Design, Data Base Manager, Program Development Cycle, Data Analysis Report Generation and Label Generation Programming.

5. **Presentation Graphics- Creating a Presentation of a P.C. Data Comma**
6. **Networking LAN. & WANs, Management of Data Processing systems Organization.**

**SUGGESTED READINGS :-**

1. **Burch, John & Grudnitski Gary :- Information systems, Theory and practice Wiley, New York, 1989.**
2. **DevId Van Over :- Foundations of Business systems Fort Worth, Dryden**
3. **Lesson: AI :- Online Business of Computer Applications, 2nd ed, Ch. Associates, 1987.**
4. **Estrada Susan :- Connecting to the Internet, Sebastopol, C.A. O. Reilly & Sons**
5. **John Moss Jones- Automating Managers the implications of Info Managers, Printer, London, 1980.**
6. **Long L :- Computers, Englewood cliffs, Prentice Hall Inc. New Jersey, 1981**
7. **Summer M :- Computer Concepts and Uses 2nd ed, Englewood Cliffs, New Jersey 1988.**

**COURSE OF STUDY FOR MBA SECOND SEMESTER**

**PAPER TITLE (VII)**

**Course Title :- ORGANISATIONAL BEHAVIOUR-II**

1. **Managing Job Stress : Definition, Sources, Consequences & Coping**
2. **Group in Organisation definition & its Characteristics : Types, Group Cohensiveness, Group dynamics.**
3. **Power and politics : Meaning and relationship of power and politics.**
4. **Reward System : Types its relationship with motivational models, Role Behavioral Management**
5. **international Organisational Behaviour : Factors influencing Management of transglobal Work force Productivity & Cultural variations**
6. **Organisational Development Nature of Organisational Development, Organisational Development.**
7. **Managerial Decision : Decision Making process : Nature and Theories**
8. **The communication : Purpose of communication, Channel of communication and their remedies.**

**SUGGESTED READING :-**

**New Storm John W & Davis Keith - Organisational Behaviour, Human Behaviour Graw Hill.**

## TEST AS IN PAPER II

Paper Title 202 (VIII)

Course Title : **PRODUCTION MANAGEMENT :-**

1. **Introduction to production management :** Definition Production Management and its Aims, Transportation, Production planning (Planning of routine and lay out, Factory Planning, Process Planning, and Operation Planning, Scheduling and Leading) production control (Programming ordering Dispatching Programming and Inventory control Methods)
2. Understanding shop floor operation. Awareness of different manufacturing systems, Interrelationship of human skills, Materials process, Organisational infrastructure facilities and production, products lines, product design.
3. Design of work system, Measurement of work, Evaluation of work. Human factors in job design. Methods of study Time standard, Work sampling, Group performance, Learning curve, Plant layout.
4. Compensation for work, job evaluation, Incentive schemes.
5. Productivity of Operation.
6. Production and Operation Management.
7. **Plant Level planning :** Aggregate overall planning. Translating sales plans into production plans and their integration.
8. Production planning and their scheduling job shops vs. flow shop. Line balancing shop, Loading line of balance, production smoothing, Matching and integration product line and production requirements, Technical capabilities, Costs of finances.
9. **Material Management :** Objective and principles, value analysis, ABC classification, Inventory model deterministic, Multiteam and aggregate and probabilistic perpetual and periodic inventory systems Documentation, Book keeping systems. Vendor analysis and Management.
10. **Qualities Management :** Acceptance sampling process, control, charts.
11. **Facilities Management :** Maintenance, preventive and Remedial.
12. **Project management :** Planning for implementation.

### SUGGESTED READINGS :-

1. **Buffa, E.S.** - Modern Production Management, John Wiley, New York, 1987.
2. **Adam E.E. & Ebert RJ** - Production an Operation Management, 6th ed. Prepnice Hall of India New Delhi, 1995.
3. **Dobler, Donald W & Leel amar** - Purchasing and Materials Management, McGraw Hill, New York, 1984.

4. **Moore, F.G. & Hendrick T.E.** - Production/Operations management, Homewood, Illinois, Richard Irwin, 1992.
5. **Chary S.N.** - Production and operation Management, Tata McGraw Hill, Delhi, 1989

**PAPER TITLE 203 (IX)**

**Course Title : FINANCIAL MANAGEMENT :**

1. Meaning, Scope and Objective of Financial Management.
2. Time - Value Money.
3. **Financial Forecasting** : Cash Budget, Performa Balance sheet and Income statement.
4. **Capital Budgeting** : Methods of Evaluating project, Capital Rationing.
5. **Cost of Capital** : Cost of Equity Capital, Cost of Preference. Share, Cost of Retained Earnings. Cost of Debt, Weighted Cost of Capital.
6. Capital structure Theory Financial average.
7. Kinds of Industrial Securities, Merits and Demerits.
8. Working Capital Management Meaning, Kinds and Factors, Influencing requirements of working capital, Component of working capital. Cash receivable & inventories.
9. Sources of Working capital in Indian Industries.
10. **Retained earnings** - Dividend policy, Retained earnings relevance and cost-kind of dividend. Theories (a) M.M. Hypothesis, (b) Water Models.

**SUGGESTED READINGS :-**

1. **Anchor, Stephen H** etc. - Financial Management John miley, New York, 199
2. **Shall, V.K.** - Financial Management & Policy, 2nd ed. Anmol, New Delhi, 1998.
3. **Wrnjer, Bernard & Mohan, Nancy** - Principle of Financial Management. Mac millan Publishing Company, New York, 1991.
4. **Van Home, James C** - Financial Management & Policy 10th ed. Prentice Hall of India, New Delhi, 1997.
5. **Brealey, Richard A & Myerstewart C.**- Principles of Corporate Finance, 5th ed. McGraw Hill, New Delhi, 1996.
6. **Hampton, John** - Financial Decision making, Engrewood Cliffs, Prentice Hall, New Jersey, 1997.
7. **P.V. kulkarni & B.G. Sathyaprasad** - Financial Management, Himalaya Publishing House.

**PAPER TITLE 204 (X)**

**Course Title : MARKETING MANAGEMENT :-**

1. Nature and Scope of marketing. The Marketing Environment and Environment Scanning, The role of marketing with special reference to Indian Economy.

2. The Concept of Marketing Management & its relationship with other functional areas of General Management in an Organisation.
3. The concept of marketing Mix.
4. **Consumer Behaviour** - Meaning need and problems, Buyers behaviours model and factors influencing consumer's behaviour.
5. **The product** : Nature and type of products, methods of product Development product life cycle etc.
6. **The Price** - Importance of Price in marketing management, pricing strategies, pricing methods.
7. **Channel of Distribution** - The nature of channel of distribution, type of channel, development, channel management, selection of right channels.
8. **Concepts of sales promotion** : Objective of advertising in Marketing, Role of Advertising in Economy.
9. Personal selling.
10. **Strategic Marketing** - Formulation, Execution & Monitoring.
11. **New issues in Marketing** - Globalisation Consumerism, Green Marketing, Legal Issues.

#### **SUGGESTED READINGS :-**

1. Kotler Philip & Armstrong G. - Principles of Marketing, Prentice Hall of India New Delhi 1997.
2. Kotler Philip - Marketing Management : Analysis, Planning, Implementation & Control, Prentice Hall of India- New Delhi 1994.
3. Ramaswamy, V.S. & Nankumari S. - Marketing Management Planning, Control, Macmillan, New Delhi, 1990.
4. Stanton William J. - Fundamentals of marketing, McGraw Hill, New York, 1994.
5. Neelamegham, S. - Marketing in India. Cases & Reading, Vikas, New Delhi, 1983.
6. Varshney R.L. & Gupta S.C. - Marketing Management - An Indian Perspective, Sultanchand & Son.

#### **PAPER TITLE 205 (XI)**

##### **Course Title : HUMAN RESOURCE MANAGEMENT :-**

1. **Introduction and Importance of HRM** : Definition of Personnel Management, Function of Personnel Management.
2. **Manpower Planning** : Definition Need Aims and Objectives, Uses, Benefits, Limitations and Problems.



3. Environmental Influence Internal and External Environment.
4. Recruitment and Selection process.
5. Promotions, Demotions, transfer, Absenteeism and Turnover
6. **Employee Training** - Need, Importance, Principles, Training method On the job Training Of the job Training.
7. **Job Analysis** - Meaning, Purpose, Uses, contents, Steps and Techniques.
8. **Job Evaluation** - Meaning, Objective, Procedure Advantages and Limitation
9. **Job Rating** - Meaning, Scope and Application.

#### PART - II

1. Labour Legislation - Importance.
2. Industrial Dispute Act - 1947.
3. Trade Union Act - 1926.
4. The Factory Act. 1948.
5. The payment of Wages Act-1930
6. Employees State Insurance Act - 1948.
7. The Workmen's Compensation Act-1923.

#### SUGGESTED READINGS :-

1. **Aswathappa K.** - Human Resource & Personnel Management, Tata McGraw Hill New-Delhi-1997.
2. **Decenzo, D.A. & Robbins S.P.** - Human Resource management, 5th ed. John Wiley, New York, 1994.
3. **Monappa A. & Saiyadain M.** - Personnel Management 2nd ed. Tata McGraw Hill New-Delhi, 1966.
4. **Stone Lloyd & Leslic W. Rue** - Human Resource & Personnel Management Richard D. Irwin Illinois, 1984.
5. **C.B. Memoria** - Personnel Management- Himalaya Publishing House
6. **Bhambra As** - Huture of Human Resource Management, Commonwealth Publishers. New-Delhi.

#### PAPER TITLE 206 (XII)

##### Course Title : APPLICATION OF RESEARCH METHOD IN MANAGEMENT :

1. **Scientific** - Approach to Research - Pure and Applied research, Social research, Stages Uses of research.
2. **Hypothesis** - Problem and Hypothesis Sources, Criteria of a good hypothesis, Null hypothesis.

3. **Sampling Importance** - Different techniques, Merits and Limitations.
4. **Social Survey** - Stages, Merit and Limitations
5. **Observation** - Participant and Non-participant Merit and Limitations.
6. **Questionnaire** - Schedule and questionnaire, questionnaire construction, Types, mailed questionnaire, Merits and limitations.
7. **Interview** - Sources of Error in Interview, Merit and Limitations.
8. **Research Design** - Purpose of Research design, Control of extraneous variables, Singles group design, Matched group design.
9. Report Writing in APA (American Psychological Association) Style.

**SUGGESTED READINGS :-**

1. **Benner Roger** - Management Research, H.Q. 1983.
2. **Fowler, Folyd J. Jr.** - Survey Methods, 2nd ed. Sage Pub. 1993.
3. **Gupta Sp** - Statistical Methods, 30th ed. SultanChand, New-Delhi-2001.
4. **Golden D. Biddle, Koren & Koren D'Locke**- Composing Quantitative Research Sage Pub. 1997.
5. **Salkind, Ncil J.** - Exploring Research, 3rd ed. Prentice Hall. NJ-1997.
6. **Fox J.A. and P.E. Tracy** - Randomized Response : A method of S. nsitive, Sage Pub. 1986.
7. **Andrews. F.M. & S.B. Withey** - Social Indicators of Well Being Plenum Press, NY-1976
8. **Khanzode V.V.** - Research Methodology -A.P.H. Publishing House, New Delh.
9. **Desai, Arvindrai N.**- Research Methodology in Management - Ashish Publishing House, New-Delhi.

## **COURSE OF STUDY FOR MBA THIRD SEMESTER (FINANCIAL MANAGEMENT)**

**PAPER TITLE 301 (XIII)**

**Course Title :- FINANCIAL PLANNING & CONTROL**

1. **Introduction** - Financial Forecasting, Planning and Control, Long term Financial planning and short-term Financial Planning Responsibility Accounting-the Control Process , The place of Financial Manager in the Total Organizational Structure.
2. **Capital and Long Range Planning** - Capital Expenditure Budget, Evaluation of Capital Expenditure Proposals, Return on Capital, Time Adjustment Methods, Discounted Cash Flow, Internal rate of Return on Capital, Net Present Value Analysis and pay Back Methods.

3. **Working Capital and Short Range Planning** - Meaning, Nature, importance of Working Capital Management, Factors Determining Adequacy of Working Capital Cycle, Management of Cash, Credit and Inventories Sources of Working Capital Available to Indian Industries - Balance Approach.
4. **Quantitative Techniques of Working Capital Management** - Models, Discriminant Analysis for credit Decision, Advanced System for Efficient Management.
5. **Planning & Capital Structure** - Top Management Financial Cost of Capital, Theory of Capital Structure and Capital Structure Decision of the time, EST-EPS Analysis, ROIRO-Analysis Assessing Companies Debt Capacities.
6. **Preparation and Analysis of Financial Statements** - Its Projection Profit and Loss and Cash Flow Statements. Statements of sources and Application of funds, Analysis and Interpretation of Published Statements of Accounts, Ratio analysis Inter-firm comparison, Concept of leverage.
7. **Budget and Budgetary Control** - Budgetary Organization, Budgetary Institution, Budget and standard cost, the Budget as part of the over all business plan, Functional Budget, Master Budgets, Fixed Flexible Budget, Performance Budgeting, Zero Based Budgeting.
8. **Specialized Services** - Internal Audit Internal Control, Operational and Management Audit, The Data Processing, Function of Computer and Decision making.
9. **Strategic Cost Management System** - Importance, Competence cost analysis and Strategic control systems.

**SUGGESTED READINGS :-**

1. **Anthony, R.N. & Govindarajan V.** - Management Control System, 3th ed. Taraporevala, New Delhi, Chicago, 1995.
2. **Macarielool J.A. & Kirby C.J.** - Management Control System, Englewood Cliffs, Prentice Hall, New Jersey, 1994.
3. **Emmuvel C. & Otley D.** - Accounting for Management Control, Nostrand Reinhold, London, 1985.

**PAPER TITLE 302 (XIV)**

**Course Title :- APPLICATION OF ACCOUNTING IN MANAGERAL DECISION :**

1. **Management Accounting** - Frame work and Emphasis, Meaning of the term, Advanced Management Accounting, Relationship with other discipline, Role of Management Accountant.
2. **Financial Information system**- concepts Significance and Role. Types of Financial Information System and Various parties consulting the systems.
3. **Financial Reporting System** - Objectives and Need for different levels of Management Types of Reporting Preparation, Uses and Structure of Financial Report Practice in Public and Private sector in India.

4. **Cost and Profit Analysis** - Cost Behaviour Analysis, Fixed, Semi Variable and Variable cost and different methods of separating semi variable into fixed and variable cost. Marginal costing techniques and Application, Break-even Analysis, Reporting system under marginal costing.
5. **Planning and control** - Functions, Short term and long term planning and the role of Management Accounting in the Planning process, Inventory control-Meaning and Method of Inventory Control.
6. **Budgetary Control** - Preparation of Budgets, Departmental budgets and Intergrated budgets. Limitations and Budget key factors, Flexible budgets. Reporting T.G. Rose system of Financial Control. Valuation of Securities, Shares and Debentures (Formal).
7. **Accounting of Companies** : Formation of Companies, Issue and Forfeiture of Shares, Issue of Debentures, Redemption of Preference Shares and Debentures, Liquidation of company, Conversion of Debentures into shares.
8. **Accounting of Co's-** Amalgamation, Absorption and Reconstruction of companies, Accounting for holding company and subsidiary company. Accounting for investment companies, Accounting for Hotels and Non Profit Seeking organization, Final Accounts of companies according to Indian Companies Act-1956, Computation of Insurance Claims.
9. **Cost Audit-** Purpose and Advantages, Practice of preparation of cost audit report in India. Difference Cost & Financial audit.

#### **SUGGESTED READINGS :-**

1. **Prodhan, Bimal** - Multinational Accounting Croom Helm, London, 1986.
2. **Rathore Shirin** - International Accounting Englewood Cliffs, Prentice Hall, New Jersey, 1986.

#### **PAPER TITLE 303 (XV)**

##### **Course Title - PROJECT PLANNING AND MANAGEMENT :-**

1. **Project Preparation** - Phases, Levels of decision making, Project identifications, Generation and secreting of project ideas.
2. **Project Analysis and Evaluation** - Market and 1st Channel analysis Technical Analysis, Financial Analysis, Economics Analysis and Environmental Analysis. Financial Appraisal, Estimation of Cost of Project Terms of Financial working Capital requirements, Estimation of working results, Appraisal through DCF and non-DCF techniques, preparation of Detailed Project (DPR) Analysis of Risk, Types and measures of Risk, Simple estimation of risk, Sensitivity Analysis Scenario Analysis, Decision Trees Analysis and Selection of a project social-cost Benefit Analysis (SCBA), Rational for SCBA, UNIDO and L.M. Approach.

3. **Network Techniques for Project Management** - Project Scheduling, PERT and CPM Models, Network Cost system.
4. **Project Review** - Initial Review, Performance : Valuation, Abandonment Analysis and Administrative aspects of Capital Budgeting.
5. **Project Management** - Terms of project organization project control-Human Aspects Pre-requisites for successful project implementation, project management, Goosenecks and International project management, project Appraisal and Financial in India : Means of Finance, Norms and Policies of FI's. SEBI Guidelines, Schemes of Assistance, project Appraisal by Indian Financial Institution.

**SUGGESTED READING :-**

1. **Bhalla, V.K.** - Modern working Capital Management, Anmol Pub. New Delhi, 1997
2. **Bhalla, V.K.** - Financial Management & Policy, 2nd ed. Anmol Pub. New Delhi, 1996.
3. **Dhankoo, Raj S** - Financial Management of Public Sector undertakings. Westvile, New Delhi-1995.
4. **Chandra Prasanna** - Projects : Preparation, Appraisal, Budgeting & Implementation, 3rd ed. Tata McGraw Hill, New-Delhi, 1987.
5. **Ahuja, G.K. & Gupta Ravi** - Systematic Approach to Income Tax, Allahabad Bharat Law House, 1997.

**PAPER TITLE 304 (XVI)**

**Course Title : INDIAN FINANCIAL SYSTEM AND FINANCIAL INSTITUTION**

1. **Nature and Role of Financial Systems** - Financial Systems and Financial Markets Indian Financial Institutions and their Activities Government intervention in the financial system.
2. **Money Market** - Call Money Market. Treasury Bill Market. Commercial Bills Markets, commercial paper, Certification of Deposits, Discounts and Finance House of India ( JFI11) Recent Development
3. **Capital Market** - Nature, Significance, Government Securities Market Industrial Securities Market, Shares and Debentures Recent Development.
4. **Securities and Exchange Board of India** - (SEBI) Objectives and Significance. Regulatory guidelines for capital markets. merchant Bankers. Mutual funds and issue of GDR's.
5. **Stock Exchanges in India** - Their need, Organizational structure and function of BSE, NSI and OTCH.
6. **Credit Rating**- Concept, Types, Advantages and Disadvantages, India credit rating agencies and their rating services. Brief introduction about the international credit rating agencies like S&P.

7. **Merchant Banking** - Nature and Scope and structure of Merchant Banking industry. Overview of current Indian merchant scheme.
8. **Mutual funds** - Evaluation, Regulation, Structure and marketing of M.F. Scheme of India Mutual Funds.
9. **International Finance** - Importance, foreign exchange markets in India, Exchange rate. Managing currency risks, sources for raising foreign currency finance.

**SUGGESTED READINGS :-**

1. **Bhalla, V.K.** - Indian Financial System, Anmol Pub. Pvt. Ltd. Delhi, 1998.
2. **Rose Peter S. & Eraser Donald R.** - Financial Institutions, Ontario, Irwin, Dorsey 1985.
3. **Vij Madhu**- Management of Financial Institution in India, Anmol Pub, New Delhi 1991.
4. **Yeager, Freed C. & Seitz Nail E.** - Financial Institution Management Text & Cases, 3rd ed. Englewood cliffs New Jersey 1989.
5. **Hampel George H & Yawtiz Jess B**- Financial Management of Financial Institution, New Jersey 1997.

**COURSE OF STUDY FOR MBA THIRD SEMESTER  
(PERSONNEL MANAGEMENT)  
(HUMAN RESOURCE MANAGEMENT)**

**PAPER TITLE 301 (XIII)**

**Course Title :- INDUSTRIAL RELATION SYSTEM**

1. Industrial Relation System Meaning - Objectives scope.
2. Dunlop Model of Industrial Relations.
3. **Industrial Relations in India**- Present position in the public and private sectors.
4. **Labour Policy** - Tripartite consultations, Indian Layman conference, Standing Committee of Indian Labour conference, Central and State Government machinery for labour and administration in India.
5. Recommendation of National commission on labour with regard to I.R.M and Collective Bargaining.
6. **Trade Union** - Meaning objectives function and future of trade Union and the Employee, Trade Union and the Management.
7. Industrial Dispute and machinery for Settlement of Industrial Dispute.
8. Collective Bargaining and Voluntary Arbitration.
9. **WPM** : Worker's Participation in Management - Need and Present Position in India.

**SUGGESTED READINGS :-**

1. **Niland J.R. etc.** - The future of Industrial Relation, Sage, New Delhi 1994.
2. **Kochan, T.A. & Katz Henry** - Collective Bargaining and Industrial Relations, 2nd ed. Richard D. Irish Homewood Illinois, 1988.
3. **Memorial C.B.** - Dynamics of Industrial Relation in India, Himalaya Publishing House.
4. **Sarma, A.M.** - Industrial Relation, Himalaya Publishing House.
5. **Mamkoottam K.** - Trade Unionism, Myth and Reality, Oxford University Press, New Delhi, 1992.
6. **Jacoby S.M.** - The workers of Nations : Industrial Relations in Globalised Economy Oxford University Press 1994.

**PAPER TITLE 302 (XIV)**

**Course Title - MANPOER PLANNING AND DEVELOPMENT :**

1. Meaning and scope of HRD. Role and Functions of HRD in Industrial Organization.
2. Need for Macro Level Human Resource Planning and Labour Market analysis.
3. Manpower Planning definition, Objective and Technique.
4. Recruitment : Sources and Methods.
5. Behaviourals Factors in Human Resource Planning - Wastage Analysis Retention Redeployment and Exit Strategies.
6. Career Planning , Succession planning promotion charts and channel centres. Trade Testin. Performance Appraisal and Rating.
7. Talent Supporting, Job Enrolment J.D. Rotation, Multi Skill Development Self Development plans for Employees.
8. Training and Development
9. Personality Development.
10. Management Development Programmes and Methods.

**SUGGESTED READINGS :-**

1. **Greenhaus J. H.** - Career Management N.Y. Dryden 1987.
2. **Mabey C & Salma G.** - Strategic Human Resource Management, Black Well, Oxford, 1995.
3. **Thomson R & Mabey C** - Developing Human Resources, Butterworth, Oxford 1994
4. **Dale B** - Total Quality & Human Resources. An Executive Guide, Black Well, Oxford 1992.
5. **Casson J & Bannison M** - Manpower Planning, Handbook, McGraw Hill, London 1984.

6. **Amjad Rashid** - Human Resource Planning, The Asian Experience, H.Q. New Delhi 1981.
7. **Dharmvir Aggrawal** - ManPower Planning Selection etc. Deep & Deep Pub. Delhi.
8. **R.S. Davar** - Personnel Management & Industrial Relation, Vikas Pub. House, Delhi

**PAPER TITLE 303 (XV)**

**Course Title : WAGES AND SALARY ADMINISTRATION :-**

1. **Compensation** - Basic and Variable compensation, Need of wage Administration in India.
2. **Concepts of Wages** - Minimum Wages, Fair wage, Living wage, Determinant of Wages, Principles of Wage Fixation and Wages Act.
3. Overview of Wage Laws in India - Payment of Wages Act, Minimum Wages Act.
4. Incentive Wage - Cost of Living and Dearness Allowance, Consumer Price Index Number, Fringe Benefits.
5. Methods of Wage payment - Time and Piece rate methods.
6. Job Evaluation Methods.
7. Machinery for Wage Fixation - Wage Boards, Bonus, National Wage Policy
8. Time keeping Method and personnel Records.
9. Labour Productivity : Concept, Measurement and relation with wage.

**SUGGESTED READINGS :-**

1. **Belcher D.W.** - Wages and Salary Administration - Prentice Hall Englewood Cliffs.
2. **Brennan Charles** - Wage Administration, Richard D Irwin, Homewood
3. **Sun, G.K.** - Wage System : Its effective Management AIMA Delhi.
4. **Rudrabasava Raj** - Dynamic personnel Administration Himalaya Publishing

**PAPER TITLE 304 (XVI)**

**Course Title : LABOUR LEGISLATION AND SOCIAL SECURITY :-**

1. **Philosophy of Labour Welfare** - Concept, Definition, Scope, Aims and Objectives, Necessity, Principles, Theories of Labour Welfare Financing, Classification of Labour Welfare.
2. Brief History of Development of Labour Welfare.
3. **Statutory Welfare Provision** - A Comparative Study of Welfare Provision under the following Acts (1) Factory Act 1948 (2) The Mines Act and Motor Transport Workers Act 1961 (3) The Contract Labour Act 1970 (4) The Merchant Shipping Act 1958 (5) Inter-State Migrant Workmen Act, 1979, (6) Plantation Labour Act.



4. **Voluntary Welfare Measures** : Indication, Facilities Medical Facilities, Transport Facilities Discretionary Facilities, Consumer Co-operative Societies.
5. Agricultural Labour in India.
6. **Welfare of Special Categories in Industries** - Female Labour, Child Labour, Contract Labour, Inter State Migrant Labour.
7. **Workers Education Scheme** - Objectives, Training Programme, Evaluation Suggestions. Conclusion.
8. Social Security Definition, Social Assistance, Social Institution Public Service, Social Security System (Workman compensation Act 923 EST Act 1947, Payment of Gratuity Act 1972 (Only Benefits to be Discussed)

**SUGGESTED READINGS :-**

1. **C.B. Memoria**- Personnel Management, Hemostat Publishing House.
2. **C.B. Memoria & S. Memoria**- Dynamics, Vikas Publications, Delhi.
3. **A.N. Aggrawl** - Indian Economics, Vikas Publications, Delhi.
4. **D.K.L. Das** - Personnel Management/Industrial relations and Labour welfare Y.K.P. Publishers, Agra.



## **COURSES OF STUDY FOR MBA THIRD SEMESTER (MARKETING MANAGEMENT)**

### **PAPER TITLE 301 (XIII)**

**Course Title: MARKETING RESEARCH**

1. Nature of Scope of Marketing Research
2. Management of Marketing Research Methods
3. Problem Identification & Hypothesis Formulation, the Various Environment & Constraints, Classification of Marketing.
4. Different Sources & Forms of Data Collection
5. Sampling - Frames of Sampling- Sampling Methodology
6. Analysis & Interpretation of Data. Chi-Square-Test and Simple Analysis of Variance
7. Preparation of Marketing Research Report.
8. Motivational Research
9. Brand - Nature, Importance, Methods of Building Brands & Role of Patenting.
10. Marketing Strategy.

### **SUGGESTED READINGS:**

1. Luck, David J. and Ronald S. Rubin- Marketing Research, Prentice Hall of India.
2. Kotler Philip - Marketing Management - Pt. II
3. Kerlinger Fred N. - Foundation of Behavioural Research.
4. Malhotra and Naresh Kumar - Marketing Research and Applied Orientation- Pearson Education Asia.
5. Donald S. Tull & Dell Hawkins - Marketing Research Measurement and Method- PHI
6. Ramanuj Majumdar - Marketing Research New Age, International Publishers

### **PAPER TITLE 302 (XIV)**

**Course Title: ADVERTISING**

1. Concept of Advertising and its impact on Social and Economical Life. Distinction between Advertising & Sales Promotion.
2. The Nature, Scope & Role of Advertising with Special Reference to Indian Context.
3. Type of Advertising and its Objectives.
4. Advertising Programme and Media Selection with Reference to Indian Context
5. Copy writing & Advertising Research.
6. Advertising Campaign and its Objectives. Planning and Implementation.
7. Financial Considerations and Budgeting. Methods of Advertising Programme
8. The Role of Advertising Agencies and their contribution towards the Indian Market Organizational Setup.
9. Advertising Ethics: Public Relation and Mass Media.

### **SUGGESTED READINGS:**

1. Borden William II- Advertising John Wiley, N. York, 1981
2. Aakar David A. etc. - Advertising Management, 4th ed, Prentice Hall of India, New Delhi, 1965
3. Mohan Manindra - Advertising Management, Tata McGraw, Delhi
4. Kleppner Otto - Advertising Procedure Englewood Cliffs, Prentice Hall, New Jersey, 1985
5. Sengupta Subroto - Brand Positioning. Strategies for Competitive Advantages, Tata McGraw Hill, New Delhi, 1990.
6. Batra Rajeev, John G. Myers & David A Aakar - Advertising Management- PHI
7. Roderick White - Advertising Management PHI

### **PAPER TITLE 303 (XV)**

**Course Title : SALES AND DISTRIBUTION MANAGEMENT :**

1. Nature & Scope of Salesmanship.
2. Introduction to Sales Management- Its Evaluation and Objectives Distinction between Marketing Management & Sales Management. Sales Manager, Talks, Responsibility and Quality
3. Setting & Formulating Personal Selling Strategies
4. Determine Sales Policies.
5. Organizing the Sales Efforts- Nature & Positioning of Sales Management Position
6. Sales Organization.
7. Recruiting and Selecting Sales Personnel.
8. Planning and Conducting Sales Training Programme.
9. Motivating & Compensating Sales Personnel.
10. Appraising & Evaluating sales Personnel.
11. Controlling Sales Efforts, Sales Budget, Quota, Sales Control and Cost Analysis
12. Channels of Distribution.

**SUGGESTED READINGS:**

1. Dalrymple D. J. - Sales Management Concepts & Cases, John Wiley, New York, 1989
2. Anderson R. Professional Sales Management, Englewood Cliffs, Prentice Hall, New Jersey, 1992.
3. Anderson R. Professional Personnel sellings, D.O. 1991.
4. Buskirk R.H. & Stanton W.J - Management of Sales force. Homewood, Illinois, Richard D. Irwin 1983.
5. Still R.R. - Sales Management - Englewood Cliffs, Prentice Hall, New Jersey, 1988.
6. Stanton William J. etc. Management of A Sales Force, Chicago, Irwin, 1995.

**PAPER TITLE 304 (XVI)**

**Course Title : EXPORT MARKETING :**

1. The Significance of Export Marketing in the Economy of a Country, Balance of Trade & Payment Role of Foreign Trade, Economic Development, Methods of Foreign Payments.
2. Theory of Comparative Cost.
3. International Trade Environment - Socio Economic, Technological Legal & Political Factors.
4. Export Marketing as Pre-requisite of International Trade.
5. World Trade Organization (WTO) - Its Scope, Functions & Achievements in Controlling International Trade: NAFTA, EE SAFTA.
6. Export Promotion and Organizational Setup in India.
7. Financing of Export Trade, Letter of Credit, Institutions involved in Financing.

**SUGGESTED READINGS:**

1. Bhattarcharya B- Export Marketing Strategies for Success, Global Business Press, New Delhi 1991.
2. Prpalomi V.H. International Marketing- Prentice Hall.
3. Terpstra Vern & Sarathy R- International Marketing, Dryden Press, Orlando, 1991.
4. Walter 1 & Murry T- Handbook of International Business, John Wiley, N. York, 1988
5. Johri Lalit M- International Marketing Strategies for Success, University of Delhi 1980
6. Keegan Warren- Global Marketing, Englewood Cliffs, Prentice Hall, New Jersey, 1995
7. Rathor B.S. & Rathor J.S. - Export Marketing- Himalaya Publishing House



# **COURSES OF STUDY FOR MBA FOURTH SEMESTER**

## **PAPER TITLE 301 (XVII)**

### **Course Title : INDIAN ECONOMIC PROBLEMS**

1. Structure of Indian Economy in Pre-independence Period.  
(a) Basic Characteristics of Indian Economy.  
(b) Causes of Underdevelopment in India.
2. Development of Transport, Communication, Power Social Services and Infrastructure in India in Plan Period.
3. Agriculture Development in Plan Period - 'New strategy' of Agricultural Development. Green Revolution.
4. Planning :  
(a) Need in Developing Country  
(b) Planning in India - Achievements. Present Position
5. Industrialization :  
(a) Nature and Extent of Industrialization before New Economic Policy (1950-1990)  
(b) The Problem of Industrialization in the New Scenario.
6. National Income :  
(a) National Income Trends during the Plan Period  
(b) Limitation of National Income Estimation in India.
7. Population :  
(a) Population growth, Size and policy, (b) Criticism of F.P.P. before and after 1976
8. (a) Capital Formation in the Indian Economy.  
(b) Mobilisation of saving during Five year plan in India.
9. Poverty, Inequality and Planning Process in India.  
(a) The Concept of Poverty  
(b) Problem of Poverty in India  
(c) Anti poverty programmes.
10. Price policy and Economic Growth :  
(a) Price movements since Independence.  
(b) Causes of rise in price since 1950-51  
(c) Price policy of the Government.

### **SUGGESTED READINGS:**

1. **Mishra, S.K. & Puri-** Indian Economics, Himaya Publishing House.

2. **Rudra Datta and Sundram** - Indian Economics, S. Chand & Co. Delhi.
3. **Agrawal A.N.** - Indian Economics, Vikash Publication
4. Economic Survey.

**PAPER TITLE 302 (XVIII)**

**COURSE TITLE : BUSINESS & GOVERNMENT**

1. **Government Participation in Business** - Need and Scope.
2. Role of State in Business Planning Industrial Development with special reference to Industrial Policy Resolutions, Licensing Policies and Monopoly Regulation.
3. State Role in Providing Plan based facilities with regard to Subsidy, Taxation, Protection, Financial and Technical Assistance.
4. **Foreign Collaboration and Assistance** - Technical and Financial.
5. Social and Public Accountability of Business Parliamentary, Legislative, Ministerial control and control by other agencies.
6. **Private sector and Joint Sector** : Changing Role and Challenges.
7. **Management of Public Enterprises** - Philosophy, Organisation and Management, Pricing policies Accounting and Control.
8. Different Economic System.  
(a) Capitalism (b) Socialism (c) Mixed Economy.

**SUGGESTED READING:**

- (1) **Khera, S.S.** - Government in Business.
- (2) **Prithi, Suindar S.** - Business & Government.

**PAPER TITLE (XIX)**

**Course Title : Business Law & Industrial Law**

1. Introduction
2. The Indian Contract Act. 1872.  
Law of Agency
3. The Indian Partnership Act, 1930
4. The Companies Act. 1956
5. The Negotiable Instruments Act. 1981
6. The law of Insolvency, Carriage, Insurance
7. The Industries Development and Reconstruction Act.
8. The Arbitration Act. 1940

N.D. Salient feature of the above Acts are needed Students should note that the Negotiable Instruments Act and the Companies Act have been amended in 1988.

**SUGGESTED READINGS:**

- 1) **Sen & Mitra** - Commercial Law & Industrial Law.
- 2) **Kuchhal, M.C.** - Mercantile Law
- 3) **Gulsan & Kapoor** - Text book of Commercial Law.
- 4) **Shukla, M.C.** - Mercantile Law
- 5) **Singh, Dr. Avtar** - Elements of Commercial Law
- 6) **Prasad Man Mohan** - Business Law and Management

**PAPER TITLE 304 (XX)**

Course Title: **BUSINESS POLICY & CORPORATE MANAGEMENT.**

- 1) Starting and Establishment of Enterprises, objectives, scope and management
- 2) Principles with regard to:  
Sales - Products, Customers, Pricing and Sales Promotion  
Production- Purchasing Qualification and Functions of Purchase Management  
Personnel- Compensation and Employee Service & Industrial Relations  
Financial- Use of Capital, Sources, Protection, Distribution of Earning (Profits)  
Organisation- Grouping of Activities Relationship Organisation Structure and Board of Director.
- (3) **Developing Major Source:** Executive, Facilities (Location, Building)  
Equipment, Layout etc.)
- (4) **Execution of Plan :** Short-run, Controlling operations, Budgetary Control
- (5) **Synthesis :** Corporate Management, Integrated approach to central Management.

**SUGGESTED READINGS:**

- (i) **Newman & Logan** Business Policy & Central Management
- (ii) **Macmillan, K.** Business Policy
- (iii) **Sherlerker, S.A.** Business Planning & Policy
- (iv) **Chritisen** Business Policy
- (v) **Thomas** Business Policy & Astrology

**PAPER TITLE 305 (XXI)**

Course Title : **PROJECT VIVA-VOCE.**

