

**UNIVERSITY OF RAJASTHAN**

**JAIPUR**


**SYLLABUS**

**FACULTY OF MANAGEMENT STUDIES**


**MASTER OF BUSINESS ADMINISTRATION (Executive)  
(SEMESTER SCHEME)**

**I/II SEMESTER                      2015-16**

**III/IV SEMESTER                    2016-17**

Prepared by - 

checked by -

  
Asstt. Registrar (Acad-I)  
University of Rajasthan  
JAIPUR

## MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE) (2 Year Course)

The Master of Business Administration (Executive) is a two year part-time programme. The following is the list of courses in MBA (Executive) Semester- I to Semester-IV. Each paper will be of 100 marks.

### SEMESTER-I

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)	
					L	T	P	T	P
1.	MGE101	Economics for Managerial Decisions	CCC	6	3	3	0	3	0
2.	MGE102	Managerial Accounting	CCC	6	3	3	0	3	0
3.	MGE103	Organization Behavior	CCC	6	3	3	0	3	0
4.	MGE104	Marketing Management	CCC	6	3	3	0	3	0
5.	MGE105	Quantitative Techniques	CCC	6	3	3	0	3	0
Total Credits in the Semester-I				30					

### SEMESTER-II

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)	
					L	T	P	T	P
1.	MGE201	Financial Management	CCC	6	3	3	0	3	0
2.	MGE202	Research Methods in Management	CCC	6	3	3	0	3	0
3.	MGE203	Human Resource Management	CCC	6	3	3	0	3	0
4.	MGE204	Business Environment and Legislation	CCC	6	3	3	0	3	0
5.	MGE205	Operations and Production Management	CCC	6	3	3	0	3	0
Total Credits in the Semester-II				30					

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### SEMESTER-III

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)	
					L	T	P	T	P
1.	MGE301	Organizational Change and Effectiveness	CCC	6	3	3	0	3	0
2.	MGE302	Strategic Analysis and Choice	CCC	6	3	3	0	3	0
3.	MGE303	Multi Functional On-Job Project Report	CCC	6	3	3	0	3	0
4.		Core Elective	ECC	6	3	3	0	3	0
5.		Core Elective	ECC	6	3	3	0	3	0
Total Credits in the Semester-III				30					

### SEMESTER-IV

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)	
					L	T	P	T	P
1.	MGE401	Strategic Implementation and Corporate Responsibility	ECC	6	3	3	0	3	0
2.	MGE402	Project Formulation and Implementation	ECC	6	3	3	0	3	0
3.	MGE403	Global Business Management	ECC	6	3	3	0	3	0
4.	MGE404	Management and Technology and Innovation	ECC	6	3	3	0	3	0
5.		Core Elective	ECC	6	3	3	0	3	0
6.		Core Elective	ECC	6	3	3	0	3	0
Total Credits in the Semester-IV				36					

**Note:** In the fourth semester, the student is required to opt minimum three papers out of 04 papers (MGE401 to MGE404)

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## Elective Core Courses

A candidate shall be required to offer any one of the elective Groups comprising four papers for specialization.

### Specialization Clusters:

- A. Marketing Specialization
- B. Human Resource Specialization
- C. Finance Specialization
- D. Production Management Specialization
- E. Small Business Management Specialization
- F. Rural Development Specialization
- G. Information Technology Specialization

Elective Course Code	Specialization	Paper Title	Semester
MGEA01	Marketing	Sales and Distribution Management	III/ IV
MGEA02	Marketing	Advertising Management	III/ IV
MGEA03	Marketing	Consumer Behavior and Marketing Research	III/ IV
MGEA04	Marketing	Brand Management	III/ IV
MGEA05	Marketing	Marketing of Services	III/ IV
MGEB01	HR	Industrial Labour and Management Relations	III/ IV
MGEB02	HR	Industrial and Labour Legislation in India	III/ IV
MGEB03	HR	Compensation Management	III/ IV
MGEB04	HR	Human Resource Development System	III/ IV
MGEB05	HR	Manpower Policy and Management	III/ IV
MGEB06	HR	Evolution of managerial thought & related interdisciplinary concepts	III/ IV
MGEC01	Finance	Financial and Commodity Derivatives:	III/ IV
MGEC02	Finance	Finance for Strategic Decisions	III/ IV
MGEC03	Finance	Investment Management and Security Analysis	III/ IV
MGEC04	Finance	Management of Financial Services	III/ IV
MGED01	Production	Analysis and Design of Production System	III/ IV
MGED02	Production	Production Planning and Control	III/ IV
MGED03	Production	Quality Control	III/ IV
MGED04	Production	Purchases and Material Management	III/ IV
MGEE01	Small Business	Small Business Management	III/ IV
MGEE02	Small Business	Production Management in Small Business	III/ IV
MGEE03	Small Business	Financial Management in Small Business	III/ IV
MGEE04	Small Business	Marketing and Export Promotion of Small Business	III/ IV
MGEF01	Rural Development	Management of Rural Development	III/ IV
MGEF02	Rural Development	Management of Rural and Agro Based Industries	III/ IV
MGEF03	Rural Development	Rural Credit and Finance	III/ IV
MGEF04	Rural Development	Rural Marketing	III/ IV
MGEG01	IT	Information Technology for Management	III/ IV
MGEG02	IT	Data Communication and Application	III/ IV
MGEG03	IT	Data Base Management System	III/ IV
MGEG04	IT	Internet and Services	III/ IV
MGEG05	IT	Strategic Management of Information Technology	III/ IV

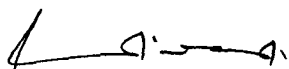

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### Programme Administration

1. The medium of instruction and examinations shall be English.
2. There will be a component of continuous assessment as per University rules. This will be conducted by the Institute under supervision of the Director. This will carry 30% weightage in the calculation of the final result.
3. The rules of passing, readmission and EoSE (End Term Semester Exam) will be as per University rules and guidelines.
4. Courses/papers are inter-changeable from one year to another. The optional are given separately for each semester.
5. The Optional Groups (Electives) for functional area to be introduced will be announced in the beginning of Semester-III. It is not necessary to introduce all the optional groups. Only a few optional groups will be introduced, keeping in view the teaching faculty position.
6. There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.
7. No candidate shall be considered to have pursued a regular course or study unless he is certified by the Director of the Institute to have attended 75% of the total number of lectures, tutorials, seminars and case discussions in each year during the course of study.
8. Promotion from one semester to another will be as per University rules.
9. The CGPA (of the end term University exam EoSE and internal continuous assessment) will be determined as per University rules and guidelines.
10. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.
11. There will be a credit monitoring committee of the Institute whose decisions regarding credits and allied domain will be final and binding.
12. Credit registration at least once in all compulsory credit courses shall be binding but earning all CCC credits for accumulation of minimum 120 credits.
13. All students are required to fill in readmission and examination form for each semester complete in all respects by the due date/ late fee date as announced by the Director of the Institute. Incomplete examination forms are likely not to be forwarded to the University.
14. Functional Area Electives will be announced at the beginning of the semester.

  
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## ECONOMICS FOR MANAGERIAL DECISIONS

Course Code: MGE  
Subject Code: MGE101  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Nature and Scope of Managerial Economics, The fundamental Concepts of Managerial Economics.

Demand Analysis – Types of Demand, Determinants of Demand, Elasticity of Demand, Demand Forecasting- Methods and techniques.

Costs and Concepts, Types and Break-even Analysis, Revenue.

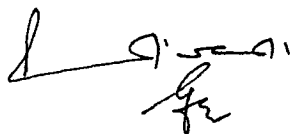
Market Structure and Pricing Decisions – Pricing under Perfect Competition, Monopoly, Differentiated Monopoly, Monopolistic Competition and Oligopoly. Collective and Non-Collective oligopoly and Solution of Oligopoly Problem.


Market references – Concepts, Background and the status in India.

Cases / Problems.

### References:

1. H. Craig Peterson and W. Cris Lewis: Managerial Economics, Prentice Hall of India Pvt. Ltd., New Delhi
2. VL Mote, Samuel Paul & G.S. Gupta: Managerial Economics – Concepts and Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. D.N. Dwivedi: Managerial Economics, Vikas Publishing House Pvt. Ltd., New Delhi.
4. R.L. Varshney and K.L. Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
5. P.L. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
6. M.L. Seth: Micro Economics, Laxmi Narain Agarwal, Agra.



  
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## MANAGERIAL ACCOUNTING

Course Code: MGE  
 Subject Code: MGE102  
 Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

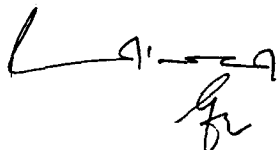
Accounting – Functions and scope of Accounting, Accounting concepts and conventions; Accounting Process – Double Entry system, Journal, Ledger, Trial Balance. Capital and Revenue expenditure/receipts; Preparation of Final Accounts with adjustments. Inventory Valuation, Depreciation. Overview of International Financial Reporting Standards (IFRS). Regulatory framework governing accounting and reporting practices

Analysis of Financial Statements – Ratio Analysis, Analysis of Corporate performance and drawing inferences; Cash Flow Statement – preparation and analysis.

Cost and Management Accounting – Cost Concepts and Classification; Cost Structure analysis through Cost Sheet; Techniques of Costing; Marginal Costing; Budgetary Control. Contemporary issues in Cost and Management Accounting

### References:

1. Narayanaswamy, R.; Financial Accounting - A Managerial Perspective, PHI Learning, New Delhi
2. Rajasekaran, V. and Lalitha, R.; Financial Accounting, Pearson
3. Anthony, Robert N., Hawkins, David F. and Merchant, Kenneth A.; Accounting: Text and Cases, Tata McGraw Hill Publishing Company Limited, New Delhi
4. Banerjee, A.; Financial accounting - A Managerial Emphasis, Excel Books
5. Khan, M. Y. and Jain, P. K.; Management Accounting, Tata McGraw-Hill, New Delhi
6. Anthony, Robert: Management Accounting
7. Hunt, Williams and Donaldson: Basic Business Finance
8. Wheldon: Cost Accounting and Cost Methods



  
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## ORGANIZATION BEHAVIOR

Course Code: MGE  
 Subject Code: MGE103  
 Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Introduction to Organizational Behaviour- Nature and Scope

Foundations of Individual Behaviour- Personality Attitude, values, Emotions, Perception, Role and implication. Emotional Intelligence.

Basic Motivation Process; Applications.

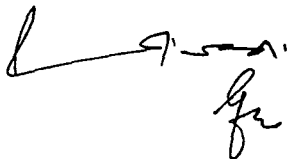
Leadership- Basic Approaches. Contemporary Issues. Group Formation; Group Behaviour; Norms of Groups


Teams- Nature Task, Understanding Work Teams


Interpersonal Communication- Process and Enhancing Effectiveness.

### References:

1. Goleman , Daniel. Emotional Intelligence.
2. Pareek, Udai. Organization Behavior, Oxford.
3. Hicks and Gullet. Organizations.
4. Stephan Robins- Organizational Behaviour.



  
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## MARKETING MANAGEMENT

Course Code: MGE  
Subject Code: MGE104  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Nature and Scope of Marketing, Core Marketing Concepts (Market, Needs, Wants and Demand, Value and Satisfaction, Consumer and Customer, Goods and Services, Competition, Company orientation towards marketplace), The Marketing Environment (External and Internal)

Consumer buying decision process and Basics of Market Research, Levels of marketing planning, Segmentation, Targeting and Positioning, Marketing Mix of Goods and Services

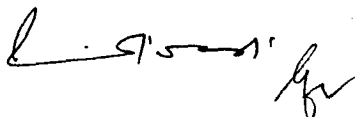
Developing products (Introduction to product, Product levels, Product Classification, Product life cycle, Product Line and Mix, Packaging and Labeling, Product Quality) Concept and Role of Brands, Pricing Decisions (Introduction to price, Process of pricing, Methods of pricing)


Value Chain Model, Market Channels (Importance, Levels, Functions and Flow, Service Sector channels, Channel Design, Management and Integration, E-Commerce channels) Retailing and Wholesaling, Marketing Communications (Role, Process, Mix, Measuring results, and integrated marketing communications)

Marketing Evaluation and Control, Fundamentals of Relationship Marketing, Digital Marketing, Not-for-profit marketing, Retail Marketing, Rural Marketing, Industrial Marketing, Sustainability and Ethics in marketing.

### References:

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 Delhi, MacMillan, 1990.
5. Neelamegham, S.; *Marketing in India: Cases and Readings*. New Delhi, Vikas, 1988.



  
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## QUANTITATIVE TECHNIQUES

Course Code: MGE  
Subject Code: MGE105  
Total Credits: 06

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### Course Contents

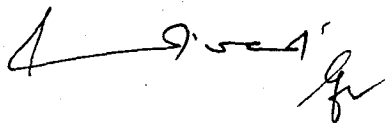
Time Series Analysis. Decision theory decision under uncertainty. Criterion of Min., Maximum, Minimax. Decision making under risk Bayesian approach.

Game theory – Types of Games, Two person zero sum games. Mixed strategy. Probability theory and problems.

Linear Programming. Problem formulation and geometric methods of solution, simplex method, two phase method, elementary ideas about duality.

### References:

1. C.R. Kothari – Quantitative Techniques
2. Levin and Kirkpetuck – Quantitative approach to Management
3. Sharma: Quantitative Techniques for Managerial Decisions – MacMillan, New Delhi
4. Bierman Bonini and Hausman – Quantitative Analysis for Business decisions.



  
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## FINANCIAL MANAGEMENT

Course Code: MGE  
Subject Code: MGE201  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

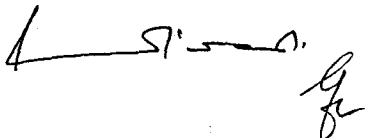
Understanding contemporary financial environment (Financial Markets, Financial Institutions, Financial Instruments and Financial Services); Objectives of Financial Management; Financing and Investment decisions


Understanding the concept of Time Value of Money; Risk – Return relation and Valuation of Securities; Working Capital Management; Inventory Management; Receivables Management; Cash Management

Cost of Capital; Leverage; Capital Structure; Capital Budgeting, Risk Analysis in Capital Budgeting; Dividend Policy decision

### References:

1. Brealey, Richard A. and Myers Stewart C.; Principles of Corporate Finance; Tata McGraw Hill
2. Archer, Stephen H. etc.; Financial Management; John Wiley, New York
3. Bhalla V. K.; Financial Management and Policy; Anmol, New Delhi
4. Chandra, Prasanna; Financial Management; Tata McGraw Hill
5. Pandey, I. M.; Financial Management, Vikas Publishing House Pvt. Ltd.
6. Hampton, John; Financial Decision Making; Prentice Hall Inc., New Jersey
7. Horne, James C.; Financial Management and Policy; Prentice Hall of India, New Delhi
8. Damodaran Aswath; Corporate Finance; Wiley



  
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## RESEARCH METHODS IN MANAGEMENT

Course Code: MGE  
Subject Code: MGE202  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Nature and Scope of Research Methodology, Problem Formulation and Statement of Research Objectives; Value and Cost of Information

Sampling Fundamentals: Census and Sampling Methods, Sampling Design, Size of Sample, Probability and Non Possibility, Sampling Techniques.

Processing of Data: Editing and Scrutiny of Data, Classification, Tabulation and Presentation of Data.

Analysis of Data: Univariate Data Analysis- Measurement of Central, Tendencies and Variability, Bivariate Data Analysis- Correlation, Linear Regression and Association Analysis.

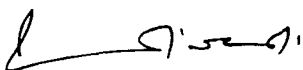
Testing of Hypothesis: Null Hypothesis and Alternative Hypothesis, Type of Errors, P Values, Parametric Test- t-Test,  $\chi^2$  – Test, analysis of Variance, Z-Test, Non Parametric Test- Sign Test, Run Test, Mann Whitney U-Test, Kruskal Wallis Test, Kolmogorov–Smirnov Test.


Report Writing: components of the Report, Layout of Research Report, Bibliography, Reference, Webliography, Contents, Presentation of Plagiarism Checks, Findings, Conclusions, Recommendation and Suggestions in the Report.

Cases/Problems.

### References:

1. Goode, W.J. and Paul Hatt; Methods in Social Research, McGraw Hill Book Co, Auckland.
2. Siggal and N.Castallan: Non Parametric Statistics for the Behavioural Sciences
3. McGraw Hill International Edition, New York.
4. Maxwell, Joseph: Qualitative Research Design. An interactive Approach. Sage Publications, London.
5. Galting, John: Theory and Methods in Social Research
6. Gupta S.P: Statistical Methods
7. Dwivedi: Research Methods in Behavioural Science - MacMillan




  
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## HUMAN RESOURCE MANAGEMENT

Course Code: MGE  
Subject Code: MGE203  
Total Credits: 06

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

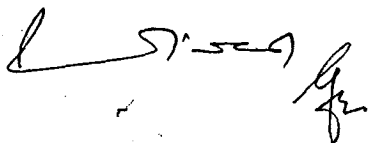
Human Resource Management- Introduction, Scope. HRM Environment in India. Diagnostic Approach to HRM. Job Analysis. Job Description. Job Specification.


Human Resource Procurement- Recruitment. Selection and Induction. Human Resource Planning-Concept and Process, Job Design- Concept and Approaches. Employee Training- Concept, Training Phases.

Performance Appraisal- Uses, Process, Methods, MBO. Internal Mobility- Promotion. Transfer and Demotion. Discipline- Meaning, Forms. Process and Causes of Indiscipline. Employee Grievances. Grievance Handling Procedure. Employee Compensation Components. Voluntary Retirement. Managing Employee Exit- Workers. Managers, CEO.

### References:

1. Edwin B. Flippo: Principles of Personnel Management
2. Randeil, S. Schuler: Effective Personnel Management- West Publishing Co.
3. Arun Monappa & Mirze S. Saiyadnin: Personnel Management, Tata McGraw Hill.
4. Monappa: Managing Human Resource- Macmillan, New Delhi
5. Pareek U & T.V. Rao- Designing and Managing Human Resource Systems, Oxford & Hill Pub. Co., New Delhi
6. Dwivedi: Human Relations and Organizational Behaviour- Macmillan, New Delhi



  
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## BUSINESS ENVIRONMENT AND LEGISLATION

Course Code: MGE  
Subject Code: MGE204  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Business Environment—The political, legal, social, economic, technological and competitive environment for business in India. The Global factors in the context of these factors. Digital and urban rural divide in India- implications for business.

The regulatory environment for business in India. The nature and role of SEBI, Competition commission of India. An overview of Intellectual Property Rights.

Overview of legislation that impacts day to day business functioning. The contract act the meaning of agreements and contracts, breach of contract remedies for breach of contract and Void agreements.

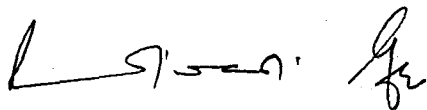
Negotiable Instruments Act 1981--- Bill of Exchange, Promissory notes, Cheques, Draft, Holder in due course. Precautions in payment.

Sale of goods Act- important provisions meaning of sale passing of risk Caveat EMPTOR conditions of sale, warranties, guarantees. Consumer Protection Act salient features.

Employee and employer relations—disciplinary action charge sheets dismissal. Protection of women in the workplace brief overview of relevant Act.

### References:

1. A. Das Gupta & Nitish Sen Gupta Governance and Business in India.
2. RBI annual reports on currency and finance
3. Planning Commission



  
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## OPERATIONS AND PRODUCTION MANAGEMENT

Course Code: MGE  
Subject Code: MGE205  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

Nature and scope of Production and Operations Management, Operations as a Strategy- Product and Service Design Factors, Types of Production, Location of Facilities, Types of Production Systems, Plant Layout, Scheduling Production Planning, Method study, Work Simplification and Work Measurement and Control, Aggregate Planning

Value and Analysis and Management, Inventory Management

Models and Applications, Lean Manufacturing.

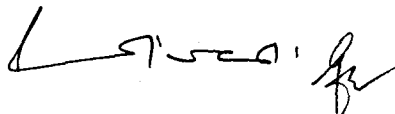
Network Techniques – Project Planning & control, project monitoring through network techniques, PERT & CPM, Concept of Time estimates, and Project Costs,


Quality Management- Techniques and Tools, Total Quality Management Systems (TQMS), Types of International standards on quality systems, ISO 9000:2000. Standards, Total Quality and Safety.

Cases/Problems

### References:

1. Stevenson, W. J. (2008). Operations management (10th ed.). New Delhi: Tata McGraw Hill.
2. Heizer, J. & Render, B. (2004). Operations management. New Jersey: Prentice Hall.
3. Chary, S. N. (2007). Production and operations management (3rd ed.). New Delhi: Tata McGraw Hill.
4. Gaither, N., & Frazier, G. (2005). Operations management (9th ed.). USA: Thomson South – Western.
5. Greasley, A. (2009). Operations management in business (2nd ed.). London: Sage.
6. Davis, M. M., Aquilano, N. J., & Chase, R. B. (2003). Fundamentals of operations management (4th ed.). New York: McGraw- Hill.
7. Schroeder, R. G. (2006). Operations management: Contemporary concepts and cases (3rd ed.). New Delhi: McGraw Hill.
8. Wild, R. (2003). Operations management text and CD-ROM (6th ed.). UK: Thomson Learning.



  
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## ORGANIZATIONAL CHANGE AND EFFECTIVENESS

Course Code: MGE  
Subject Code: MGE301  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

Organization Change- Process of Change

Resistance to Change- Management of Resistance, Change at Organizational Level, Individual Level, Transactional and Transformational Change, Challenges to Change.

Organizational Learning- Methods, Theories. Embedding Learning Creativity- Concept Necessity and Management. Diversity in Organizations- Gender, Cultural, Regional Diversity, Age, Cross Cultural Dimensions. Integrating Diversity. The Millennials in Workplace.

Organization Effectiveness Models, Creating and Sustaining Effectiveness.

### References:

1. Anderson, A H and Barker D.; *Effective Enterprise and Change Management*. Oxford, Blackwell Publishers Ltd. 1996.
2. French, W E and Bell, C H; *Organization Development*, New Delhi, Prentice Hall of India, 1995.
3. Khandwalla, P N; *Organisation Design for Excellence*. New Delhi, Tata McGraw Hill, 1992.
4. Luthans, F.; *Organizational Behaviour*. 7th ed., New York, McGraw Hill, 1995.
5. Robbins, S P.; *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
6. Senge, Peter: *The Fifth Discipline: The Art and Practice of Learning Organizations*.
7. Schien, Edger; *Organizational Psychology*.

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## STRATEGIC ANALYSIS AND CHOICE

Course Code: MGE  
Subject Code: MGE302  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

The External Context of Strategic Decisions - Industry Structure and Analysis. Competitors and Complementors, Strategic Groups, Dynamics of Competition.

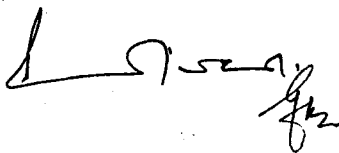
The Internal Context – Resources, Capabilities and Core Competence, Resource Based View of the Firm.


Corporate and Business Strategies, Diversification Mergers Acquisitions, Strategic Alliance, Competitive Strategies, Cooperative Strategies. Analytical and Human Issues in Strategy Formulation (Indian Context)

Strategy in a Global Environment. Global and National Environment. Patterns of Global Expansion and Entry Mode. Emerging Markets.

### References:

1. Wheelon Thompson and David Hunger, Strategic Management and Business Policy, Pearson, New Delhi 2004.
2. Ramaswamy and Namakumari; Strategic Planning – Formulation of corporate strategy; MacMillan India Ltd., New Delhi 1999
3. Azhar Kazmi, Business Policy; Tata McGraw- Hill Publishing Co. Ltd., New Delhi
4. Gupta, Goldakota and R. Srinivasan; Business Policy and Strategic Management, PHI, New Delhi.



  
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## MULTI FUNCTIONAL ON- JOB PROJECT REPORT

Course Code: MGE  
Subject Code: MGE303  
Total Credits: 06

### Guidelines:


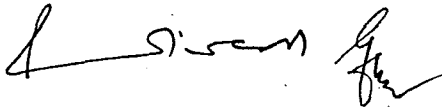
The students will chose a issue or problem within their organization for study and submit a Project Report for evaluation to the Institute on or before the announced date. The report will be prepared under the supervision/ guidance of the assigned faculty.

Report must be based on primary and secondary data , must be an original work and reflect capability for working independently using computers and software. The project report will contain the following:

- Certificate from the Organization
- Certificate by the Guide
- Acknowledgement
- Contents
- Executive Summery
- Brief Introduction to the Organization
- Analysis of the work done by the Student
- Conclusions and Recommendations
- Bibliography
- Annexure (of the data collected, questionnaire etc.)
- The project report will be of 30-35 pages (maximum).

### Evaluation:

The Project report will be evaluated by an external examiner appointed by the University. The evaluation will be based on four components viz. Content, Presentation, Analysis and Viva-Voce. The viva-voce will be conducted at the Institute.



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## STRATEGIC IMPLEMENTATION AND CORPORATE RESPONSIBILITY

Course Code: MGE  
Subject Code: MGE401  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

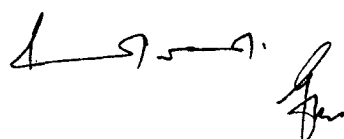
Making Strategy work: Strategy implementation, Role of organizational structure, Leadership, effective Coordination, information networks and resource allocation in strategy implementation.

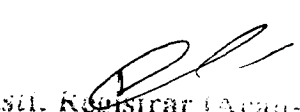
Implementing strategy in Companies that compete in single industry, across industries .Developing operational strategies. Overlaps and problems. Role of balance score card in effective implementation. Information strategy and communication strategy for implementation.

Strategy evaluation- methods and challenges. Strategic decisions and corporate governance. The importance of governance. Role of audit committees of the Board. Corporate social responsibility versus economic responsibility. The Companies act and provisions for corporate social responsibility. Models of corporate social responsibility.

### References:

1. Azhar Kazmi, Business Policy; Tata McGraw- Hill Publishing Company Ltd, New Delhi.
2. Hunger J.D. and Wheeler T.L: Strategy Management; 6<sup>th</sup> Ed., Low priced edition Addison Wesley Longman.
3. John. A. Pearce & R.B. Robinson; Strategic Management – Strategy formulation and Implementation; 3<sup>rd</sup> Ed. 2001. AITBS Publishers & Distributors (Regd.), New Delhi
4. Garth Saloner, Andrea Shepard and Joel Podolny: Strategic Management, 1<sup>st</sup> Ed, 2001: John Wiley & Sons.
5. Ramaswamy and Namakumari; Strategic Planning – Formulation of corporate strategy: MacMillan India Ltd., New Delhi 1999
6. Thompson & Strickland; Strategic Management – concepts and cases; Tata McGraw Hill Publishing Co. Ltd., New Delhi; 12<sup>th</sup> Ed. 2001
7. Azhar Kazmi : Business Policy & Strategic Management
8. Garry Johnson, Inon Scholes : Exploring Corporate Strategy



  
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## PROJECT FORMULATION AND IMPLEMENTATION

Course Code: MGE  
Subject Code: MGE402  
Total Credits: 06

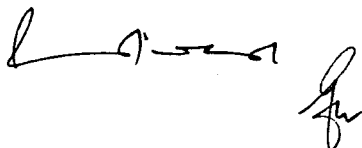
**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."


### Course Contents

Concepts, Characteristics, Life Cycle. Identification of Project Opportunities, Market, Technical and Financial Feasibility Analysis, NNVP, IRR and Payback. Sensitivity Analysis. Social Cost Benefit Analysis- rationale, Concept of Shadow Pricing. Value of Foreign Exchange, Shadow Price of Investment, Social Rate of Discount. Role of Development, Financial Institutions. Work Breakdown Structure (WBS), Contractor Schedule, Project Planning Programming Budgeting System (PPBS). Accomplishment Cost Procedure (ACP), Project Training and Control, Project Management Information Systems (PMIS), Project Audit. Ex-Post Evaluation.

### References:

1. Matto P.K.; *Project Formulation in Developing Countries*.
2. Little I.M.D. and J.A. Mirrless; *Project Appraisal and Planning for Developing Countries*.
3. Mishan E.J.; *Cost Benefit Analysis*.
4. Cleland D.I. and W.R. King ; *System Analysis and Project Management*.
5. Dasgupta, P.S. Marglin and A. Sen; *Guidelines for Project Evaluation (UNIDO)*.
6. Sudgen R. and A. Williams; *The Principles of Cost Benefit Analysis*.
7. Little I.M.D. and J.A. Mirrless; *Manual of Industrial Project Analysis in Developing Contries (OECD)*.
8. Chitale V.P.; *Project Viability in Inflationary Conditions*.
9. Chandra, Prasanna ; *Project: Preparation, Appraisal, Budgeting and Implementation*. 3<sup>rd</sup> ed., New Delhi, Tata McGraw Hill, 1987.



  
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## GLOBAL BUSINESS MANAGEMENT

Course Code: MGE  
Subject Code: MGE403  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Globalisation (Concept, Evolution, Drivers, Challenges, Opportunities and Stages of global involvement- EPRG framework), International Trade Theories

Socio-Cultural Environment and its impact on business, Political Environment and Systems, Technological, Demographic, Natural, Legal Environment and their impact on Business.

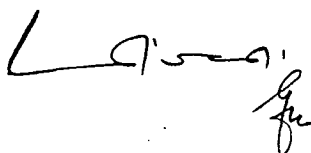
Economic Environment (Economic Systems, Global Financial Institution- *WTO, World Bank, IMF, UNCTAD, Asian Development Bank*, Global Monetary System- *Foreign Exchange Market, Foreign Investment, Balance of Payment and Balance of Trade* and Regional Economic Integrations- *ASEAN, SAARC, BRICS, MINT, EU, NAFTA*)


Global Market selection and entry strategies, Issues in Global marketing (Product decisions, Pricing decisions, Promotion decisions), Issues in Global Human Resource Management, Global operations and logistics.

India- an emerging market, Global trade in pre-liberalisation and liberalisation era, India's Export performance and direction, Indian Trade Policy and Economic Regulation in India.

### References:

1. Charles Hill and Arun Jain, '*International Business*', McGraw-Hill.
2. John D. Daniels and Lee H. Radebaugh, '*International Business*', Pearson.
3. Francis Cherunilam, '*International Business*', PHI.
4. Warren J Keegan, '*Global Marketing*', Pearson.
5. Rakesh Mohan Joshi, '*Global Business Management*', Oxford Press.
6. Cateora, Graham and Salwan, '*International Marketing Management*', McGraw Hill.



  
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## MANAGEMENT OF TECHNOLOGY AND INNOVATION

Course Code: MGE  
Subject Code: MGE404  
Total Credits: 06

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### Course Contents

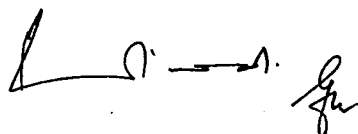
Technological Environment, Process of Technological Change- Internal and External development of Technology. Technology Strategy, Appropriation of Technology, Technology Transfer- Types, Modes.


Managing Technology Transfer- Technology Transfer Agreement (Basic idea)

Organizing for Innovation, Process Innovation, Product Innovation, Embedding Innovation in Organizational Culture. Economics of Innovation; Innovation Strategies. Relevance of Innovation and Innovation as Competitive Advantage.

### References:

1. Narayanan V.K., "Managing Technology and Innovation for Competitive Advantage, Pearson: 2001.
2. Govindarajan and Chris Trimble, 10 Rules for Strategic Innovations, HBS, 2007.
3. Tushman M.L. and P.R. Lawrence; Managing Strategic Innovation and Change.
4. Jones, T.; Innovation at the Edge. How Organizations Evolve and Embed Innovation, Capacity, Bulterworth, U.K.
5. Ajad, R.R.; Technology Transfer and Joint Ventures abroad.



  
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## Optional Group (A) Marketing

### SALES AND DISTRIBUTION MANAGEMENT

Course Code: MGE  
Subject Code: MGEA01  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course Contents

The sales process- prospecting, negotiation, persuasion, closing and evaluation. Setting and Formulating personal selling objectives- Recruitment and selection, developing and conducting sales training program. Supervision, motivation and appraisal of salesmen, Sales meetings and their effectiveness, Compensation and incentive plans

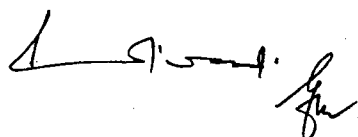
Sales forecasting and budgeting, sales objectives and quotas, Concept of key account management, Developing and managing sales evaluation programs, cost of sales analysis.

Designing and management of territories

Overview of marketing channels, systems, structures, functions and relationships. Channel planning. Channel intermediaries, Whole selling and retailing (to be expanded) Formats of retailing and their usefulness, Indian context in organized retailing

#### References:

1. Anderson, R.; *Professional Sales Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
2. Buskirk, R H and Stanton, W. J.; *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.
3. Still, Cundiff, Govoni, *Sales Management: Decisions, Strategies and Cases*, 5th Edition, Prentice Hall India and Pearson Education (2011)
4. David Jobber, Geoff Lancaster, *Selling and Sales Management*, Pearson Education (2011)
5. Coughlan, *Marketing Channels*, 7th Edition, Dorling Kindersley (India) Pvt. Limited
6. Stanton, William J. etc.; *Management of a Sales Force*. Chicago, Irwin, 1995.




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## ADVERTISING MANAGEMENT

Course Code: MGE  
 Subject Code: MGEA02  
 Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

Role of advertising in Marketing Process, Advertising and IMC Today, The Evolution of IMC, Economic, Social, Ethical, Legal and Regulatory Aspects (Role of ASCI)

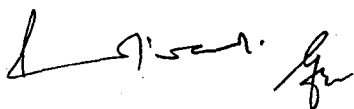
The Foundations of Advertising, Advertising and Consumer Behavior : Cognitive dissonance, Determinants of Advertising Strategy, Research for Advertising Planning, Planning for Media and the Message, Role of Headline, Body copy, Logo, layout, various appeals . Advertising and Media planning: objective, positioning and target audience, Advertising effectiveness and measurement.


Creative Strategy and the Creative Process, Execution through copy and artwork, Use of Print, Electronic, Outdoor and Digital Media, Emerging Media –digital marketing and trends : social media advertising and role of stakeholders. Advertising thinkers and impact on creativity process, Advertising for retail, cooperative, political, non- profit, International, and Public-service

Role of Advertising in Relationship Building for Direct Marketing, Personal Selling, Sales Promotion, Sponsorship, and Corporate advertising, Role and functions of Advertising agencies.

### References:

1. William F. Arens, Michael F. Weigold, Christian Arens, Contemporary Advertising & Integrated Marketing Communications, 14/e McGraw-Hill Higher Education
2. William D. Wells, John Burnett, Sandra Moriarty, Advertising-Principles and Practice, Seventh edition, Pearson Education, Inc 9<sup>th</sup> impression (2013)
3. George Belch, Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 7<sup>th</sup> edition, Tata McGraw Hill Education Private Limited
4. Aaker David, Advertising Management, 4<sup>th</sup> Edition, New Delhi Prentice Hall
5. Rajiv Batra, John.G.Myers, David.A.Aaker ‘Advertising Management’ published by Dorling Kindersley India Pvt. Ltd. 5<sup>th</sup> impression (2009)



  
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## CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Course Code: MGE  
Subject Code: MGEA03  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making Information Search Process; Evaluative Criteria and Decision Rules.

Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change.

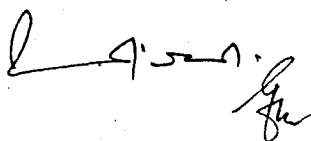
Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making.


Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

### References:

1. Assael, H.; *Consumer Behaviour and Marketing Action*. Ohio, South Western, 1995.
2. Engle, J F. etc.; *Consumer Behaviour*, Chicago, Dryden Press, 1993.
3. Howard, John A. etc.; *Consumer Behaviour in Marketing*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I. etc.; *Consumer Behaviour- Implications for Marketing Strategy*. Texas, Business, 1995.
5. Mowen, John C.; *Consumer Behaviour*. New Your, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L.; *Consumer Behaviour*. New Delhi, Prentice Hall of India, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.



  
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## BRAND MANAGEMENT

Course Code: MGE  
 Subject Code: MGEA04  
 Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

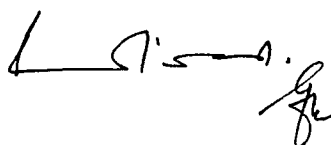
The product, Product extensions and hierarchy, New product development-Evolution and stages of development, Understanding Brand and Brand Hierarchy, Brand personality, Brand Image, Brand identity, brand positioning, brand equity, value addition from branding, Brand –consumer relationships, brand loyalty and customer loyalty.

Managing Brands, Brand creation, brand extensions, Brand –product relationships, brand portfolio. Product and Brand Management concepts and organization.

Research and measurement of brands- identity, positioning, image, personality, and brand equity valuation, Branding strategies in different sectors- consumer, industrial and service brands, Brand value chain, Brand tracking studies and brand equity management system. Managing Brands Overtime- Reinforcement and revitalization of Brands

### References:

1. David A. Aaker, Building Strong Brands, Pocket Books
2. Kevin Lane Keller, Strategic Brand Management, 4 th edition, Pearson Prentice Hall
3. Issac Jacob, Strategic Brand Management, 3 rd edition, Pearson
4. Keller, Strategic Brand Management and Best Practice Cases in Branding, Pearson
5. Marketing Warfare, Al Ries & Jack Trout, McGraw Hill



  
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## MARKETING OF SERVICES

Course Code: MGE  
 Subject Code: MGEA05  
 Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

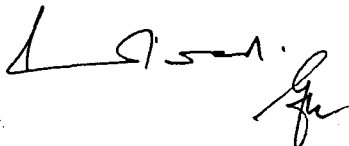
### Course Contents


Distinction between goods and service marketing, Extension of the product concept and the services concept. Nature of Services and significance of service marketing Challenges in service marketing Service triangle and extended marketing mix.

Classification of services, Service quality: definition evaluation and models SERU-QUAL and Gap Analysis, Service standardization and customization, service encounter, service distribution, Physical Evidence, Servicescape, Service expectations and service satisfaction, Pricing of Services & Service Distribution , complaint handling, Service Recovery Strategies, Targeting consumers, Relationship Marketing, Customer Lifetime Value, Yield management, Marketing Research in Services, Service Satisfaction measurement

### References:

1. Lovelock, Services Marketing , (People, Technology, Strategy)7 Edition ,Pearson
2. Zeithmal, Services Marketing, 6th Edition, Tata McGraw Hill
3. F. Frei, A. Morris, Uncommon Service: How to Win by Putting Customers at the Core of Your Business, HBR Press (2012)
4. Venkat Ramaswamy, Francis Gouillart, The Power of co-creation, Free Press Business (2010)
5. David Maister, Managing the professional service firm, Free Press Business (2003)



  
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**Optional Group (B) Human Resource**

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**INDUSTRIAL LABOUR AND MANAGEMENT RELATIONS**

Course Code: MGE  
Subject Code: MGEB01  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course Content**

Origin of Industrial Relations and its Socio-Economic Dimensions, Role of State in Industrial Relations.

Legal Framework of Industrial Relations- Machinery for Settlement of Disputes, Regulation of Trade Unions.

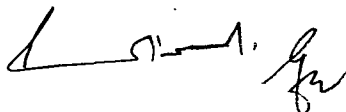
Meaning of Trade Unions, their functions and activities. Political dimensions of Trade Unions, Employers' Association, Social responsibilities of Trade Unions, Problems of Trade Unions in India.

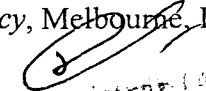
Collective Bargaining & Negotiation, Discipline- Meaning and its management, Grievance management. Industrial Conflicts- Reasons and Impact Analysis. Negotiation techniques

Participative Management- Significance and its progress in India, Employee Empowerment. Industrial Relations and Technological change. Latest Trends in Industrial Relations.

**References:**

1. Kochman, T.A. & Katz Henry. *Collective Bargaining and Industrial Relations*. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam, K; *Trade Unionism. Myth and Reality*, New Delhi, Oxford University Press, 1982.
3. Niland J.R. etc.; *The Future of Industrial Relations*, New Delhi, Sage, 1994.
4. Papola, T.S. & Rodgers, G.; *Labour Institutions and Economic Development in India*. Geneva, ILO, 1992.
5. Ramaswamy, E.A. *The Rayon Spinners; The Strategic Management of Industrial Relations*. New Delhi, Oxford University Press, 1994.
6. Virmani, B.R.; *Participative Management Vs. Collective Bargaining*, New Delhi, Vision Books, 1988.
7. Webb, Sidney & Webb, Beatrice. *Industrial Democracy*, Melbourne, Longman, 1987.



  
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## INDUSTRIAL AND LABOUR LEGISLATION IN INDIA

Course Code: MGE  
Subject Code: MGE02  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

It would cover brief outlines of laws on:

Wage and Bonus: Such as

- (a) Payment of Wages Act, 1936 ,
- (b) Minimum Wages Act, 1948
- (c) Payment of Bonus Act, 1965

Social Security.

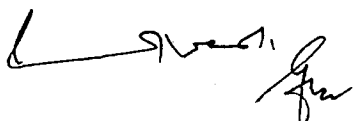
- (a) Workmen's Compensation Act, 1923
- (b) Employee State Insurance Act, 1948
- (c) Employee's Provident Fund Act, 1952
- (d) Maternity Benefit Act, 1961
- (e) Payment of Gratuity Act, 1972

Industrial Relations:

- (a) Trade Union Act, 1926
- (b) Industrial Disputes Act, 1947
- (c) Industrial Employment (Standing Orders) Act, 1946
- (d) Factories Act 1948
- (e) Shops and Establishment Act

Interpretation of these laws (briefly)

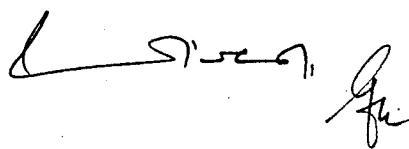
Cases/Problems

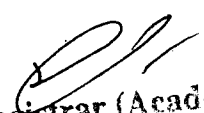


  
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**References:**

1. State and Labour in India: A.N. Vaid, Asia Publishing House, Bombay
2. Labour Relations law in India: S.L. Agrawal
3. Law and Practice Relating to Lay off, Retrenchment and Closure: V.P. Arya Oxford and IBH Publishing Co., Delhi
4. Report of National Commission on Labour: Govt. of India
5. The Indian Labour Year Book (Latest Issue) Ministry of Labour, Govt. of India



  
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## COMPENSATION MANAGEMENT

Course Code: MGE  
Subject Code: MGEB03  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

### Course Contents

Compensation: Role, Economic & Behavioral Issues, Wage concepts, Components of Compensation-Basic, Dearness Allowance, Fringe benefits, Bonus, Incentives etc.

Administration of compensation: Linkage between Job analysis & Job description And compensation, Developing a compensation plan, Cafeteria Approach, Profit sharing & stock option, Team based compensation, Internal & external equity.

Corporate Compensation: Globalisation, Diversity & Compensation, Executive Compensation, Voluntary Retirement Scheme, Severance pay, Downsizing.

Recent Trends: International Compensation Management, Strategic Compensation Management, HRIS & Compensation.

Laws relating to compensation : main features

Payment of wages Act 1936, Minimum wages Act 1948, Bonus Act 1965, Provident fund Act, Employee State Insurance Act 1948

### CASE STUDIES

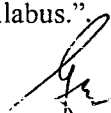
### References:

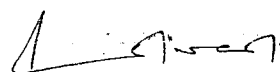
1. George.T.Milkovich, Jerry.M.Newman, Ratnam; *Compensation*, McGraw Hill. 9th edition
2. Bhattacharya, Sengupta, *Compensation management*, Excel Books, 2009
3. Henderson, Richard I, *Compensation management*, Ratson, 1976

## HUMAN RESOURCE DEVELOPMENT SYSTEMS

Course Code: MGE  
Subject Code: MGEB04  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

  
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### Course Contents

Field of HRD- Concepts, Goals, Challengers; HRD Climate and Practices in India.

Staffing HRD Function; Developing HR Strategies; HRD System Design Principles.

Design & Administration of Select HRD Systems; HRD for Workers.

HRD Intervention; HRD Approaches for coping with Organizational Changes; Case Studies of HRD in Indian Organizations.

### References:

1. Dayal, Ishwar; *Successful Applications of HRD*. New Delhi, Concepts, 1996.
2. Dayal, Ishwar; *Designing HRD Systems*. New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dharni P.; *HRD- Global Challenges & Strategies in 2000 A.D.*, New Delhi, ISTD, 1995.
7. Silvera, D.N.; *HRD: The Indian Experience*. Delhi, New India, 1991.

## MANPOWER POLICY AND MANAGEMENT

Course Code: MGE

Subject Code: MGEB05

Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

The course is designed to develop understanding the need and process of manpower planning in corporate sector.

Manpower planning – Introduction, significance, process.

Manpower planning at macro and micro level – National, Corporate, Unit

Manpower forecasting – need, process, Inventorying available talent.

Projecting manpower requirements

Planning manpower supply – Simple and Change models

Work analysis – a basis for planning origin, applications, and methods.

Career management – concept, process, career planning.

Management succession and development planning: Succession Planning, Replacement Planning.

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Manpower Audit

Emerging trends and issues in HRP.

Cases/ Problems.

**References:**

1. Human Resource Planning, *Dipak Kumar Bhattacharya*, Excel Books
2. Strategic Human Resource Planning, *Monica Belcourt & Kenneth J. Mc. Bey*, Cengage Learning
3. Human Resource Planning, *James Walker*, McGraw Hills

**EVOLUTION OF MANAGERIAL THOUGHT & RELATED INTERDISCIPLINARY CONCEPTS**

Course Code: MGE

Subject Code: MGEB06

Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

**Course Contents**

Classical Management Thinkers, Bureaucracy, Human Relations Movement, Fayol, Taylor, Gullick, Weber, Mayo, Follett, McGregor, McLelland, Simon, Bernard, Ulrich; Organizational Theory: Parkinson’s Laws

Emergence of Indian Management Thought: From Kautilya to contemporary Indian thinkers; Theories underlying cultural norms in developed & developing countries: Rensis Likert

Management vs. Administration, Management as a Science & Management as an Art; Qualities of a Manager; Personal Effectiveness & Learning, Emotional Intelligence, Business Etiquette, Social Responsibility, Professionalism, Work-life balance

Indian Cultural Context: Demographic distribution, Historical Evolution, Regional Disparities, Influence of LPG, Tenets of sensitivities & aspirations of Indian Workforce, Gender & Diversity Management

**References:**

1. Prasad & Prasad; Administrative Thinkers
2. Daniel Goleman; Emotional Intelligence
3. Sage; Human Development in the Indian Context: Volumes I & II

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## Optional Group (C) Finance

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### FINANCIAL AND COMMODITY DERIVATIVES

Course Code: MGE  
 Subject Code: MGEC01  
 Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course Content

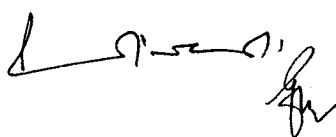
**Introduction to Derivatives Market:** Exchange traded markets, over the counter markets, types of traders: hedgers, speculators and arbitragers, Forwards, futures, options, swaps and other derivative contracts. Overview of Indian derivatives market. Financial & Commodity Mechanics of Futures and Options Markets: Background, Contract specification, Exchange clearing, Settlement and margins system, Types of traders and types of orders, Regulation, taxation.

**Pricing Derivatives:** Investment assets v/s consumption assets, short selling, Forward price of an investment asset, valuing forward contracts, Futures price of stock indices, forward and futures contracts on currencies, futures on commodities, interest rate futures, cost of carry model, Properties of Stock Option prices, upper and lower bound for option prices, put call parity relationship, Pricing options: Black and Scholes model, Binomial model.

**Trading Strategies involving Futures, Options and Swaps:** Hedging strategies using futures, basic option trading strategies, Spreads and combination strategies, Working of Future Options and Swaptions. **Derivatives Mishaps and learning:** This unit covers some cases which experienced spectacular losses in derivatives market and the lessons that can be learned from them.

#### References:

1. Hull, John C.; Options, Futures and Other Derivatives; Pearson
2. Gardner: Futures & Options - MacMillan
3. The Quest for value: G. Bennett Stewart: Harper Business (Harper Collins Publishers)
4. Basic Business Finance: Donaldson, Richards, D. Irwin (1971)
5. Gardner: Derivatives – MacMillan
6. Gupta, S.L.: "Financial Derivatives", PHI Learning Pvt. Ltd., New Delhi



  
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## FINANCE FOR STRATEGIC DECISIONS

Course Code: MGE  
Subject Code: MGEC02  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Analysis of Balance sheet, income statement and cash flow statement, corporate financial models, value based financial strategy, value of firm. Concept of finance for strategic decisions. Valuation of Equity & Bond, Valuation methods- dividend discount models, measures of relative value: Price earning ratio, Price earning to growth ratio, price to book value ratio, price to sales ratio etc., Free cash flow model to equity valuation, Quantitative analysis: Value added concept, Economic value added and market value added, evaluation of security analysis.

Bond terminology, Types of bonds, value of bond, bond yield measures, bond price analysis, Risks associated with bonds, Forecasting interest rates and determinants of interest rates, Theories of interest rates, analysis of deep discount bonds, Analysis of convertible bonds.

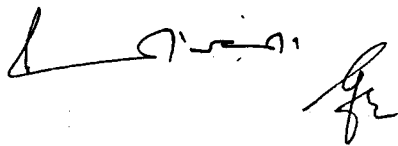
Valuation of strategic options- Acquisition, Diversification and Mergers- The Indian Case.


Case/Problems.

Note: 50% questions will be numerical/ cases.

### References:

1. Chandra, Prasanna: Financial Management 4<sup>th</sup> edn.
2. Weston. JF. Kwang Chug and Swan Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall of India Pvt. Ltd., New Delhi.



  
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## INVESTMENT MANAGEMENT AND SECURITY ANALYSIS

Course Code: MGE  
Subject Code: MGEC03  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Content

#### Investment:

Nature and scope of investment analysis, Elements of investments. Avenues of investment, Approaches to investment analysis, Concept of return and risk, Security return and risk analysis, Measurement of risk and return.

#### Financial Assets:

Types and their characteristics, Source of financial information.

#### Public Issue:

SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Appointment of merchant bankers; Underwriting; Brokers; Registrars; Managers, Bankers & Allotment of Shares.

#### Secondary Market:

Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need; Depository Act-1996.

#### Valuation of Securities:

Bonds; Debentures; Preference Shares; and Equity Shares.

#### Fundamental Analysis:

Economic Analysis; Industry Analysis and Company Analysis.

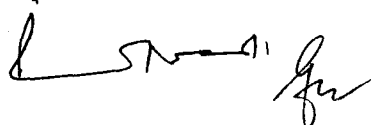
#### Technical Analysis:

Trends, Indicators, Indices and moving averages applied in technical analysis.

Recent development in Indian Stock Markets including investors protection.

### References:

1. P. Pandian : "Security analysis and portfolio management".
2. Madhumati, Rangarajan : "Investment analysis and portfolio management".
3. Agarwala, K.N. and Deeksha Agarwala: "Bulls, Bears and The Mouse", Macmillan, New Delhi.
4. Cheney, J. and E. Muses: "Fundamentals of Investments" Paul, New York.



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## MANAGEMENT OF FINANCIAL SERVICES

Course Code: MGE  
Subject Code: MGEC04  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Content

Concept, Nature and scope of financial services; Regulatory frame work for financial services; Recent trends in marketing of financial services

Capital Market Services; Merchant, banking services; Managing of public issues of shares and bonds; SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Underwriting; Brokers; Registrars; Managers, Bankers to an Issue.

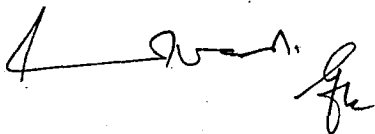
Secondary Market: Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need.


Other Financial Services- Leasing and Hire Purchase; Debt Securitization; housing finance; Credit Rating; Credit cards.

Mutual funds; Venture Capital, Factoring, Insurance; Tax Environment and financial services.

### References:

1. Khan, M.Y: “Financial Services”, Tata McGraw Hill, New Delhi
2. Agashe, Anil: “Financial Services Markets and Regulations”, Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Avadhani, V.A.: “Financial Services in India”, Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Bhole, L.M.: “Financial Markets & Institutions”, Tata McGraw Hill, New Delhi



  
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## OPTIONAL GROUP (D) PRODUCTION MANAGEMENT

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### ANALYSIS AND DESIGN OF PRODUCTION SYSTEM

Course Code: MGE  
 Subject Code: MGED01  
 Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

Study of Production: Production System, Elements of Production System, Steps of analytical study of production systems. Initiation of system studies; feasibility studies. The system study implementation. Maintenance engineering. Models of Systems; Classification of Models, Decision criteria for deterministic systems and non-deterministic systems. Decision levels and system performance.

Economic Lot size manufacturing problem. Dynamic interaction-Optional loading of linear multi operations shop. The hub operation scheduling programme.

Network Models: Theory of graphs, Shortest route problem; Linear and Dynamic programming approach, Maximal flow in networks. Machine assignment problems, job sequencing problem, Line balancing problem.

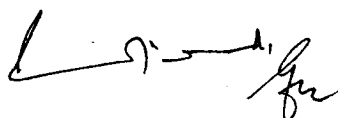
Elements of feedback control system, Elementary control system. A production inventory system with deterministic demand. A discrete production inventory system with stochastic demand.


Scheduling Methods: Concept of graph theory and its applications. Network analysis, Maximum flow in the network, Shortest route problem in the network. Critical Path Method. Program/Evaluation and Review Techniques.

Resources scheduling, Manpower scheduling, Multi-project scheduling, Cost scheduling, PERT/Cost schedule optimization, Crash costing and updating.

Graphical scheduling, Gantt charts, Bar graphs, Transportation scheduling, Capital scheduling, Design scheduling, Construction scheduling, Inventory scheduling, Close order scheduling, System scheduling.

Cases & Problems.



  
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## PRODUCTION PLANNING AND CONTROL

Course Code: MGE  
 Subject Code: MGED02  
 Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Production systems, Type of production, Functions of production planning and control, Production procedure.

Sales Forecasting: Nature and uses of forecast, Sources of data, Forecasting techniques: Regression methods, Moving Average methods, Exponential smoothing methods, etc., Forecast errors, Adaptive response system, Bayesian method. The Box-Jenkins model.

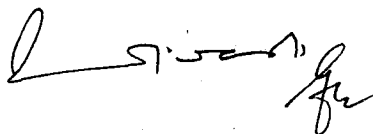
Production planning: For continuous, batch and job order production, capacity planning, Planning models- static and dynamic.

Static Models: (1) Product mix Decisions, (2) Process selection problems, (3) Blending problems, (4) Simultaneous production of multiple products by a single activity, (5) Economic lot size in Batch production and Batch size determination under boundary conditions, (6) Multi-stage production problems.

Dynamic Models: (1) Models with linear costs: (2) Smoothing problems in aggregate planning, (3) Multi-product linear programming models, (4) Multi-state models, (5) Chance constrained programming models.

Scheduling: Forms of Schedules, Loading and scheduling, Basic scheduling problems: Flow production scheduling for fluctuating demand (smoothing problems): Batch production scheduling; job shop scheduling; Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Despatching and Expediting; Recording progress and feedback information in order to improve future planning.

Cases & Problems



  
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## QUALITY CONTROL

Course Code: MGE  
Subject Code: MGED03  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

**Quality Management:** Quality Engineering, Inspection and quality control characteristics, Quality engineering, planning and evaluation of quality and reliability, quality assurance, methods and standards.

**Economics of quality:** Quality costs, types of quality costs, control of quality costs, costs studies and optimizations. Return on quality control investment, Decision Theory and Baye's Theory.

**Statistical Quality Control:** Control charts: Objectives of SQC, application of probability distribution in quality control, Control Charts: Principles of control, basic form of the control chart, Control charts for variables (X,R & B), control charts for attributes (P,C & U), cumulative sum control chart: Quality capability analysis.

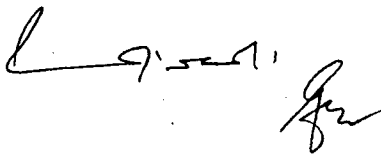
**Acceptance Sampling Plans:** Some fundamental concepts in acceptance sampling continuous sampling plans for variables and attributes, Lot by lot sampling plans for variables: Single (with known and unknown), double (with known), Lot by lot sampling plans for attributes: Single, double.

**International Quality Certification System – ISO 9000:2000** and other standards and their applicability in design manufacturing. Total Quality of Services and Safety, TPM ERA.

### Cases and Problems

### References:

1. Duncan: Quality Control and Industrial Statistics
2. Juran & Gryna: Quality Planning & Analysis
3. Junan: Quality Control Handbook



  
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## PURCHASE AND MATERIALS MANAGEMENT

Course Code: MGE  
 Subject Code: MGED04  
 Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

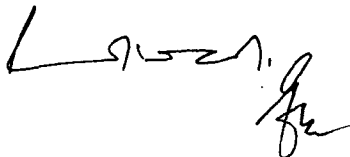
Nature of Scope of Materials Management;  
 Make-or-buy decisions  
 Quality control  
 Classification and Codification  
 Standardization, Simplification and Variety Reduction

Value analysis/Value engineering  
 Waste and Scrap disposal  
 Stores Management: Stores Organization  
 Receiving and Storekeeping  
 Stock verification, stores layout and location  
 Storage equipment and storage methods  
 Functions and purchase department

Vendor analysis and vendor selection  
 Purchase budget, purchase research

### References:

1. Integrated Materials Management by R.Gopalakrishnan and Sudershan
2. Purchase and Materials Management by Leo and Dpobler
3. Supplies and Materials Management by H.K. Comptap
4. Menon: Store Management – MacMillan, New Delhi
5. Purchasing Management by H.H. Westing, I.V. Fine and G.J. Fine and G.J.Zong
6. The Purchasing Man and his job by V.H. Pooler
7. Purchasing and Supply Management by R.J.H. Bailly.



  
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## **OPTIONAL GROUP (E) SMALL BUSINESS MANAGEMENT**

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### **SMALL BUSINESS MANAGEMENT**

Course Code: MGE  
 Subject Code: MGEE01  
 Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### **Course Contents**

1. Small scale Sector in Indian economy
2. Government policy and Programme towards village and small industry sector.
3. Social and Political aspects of small enterprises.
4. Organization, structure and other characteristics of small firms .
5. Choice of appropriate technology.
6. Working of Industrial Estates. District Industrial Centres etc.
7. An overview of different functional areas management Marketing , Finance, Production etc.
8. Human Resources aspects of small firms .
9. Small Business Management in selected countries like Japan, Finance, USA and Switzerland.

#### **Cases/Problems.**

#### **References:**

1. Ram K.Vepa : Small Industries in the Seventies
2. British Institute of Management :The Application of Modern Management techniques to the Small Enterprises.
3. Dan Steinwoff : Small Business management Fundamentals.
4. Administrative Reforms Commission : Report on Small Scale Sector.
5. O.P.Jain : Manual of Small Scale Industries in India ,Vol.I, II, III & IV.
6. AshokMehta : Committee Report on the Working of Khadi and Village Industries Commission(1948).
7. R.R.Khan : Management of Small Scale Industries
8. Vasant Desai : Organization and Management of Small Scale Industries.

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## PRODUCTION MANAGEMENT IN SMALL BUSINESS

Course Code: MGE  
Subject Code: MGEE02  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

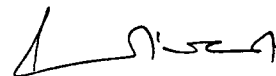
### Course Contents

1. Strategic aspects of production policy.
2. Location of Small Scale Industries.
3. Design and layout of the Production unit.
4. Product selection and product design - selection of the item of Manufacture with reference to (a) personal factor and(b) official patronage available.
5. Selection of the productive process, choice of technology.
6. Production planning and centre production Scheduling, Materials planning .
8. Quality control in small Business.
9. Plant Maintenance. Purchase and materials management including inventory control and stores management.

Cases/Problems.

### References:

1. C.P.Jain : Manual of Small Scale Industries in India.
2. Development Commissioner : Small Scale Industries Selected Publications, such as: Small Scale Industries in perspective 1963.

  
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## FINANCIAL MANAGEMENT IN SMALL BUSINESS

Course Code: MGE  
Subject Code: MGEE03  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

Financing of Small Business in emerging economies.

Financial needs of Small business, types of capital requirements, cash management problems.

Source of Finance for Small business in India : Indigenous bankers, Public deposits. State Banks and other Nationalized banks. Industrial Finance Corporations .State Financial Corporations ,Industrial cooperatives. Adequacy and appropriateness of fund from banking and non-banking financial intermediaries.

Monetary policy of the Reserve Bank of India and Small business.

Financial Assistance from the Central and State Governments – A Critical Appraisal under Five Year Plans.

Tax Planning in Small –scale business.


Problem of Small Scale Industries in relation to financial accounting and cost account systems. Internal controls and checks.

Selected cases.

Cases/Problems.

### References :

1. Development Commissioner, Small Scale Industries : Credit Facilities to Small Scale Industries.
2. K.K.Mohan : Small Industry Entrepreneurs Hand Book (1971)Part –IV.
3. Selected publications by the Institutions listed in the course outline .
4. E.S.Buffa : Production Management.
5. Gopal Krishna and Sundershan : Materials Management.

  
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## FINANCIAL MANAGEMENT IN SMALL BUSINESS

Course Code: MGE  
Subject Code: MGEE03  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

Financing of Small Business in emerging economies.

Financial needs of Small business, types of capital requirements, cash management problems.

Source of Finance for Small business in India : Indigenous bankers, Public deposits. State Banks and other Nationalized banks. Industrial Finance Corporations .State Financial Corporations ,Industrial cooperatives. Adequacy and appropriateness of fund from banking and non-banking financial intermediaries.

Monetary policy of the Reserve Bank of India and Small business.

Financial Assistance from the Central and State Governments – A Critical Appraisal under Five Year Plans.

Tax Planning in Small –scale business.


Problem of Small Scale Industries in relation to financial accounting and cost account systems. Internal controls and checks.

Selected cases.

Cases/Problems.

### References :

1. Development Commissioner, Small Scale Industries : Credit Facilities to Small Scale Industries.
2. K.K.Mohan : Small Industry Entrepreneurs Hand Book (1971)Part –IV.
3. Selected publications by the Institutions listed in the course outline .
4. E.S.Buffa : Production Management.
5. Gopal Krishna and Sundershan : Materials Management.

  
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## MARKETING AND EXPORT PROMOTION OF SMALL BUSINESS

Course Code: MGE  
 Subject Code: MGEE04  
 Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”.

### Course Contents

Small business and market, domestic and export : An overview of various problems and possibilities in the context of a developing nation, major aspects of marketing : product strategy, distribution management ,sales forecasting and budgeting .Sales Planning.

Marketing with export emphasis in the Indian context – Identification of exportable commodities and countries for exports , development of export markets, role of advertisement ,exhibition and displays and other promotional methods – Export promotion of Small business in India, Financing of Exports, Facilities available to the Indian exporters – complete export procedure.


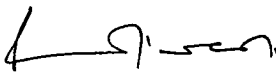

Small Industries and Exports : The global perspective . Small Business in selected countries like japan, China, France, U.K. and U.S.A. Their promotional programme and policies, lessons for India.

Pricing Policy: Distribution Channels. Advertising and Sales promotion, Sales Management.

Selected Cases.

### References :

1. O.P.Jain : Manual of Small Scale Industries in India,part-V
2. O.P.Jain : Small Industry Exports – A Study into Promotional Techniques
3. Ministry of Foreign Trade : Selected Publications .
4. Indian Institute of foreign Trade : Selected publications.
5. Ram K. Vepa :Small Industry in the Seventies,Ch. 3, 4and 13.
6. Asian Productivity Organization : Organization in Small and Medium sized firms .
7. Role of Small Industries in export promotion in india, U.S.A. and Japan.
8. Trade Development Authority : Market Potential Studies.

  
  
  
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## OPTIONAL GROUP (F) : RURAL DEVELOPMENT MANAGEMENT

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### MANAGEMENT OF RURAL DEVELOPMENT

Course Code: MGE  
Subject Code: MGEF01  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course Contents

Rural Management- Key issues;

Rural Resources- Key resources and their management (overview only) (Water, land forest for e.g.) Role of Rural Community in growth and development. Community initiatives.

Rural Entrepreneurship- Problems/ prospects and revival

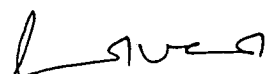
Rural Infrastructure and Development.


PURA (Success stories), Role of PPP in rural infrastructure development.

MNREGA and its role and impact on rural development, skill development.

#### References:

1. EPW Articles.
2. Websites and publications of Ministry of Finance, Ministry of Rural Development, Ministry of Water Resources; MOEF, Government of India
3. Experiential learning through visit to rural areas.

  
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## MANAGEMENT OF RURAL AND AGRO BASED INDUSTRIES

Course Code: MGE  
Subject Code: MGEF02  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Choice of Agro-based Industries.

Problems relating to location and size. Growth of agro based industry, Innovation, New models.

Product Development ,planning pricing ,product mix.


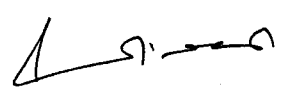
Choices of appropriate technology for development of rural industries.

Manpower Development for Rural Industries.

Quality and Reliability of Rural Products.

### References :

1. Problems of Development of Tribal Areas : S.G.Deogaonker
2. Rural :Planning of one country : Black,John Donald,Vestocott
3. Rural Organization, Agriculture series and Job Opportunities in Agriculture; Un.Eca.
4. Management Research Method for Agricultural, ; Agarwal abd Heady
5. Agricultural Decision Analysis :Jack R. Anderson,John L.Dillon and Brian Hardaker
6. Agricultural Bargaining Power :George W.Ladd

  
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## RURAL CREDIT AND FINANCE

Course Code: MGE  
Subject Code: MGEF03  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Financial management of rural industries.

Tools of Financial analysis and control.

Financial forecasting and budgeting.

Methods of raising rural credit.


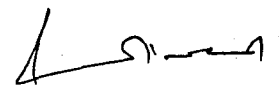

Control of investment in receivables and inventories.

Banking micro finance -emerging role, issues and problems.


Cases/Problems.

### References :

1. Transformation of Agriculture : G.B.Singh
2. Management in Agricultural Finance :S.C.Jain
3. Production Credit Management in Changing Agriculture : Desai and Desai
4. Capital and Finance in Agriculture :UN,UEDD
5. Agriculture Finance :Murray and Nelson
6. Agricultural Price Analysis :Geoffrey S. Shepherd
7. Agricultural and Economic Growth : Japan's Experience –Edited by Obkawn,Johri Ston and Kaneda

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## RURAL MARKETING

Course Code: MGE  
Subject Code: MGEF04  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Rural Markets- Demographic Analysis.

Rural Marketing- Nature and Scope

Rural Consumers- Consumer Behaviour

Macro Environment for Rural marketing.

4Ps of Rural Marketing. Emphasis on differentiation for Rural Markets. Pricing strategies. Logistics for rural markets.


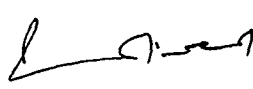
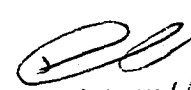
Innovation in Distribution Channels, Setting of Rural Sales Organization.

Product Innovation for Rural Markets.

Marketing Control for rural markets.

### References :

1. Loan System : T.P.S. Chaudhary and J.N.Sharma
2. Rural Reconstruction in India and China : Netra pal Jain
3. The Political Economy of Agrarian Change : Keith Griffin
4. Agricultural Bargaining power :George W.Ladd
5. Indian Journal of Agricultural Economics (Quarterly)
6. Agricultural Situation in India (Monthly)
7. EPW Articles.
8. Bijapurkar Rena; We are Like That Only.
9. Rural Development Digest – NCD : Hyderabad National institute of Community Development (Quarterly)


  
  
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## OPTIONAL GROUP (G) INFORMATION TECHNOLOGY FOR MANAGEMENT

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### INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Code: MGE  
Subject Code: MGEG01  
Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course Contents

Introduction to Information technology. Impact of globalization in business. Introduction, Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP, ERP selection, ERP Implementation etc.

Issues for Senior Management: Management control, decision making process, types of decisions and uses of various information systems at different levels of management, Management Issues, Security Issues etc.

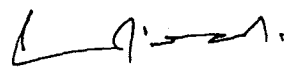
Societal Implications and Future Trends: Social responsibilities, technology, applications of IT and the Impact of IT. Ethics and Information Technology and the future of IT. CYBER Laws.

#### Cases/Problems

#### References:

1. Mc Kenney, James L. Waves of Change: Business Evolution Through Information Technology, Boston, NBS Press, 1995.
2. Goyal: Management Information Systems – MacMillan, New Delhi
3. Lucas, Henry C. Jr. Information Technology for Management: McGraw Hill Kogakusha.
4. Donald H. Sanders: Computers Today: McGraw Hill, New Delhi.
5. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems: Organization and Technology: PIII Pvt. Ltd., New Delhi.
6. W.S. Jawadekar: Management Information Systems: Tata McGraw Hill Publishing Company Ltd, New Delhi.
7. Yeates: Systems Analysis and Design – MacMillan, New Delhi
8. C.K. Somoyogi and Robert D. Galliers: Towards Strategic Information Systems: Abacus Press, UK.

  
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## DATA COMMUNICAITON AND APPLICAITON

Course Code: MGE  
 Subject Code: MGEG02  
 Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Data Communication, computer communication and networking, communication, softwares. Data transmission: Analog data, digital data, analog modulation: AM, FM, PM, Digital modulation: Pulse Code Modulation (PCM). Multiplexing: Frequency division multiplexing FDM, Time Division Multiplexing (TDM)

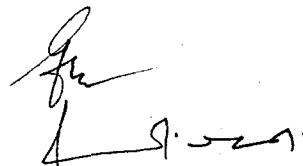
Introduction to Transmission Channels/Media: Twisted Pair, Coaxial Cable, Optical Fiber Cable, Radio. TV, Microwave Transmission and Satellite Channel etc. OSI Reference Model for computer networks. Characteristics of Protocols.


Data Switching Techniques: Circuit Switching, message switching and packet switching techniques. Virtual circuits and datagrams, X.25 packet format.

Cases/Problems

### References:

1. William Stallings, "Data and Computer Communications", Prentice Hall, India (4<sup>th</sup> edn.)
2. A.S. Tanenbaum, "Computer Networks", Prentice Hall, India (2<sup>nd</sup> edn.)
3. T. Viswanathan, "Telecommunication, Switching Systems and Networks", Prentice Hall, India.



  
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## DATA BASE MANAGEMENT SYSTEM

Course Code: MGE  
 Subject Code: MGEG03  
 Total Credits: 06

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Data Processing Concepts: Data Structures: File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models.

Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs among Cost, Capacity, and Responsiveness; Functions of Transaction Processes and their Communications Interface with Database Management Systems; Districuted Data processing Systems and a Need for Database Environment for such a System.


Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems; Study of a Relational Data Base Management Systems for Successful Implementations of Distributed Systems; Structured Query Language.

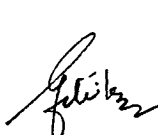
Distributed Data Base Systems: On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria, Performance Analysis; Recovery Issues, Re-organizational Problems; Implementation and Maintenance Issues; Database Administration.

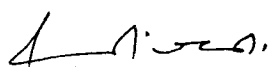
Case/Problem

### References:

1. Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2<sup>nd</sup> ed., Eaglewood Cliff, New Jersey, Yourdon Press 1991.
2. Kroenke, David M: Database processing: fundamentals, Design, Implementation. 4<sup>th</sup> ed., New York, McMillan 1992.
3. McFadden, Fred R and Hoffer, Joffrey, A. Database Management. 3<sup>rd</sup> ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Philip J.A. Guide to SQL Boston, Boyd and Fraser, 1990.
5. Salcmi, Joe, Client/Server Data Bases. Emeryville, California, Ziff-Davis Press, 1993.
6. Systems and Developers Manuals for an RDBMS such as Oracle.

  
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## INTERNET AND SERVICES

Course Code: MGE  
Subject Code: MGEG04  
Total Credits: 06

**Note:** “There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.”

### Course Contents

History and evolution of internet, capabilities, benefits, problems of Internet, its applications and flue of Internet. FTP, talent, TC/IP protocol, Characteristics of protocols, LAN, MAN, WAN.

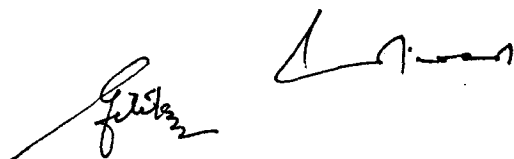
Introduction to HUBs, Switches, Routers, Bridges, gateways Earth station, VSAT, Modem etc. and their applications. Introduction to current trends of Information Technology: E-commerce, Electronic Data interchange (EDI) etc.

Introduction to Integrated Service Digital Network (ISDN): Overview of ISDN, Principles of ISDN, Evolution of ISDN, User Interface, Objectives, benefits and Services. ISDN Channels and their functions. Broadband ISDN.

Cases/Problems

### References:

1. William Stalling, “Data and Computer Communications”, Prentice Hall, India, (4<sup>th</sup> edition)
2. A.S. Tanenbaum, “Computer Networks”, Prentice Hall, India.
3. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems: Organization and Technology, PHI Pvt. Ltd., New Delhi.
4. William Brain K: Using Information Technology: A Practical Introduction to Computers and Communication.



  
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## STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Course Code: MGE  
Subject Code: MGEG05  
Total Credits: 06

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Contents

Key Issues in Information System Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantage of use of IT.


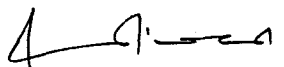

Creativity, Learning Organizations and Role of Information Technology in Business Transformation. Technology Convergence.

Information Partnerships; Managing in the Market space: National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resource ; Managing the IT Function; Outsourcing IT Function.

Cases/Problems

### References:

1. Alter, S. Information Systems: A Management Perspective. California, Addison Wesley, 1992.
2. Galliers, R.D. Strategic Information Management: Challenges and Strategies in Managing Information Systems. Oxford, Butterworth – Heinemann, 1994.
3. McKenney, James L. Waves of Change: Business Evolution Information Technology, Boston, IIBS Press, 1995.



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