

# BABA FARID GROUP OF INSTITUTIONS



*“Our Management Studies offers you a program of learning which will expose you to the realities of the managerial experience in both the public and private sectors. The course covers the relevance of both theory and practice for the solution of management problems in both national & international levels.”*

--Ms. Purnima Bora  
In-Charge  
Department of Management



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**SYLLABUS FOR M.B.A UTTARAKHAND TECHNICAL UNIVERSITY**

**First Semester (All papers are compulsory)**

MBA 101	Principles and Practice of Management	100 marks
MBA 102	Business Environment	100 marks
MBA 103	Quantitative Analysis for Business Applications	100 marks
MBA 104	Financial and Management Accounting	100 marks
MBA 105	Managerial Economics	100 marks
MBA 106	Business Communication	100 marks
MBA 107	Computer Application in Business	100 marks
MBA 108	Seminar and viva – voce (50 marks each)	100 marks

**Second Semester (All papers are compulsory)**

MBA 201	Financial Management	100 marks
MBA 202	Human Resource Management	100 marks
MBA 203	Organizational Behaviour	100 marks
MBA 204	Production and Operation Management	100 marks
MBA 205	Marketing Management	100 marks
MBA 206	Management Information System	100 marks
MBA 207	Research Methodology	100 marks
MBA 208	Seminar and Vice – voce (50 marks each)	100 marks

*(Summer Training for 6 to 8 weeks in corporate world or in Designated Organization shall be compulsory for all students immediately after Second Semester Examinations)*

**Third Semester (Two (2) Compulsory papers and Four (4) Optional Papers - Three (3) papers from one of the Major specialization group and one (1) from the Minor specialization group besides Summer training Report, Seminar based on Summer Training Report and Viva – voce)**

MBA 301	Strategic Management	100 marks
MBA 302	International Business	100 marks
MBA 303	)	100 marks
MBA 304	) Four papers – Three from one major group	100 marks
MBA 305	) and one from another Minor group	100 marks
MBA 306	)	100 marks
MBA 307	)	100 marks
MBA 308	)	100 marks
MBA 309	) Summer Training Report and Seminar based on	
	) Summer Training Report (50 marks each)	100 marks
MBA 310	) Viva – voce	

**Optional Specialization Groups – A, B, C, D, E, and F**  
**Major and Minor Specialization group- Three (3) papers from one of the Major**  
**specialization groups and one (1) paper from another Minor**  
**specialization group**

**A- Marketing Management Group**

- MBA 303 – M –1 Consumer Behaviour
- MBA 303 – M –2 Marketing Research
- MBA 303 – M –3 Marketing of Service
- MBA 303 – M –4 Industrial Marketing
- MBA 303 – M –5 Rural Marketing

**B- Human Resource Management Group**

- MBA 304 – H - 1 Industrial Relation
- MBA 304 – H – 2 Counseling Skills for Managers
- MBA 304 – H – 3 Wage and Salary Administration
- MBA 304 – H – 4 Social Security & labour Welfare
- MBA 304 – H – 5 Industrial Psychology

**C- Financial Management Group**

- MBA 305 – F - 1 Security Analysis and Portfolio management
- MBA 305 – F – 2 Financial Institution and Markets
- MBA 305 – F – 3 Working Capital Management
- MBA 305 – F – 4 Corporate Tax Planning & Tax Management
- MBA 305 – F – 5 Management Control System

**D- Information Technology Group**

- MBA 306 – IT - 1 Data Base Management System
- MBA 306 – IT– 2Computer Architecture and Operating System
- MBA 306 – IT– 3Data Communication Network
- MBA 306 – IT– 4Information Technology
- MBA 306 – IT– 5Visual Basic

**E- International Business Group**

- MBA 307 – IB - 1 International Marketing Management
- MBA 307 – IB– 2 International Business Environment
- MBA 307 – IB– 3 International Trade Procedure & Documentation
- MBA 307 – IB– 4 International Business law & Taxation
- MBA 307 – IB– 5 International Marketing Logistics

**F- Co-operative management Group**

- MBA 308 – CM - 1 Principles And Practices in Co-operative
- MBA 308 – CM– 2 Enterprise Development
- MBA 308 – CM– 3 Micro Finance

**Fourth Semester (Two (2) Compulsory papers- and Three (3)  
Optional Papers - Two (2) papers from one of the Major  
Specialization group and one (1) from the other Minor specialization  
Group besides project Report and Viva – voce)**

MBA 401	Corporate legal Environment	100 marks
MBA 402	Project Management & Entrepreneurship	100 marks
MBA 403	Project Report (Dissertation)	100 marks
MBA 404	)	100 marks
MBA 405	)	100 marks
MBA 406	) Three papers – Two from one major group	100 marks
MBA 407	) and one from another Minor Group	100 marks
MBA 408	)	100 marks
MBA 409	)	100 marks
MBA 410	) Vice voce	100 marks
<b><u>A- Marketing Management Group)</u></b>		
MBA 404 – M –1-	Marketing Communication & Advertising	100 marks
MBA 404 – M –2-	Sales & Distribution Management	100 marks
MBA 404 –M – 3-	Product Management	100 marks
<b><u>MBA B- Human Resource Management Group</u></b>		
MBA 405 – H – 1 –	Labour Laws	100 marks
MBA 405 – H – 2 –	Human Resource Planning And Development	100 marks
MBA 405 – H – 3 –	Organizational Change & Intervention Strategies	100 marks
<b><u>C- Financial Management Group</u></b>		
MBA 406 – F – 1 –	Cost Accounting	100 marks
MBA 406 – F – 2 –	International Financial Management	100 marks
MBA 406 – F – 3 –	Management of Financial Service	100 marks
<b><u>D- Information technology Group</u></b>		
MBA 407 – IT – 1 –	Internet Application	100 marks
MBA 407 – IT – 2 –	System Analysis and Design	100 marks
MBA 407 – IT – 3 –	Strategic management of Information Technology	100 marks
<b><u>E – International Business Group</u></b>		
MBA 408 – IB – 1 –	Multinational Financial Mana gement	100 marks
MBA 408 – IB – 2 –	Import/ Export Management	100 marks
MBA 408 – IB – 3 –	Financing of Foreign Trade	100 marks
<b><u>F- Coo-perative management Group</u></b>		
MBA 409 – CM – 1 –	Agri. Business Management	100 marks
MBA 409 – CM – 2 –	Rural development	100 marks
MBA 409 – CM – 3 –	Enterprise Development	100 marks
MBA 409 – CM – 4 –	Micro Finance	100 marks

- 1. Pattern of Examination:** The maximum marks for each paper, except in case of Project Report, Training Report, Seminar, Viva- voce, shall be of 100 (one hundred) marks of which 70 (seventy) marks shall be awarded on the basis of the external Semester Examination and 30 (Thirty) marks shall be awarded on the basis of Internal Examination. However, in the matter of Examination papers related to Information Technology group the External Semester Examination paper shall be of 50 (Fifty) marks & the Practical Examination shall be of twenty (20) marks. The practical Examination twenty (20) marks shall be conducted by the External Expert appointed by the University in similar manner as Viva – voce Expert is appointed. In case of training Report, Seminar, Viva – voce the maximum marks shall be 50 (Fifty) 100 (One Hundred) as the case may be and the project (Dissertation shall be of 200 (two Hundred) marks. The Seminar, training Report, shall be assessed by the Internal Expert appointed by the head of Department/ Director of the Affiliated Institution for the students of the respective Department/ Institution. The project report (Dissertation) shall be evaluated by the External expert appointed by the University. The Viva – voce will be conducted jointly by an Internal expert nominated by the head of the Department / Director of the Affiliated Institution in case of their respective students and by an External Expert appointed by the University with the approval of the Vice- chancellor on the basis of the panel of the experts submitted by the Head of department. On similar line the Viva – voce Expert shall be appointed by the University.

Marks for Internal Examination shall be awarded on the basis of the Assignments, Internal tests and students general performance – class participation in Assignments of 5 (five) marks each for each paper, except in Seminar, Viva – voce, Training Report, Project Report, shall be required to be completed by each student, out of which the best one shall be assessed for the Internal Assessment. 3 (Three) Internal tests of 10 (ten) marks each in each paper, except in Seminar, Viva – voce, Training Report, Project Report shall be conducted by the Department / Affiliated Institution, out of which the performance in best 2 (Two) shall be counted for the purpose of the Internal Assessment. Accordingly there shall be a Maximum of (five) 5 marks for Assignment, 20(twenty) marks for Internal Test and 5 (five) marks for general performance in class participation and attendance of the student. These 5 marks in each paper as mentioned above shall be awarded by the teacher concerned on the basis of the class participation and attendance of the student.

In so far as the External Semester questions paper is concerned each examination paper shall be of three hours duration with the maximum marks being 70 (Seventy). The pattern of Question Paper setting for External Semester Examination is indicated at Annexure – 1. The duration of the Internal Tests and the modalities of the Tests shall be decided by the teacher concerned in the respective subjects in consultation with the head of the Department/ Director of the Affiliated Institution as the case may be. The maximum marks for Internal Assessment shall be 30 (Thirty) as indicated above.

The Department/ Affiliated Institute shall forwarded the Internal Examination marks awarded by the teacher/ Internal Expert concerned in the respective paper to the registrar before start of the External Semester Examination for being incorporated with the result of the Semester Examination.

- 2. Presentation of Seminar:** Each student shall be required to present a seminar in each semester, except in the fourth semester where the emphasis is on the Project report, lasting approximately for one hour divided into 5 minutes for introduction of the topic by

the chairperson, 35 minutes for presentation of the seminar by the student concerned, 15 minutes for summing up by the chair person. The marks shall be awarded by the Internal Expert appointed by the Head of the Department/ Director of the Affiliated Institute for respective students, on the basis of pre determined criteria illustrated at Annexure- II. In the First Semester, the Student being fresh to the environment and coming from different academic background, the topic of the Seminar shall be on general subjects of their choice. In second Semester the seminar shall be on the topics related to Trade, Industry, Commerce, Corporate world and Corporate Affairs. The seminar in the Third Semester shall be based on the training Report.

**3. Summer Training And Project Report:** It is compulsory for all the students to attend and complete 45-60 days training at the end of Second Semester in any trading, commercial, Industrial, Financial or similar organization to be approved by the Department/ Affiliated Institution as the case may be for their respective students. On completion of the training the student shall submit Training Report to the Department/ Affiliated Institution within fifteen days of the completion of the training. In the Fourth Semester. The students are required to undertake a Project under the supervision of a Teacher and for that purpose the topic of the project work and time schedule shall be allotted by the designated teacher concerned to the students under their charge immediately at the beginning of a third Semester so that the project report shall be in the form of Dissertation and two copies of the report shall be submitted by the students in the Department/ Affiliated Institution before conclusion of the Fourth Semester Examination. The Department/ Affiliated Institution Immediately shall forward one copy of the said Project Report to the registrar after the students, for getting it evaluated by the External Expert, have submitted it. The teacher concerned under whose supervision must certify the Project report and the guidance the Project has been undertaken.

**4. Eligibility for Passing the Examination:** The Minimum marks for passing the examination in each of the Semester shall be 50% (Fifty Percent) in aggregate subject to a minimum of 45 % (Forty Five %) in each paper. Further a student who has secured minimum marks to pass in each paper as mentioned above but has not secured the minimum marks to pass in aggregate for the Semester concerned shall be eligible to reappear in two papers in which he/she secured minimum marks in that semester so as to improve the aggregate marks in the concerned Semester

**5. Provisions regarding Promotion:** No student shall be admitted to Second year of the course unless he/she has passed in at least 12 (Twelve) papers out of Sixteen (16) papers offered by him /her during the first year of the course (First & Second Semester Examinations Taken together) In that way a student can be allowed to reappear, in 4 (Four) Examination paper of External Semester Examination in which he/she failed in respective Semester Examination, during Second year of the course as back paper. Further the student will be allowed to re-appear in any paper in the respective External Semester Examination subject to the condition that the total numbers of papers shall be within the total limit of (four) (4) back papers in a year as mentioned in this Para and further that total number of attempts for a paper shall not exceed the total span period of programme of 4 (four) years. Further all students shall have to pass the Degree programme within the span period of the programme which is four years from the date of the admission in the programme. In case of those students whose back papers are more

than 4 (Four) as mentioned above, they shall not be allowed to proceed to Second Year (Third Semester) unless they pass the First year course (First Semester and Second Semester) The students who have thus failed shall be Ex-students and shall repeat the respective Semester. The back paper examination held with the respective regular Semester Examination. If a student fails to clear the degree programme during the span period of four years from the date of admission then he or she shall not be eligible to be readmitted in the MBA degree programme. The Ex-students shall be exempted from paying Fees and may be exempted from attending the classes. Back papers facilities shall not be available in Internal Examination.

It is here by clarified that promotion from First Semester to the second Semester shall be further subject to the condition that at the end of the First Semester , a student would be promoted provisionally to the Second Semester provided he/she has appeared in the First Semester Examination and his/her continuation to the second Semester shall be subject to the condition that on declaration of the result of the First Semester he/she should not have failed in more than four Examination papers. In case the student fails in more than four Examination papers, his/her admission to the Second Semester shall stand cancelled.

Similarly, promotion from Second Semester to the Third Semester shall be subject to the condition that at the end of the Second Semester, a student would be promoted provisionally to the Third Semester provided he/she has appeared in the second Semester Examination and his/her continuation to the Third Semester shall be subject to the condition that on declaration of the result of the Second Semester Examination he/she should not have failed in a total of more than four Examination Papers First and Second Semester Examinations taken together. In case if the student fails in a total of more than four Examination papers in the First and Second Semester taken together, his/her admission to the third semester shall stand cancelled.

The promotion to the subsequent Semester shall also be subject to the condition that at the end of the previous Semester a student would be promoted provisionally to the subsequent Semester provided that he/she has appeared in the previous Semester Examination and his/her continuation in the concerned subsequent Semester shall be subject to the condition that on declaration of the result of the previous Semester Examination and any back papers that the student may have appeared in, he/she should not have a cumulative of more than four back papers.

It is further approved that the provisions mentioned in these ordinance are also applicable to the ongoing students of respective courses.

**6.Provisions for Attendance:** To constitute a regular course of study a student must attend at least 75% (seventy five percent) of the lectures in each paper. If the attendance is short than 75% (seventy five percent) then he or she shall not be eligible to sit in the respective Semester Examination.

**7. Award of Division:** A student who obtained 60% (Sixty Percent) or more marks in aggregate in all the semester taken together shall be awarded First Division, those with 50% (Fifty percent) or more marks less than 60% shall be awarded Second Division. In case of those students whose aggregate marks are 75% (Seventy five percent) or more

shall be declared passed with distinction and this fact shall be indicated in the mark sheet of Final Semester.

**8. Medium of Instructions:** The medium of Instruction of study and the examinations shall be English.

**9. Admission fees & Other Charges:** Admission fee and other charges to be levied from the students shall be as such decided by the University from time to time.

**10. Omnibus Clause:** This ordinance and the syllabus shall come into effect from the academic session 2005-2006 with effect from July, 2005. In case of any clarification on any points mentioned in the ordinances and the syllabus or for any dispute on any points the decision of the university with the approval of the Vice- Chancellor would be final and binding on all concerned.



**Annexure - I****Pattern for question Paper Setting-External Semester Examinations:**

In the External Examination paper in each subject, except Training Report, Project, Seminar & Viva voce, the examination paper will carry a maximum of \*70 marks normally divide among the questions and will be for duration of three hours. The question paper will be divide into two sections. There will be a compulsory short case study or some problem seeking solution under section A. In section b, there will be four questions all of which have to be attempted. First question Section B will ask for a short note (to answers any 4 out of 8) **Each of the other three (3) questions will include an alternate choice.** A model of the question paper is present below.

**Note: All questions have to be attempted.**

**Section – A**

1. Short case study / problem – Case study/ Problem given should not be of more than five hundred words

**Section - B**

2. Write short notes (up to fifty words) on any **four** of the following **3 marks each**
  - (a)
  - (b)
  - (c)
  - (d)
  - (e)
  - (f)
  - (g)
  - (h)
3. Describe X Y Z .? **14 marks each**  
**OR**  
 Describe A B C .?
4. (Pattern as same in 3) **14 marks each**  
 What is A.B.C.?  
**OR**  
 What is X.Y.Z.?
5. (Pattern as same in 3) **14 marks each**  
 Explain the U. V .W  
**OR**  
 Explain R. S. T

*(\* Incase of the papers related to Information technology Group the question paper will be of 50 marks consisting of 10 marks each question as above mentioned since in this group there will be practical examination in each paper of 20 marks.)*

**Note: Their must be 8 questions in examinations papers as per indicated above and should be within the syllabus – copy enclosed.**

## Annexure – II

**Seminar Assessment Sheet**

Name of the Student:

Chair Person:

Topic of Seminar:

Date of Seminar:

<b>Parameter</b>	<b>Maximum marks</b>	<i>Marks Obtained</i>	<b>Parameter</b>	<b>Maximum marks</b>	<i>Marks Obtained</i>
<b><u>Text</u></b> Abstract	04		<b><u>Handling Queries</u></b>		
Text Reference	04		Confidence	10	
Data Source (Credibility)	04		Adequacy	10	
Data Analysis	04		Tactics	05	
Quality of Text	04				
<b><u>Presentation</u></b> (Appearance)	04		<b><u>Chair Person Role</u></b>		
Gesture	04		Opening Address	02	
Audibility (Clarity)	04		Summarizing	02	
Confidence	04		Leading	02	
<b><u>OHP/LCD</u></b> Presentation	04		Command	02	
Reading (Extempore)	05		Control	02	
Time Management	05		Conclusion	05	
Innovative Method	05				
Slides Explanation	05				

Total marks – 100

Marks Obtained:

No. of participants attended the Seminar:

Signature of Expert:

(Where the total Marks are 50 the marks in parameter shall be half)

**FIRST SEMESTER PAPERS**

**(All Papers in First Semester are compulsory)**

**MBA 101 – Principles and Practice of Management**

**Objective**

The objective is to provide an understanding of basic concepts, principles of management. The aim is to inculcate the ability to apply multifunctional approach to Organizational objectives.

**Course Contents**

- (i) Nature, Scope and Significance of Management, Evolution and Development of Management Thought. Process and Functions of Management. Overview of the Functional Areas of Management.
- (ii) Nature, significance and scope of planning, Types of plans, Process and Techniques of Decision Making, MBO, MBE, Planning Strategies and Policies.
- (iii) Nature and Significance of Organizing –Organizations Theories, Organization Structure, Departmentation, Line and Staff Relationship, Span of Management, Authority, Accountability, Delegation and Decentralization and Group Functions, Staffing, Appraisal and Development of Managers, Formal and Informal Organizations.
- (iv) Nature and Scope of Directions, Issues in Managing Human Resources. Motivation-Concept, Nature, Importance and Theories of Motivation, Leadership Patterns and Styles.
- (v) Concept and Significance of Communication, Process, Types and Techniques of Communication, Barriers of Communication.
- (vi) Nature and Scope of Co-ordination, Principles, Techniques and Barriers to Co-ordination,
- (vii) Management Control- The Elements, Process and Styles of Control, Techniques of Control.
- (viii) Emerging Horizons of Management-Challenges before Future Managers in 21<sup>st</sup> Century.

## MBA102 – Business Environment

### **Objective**

The object is to educate the students on the role of business in modern society. Emphasis is placed on the significant relationship, which exists between business and the social, legal, political, economic, financial and fiscal environment in India. Analysis of competitive business environment with special reference to India.

### **Course Contents**

- (i) Concept, Nature and Significance of Economic, Socio-cultural, Political, Legal, Technological and other Forces Affecting Business Operations and Growth, Emerging Indian and Global Business Environment. Elementary Exposure to Financial Markets.
- (ii) Social Responsibilities of Business, New Concept of Stakeholders in Business, Business Ethics and Corporate Social Responsibility, Concept of Corporate Governance.
- (iii) Industrial Policy, Trends in Industrial licensing, Big V/S Small Scale Industry and Its Prospects.
- (iv) New Economic Policy , Privatization, Liberalization Globalization Their Implication for Indian Business, Impact of Multi National Corporation in Indian Business World,
- (v) Fiscal Policy and Monetary Policy.
- (vi) Role of Policy and Monetary Policy.
- (vii) Export-Import Policy, Regulation of Foreign Trade, Export Promotion and Import Substitution, Emergence of Regional Trade Blocks, EOU's and EPZ's
- (viii) Institutional and Legal Aspects of business Environment in India, India and WTO , Flow of Capital, Acquisition, Mergers, Technical Co-operation, Franchise, Venture capital

### MBA 103 – Quantitative Analysis for Business Applications

#### Objectives

The objective is to provide basic knowledge of the concept of quantitative techniques having their application in the field of Business.

#### Course Contents

- (i) Management and Decision Making, Statistics and Managerial Decision Making, Functions – Applications of Functions, Some special Functions A.P. and G.P and their Managerial Applications. Markov chains and their Applications.
- (ii) Transportation Problems, Problem Statement, Testing Optimality, Modi Method and Improving the Solution
- (iii) Linear Programming, Basic Concepts, Model formulation, Solution Method, Duality.
- (iv) Theory of Games, Simulation, Basic Concept of PERT and CPM.
- (v) Probability, Definition, Basic Concepts, Marginal Joint Conditional Probabilities, Additive and Multiplicative Rules, Random variables, Probability Distribution, Concept of Fractal, Mean of Random variables, Properties of Mean, Variance of a random Variable.

MBA104 – Financial And Management Accounting

Objectives:

The objective is to provide basic knowledge of the science of Accounting, interpretation of Financial Statements and to develop an understanding of Accounting Tools, techniques and Information and their uses in Managerial Decision making.

Course Contents:

- (i) Financial Accounting – Meaning, Need, Objectives, Concepts & Conventions.  
Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards.
- (ii) The Double Entry System – Its meaning and Scope, The Journal, Cash Book, Ledger, Trail Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different books and Accounts.  
Introduction of Company Accounts.
- (iii) Managing Accounting – Meaning, Function, Scope, Utility, Limitation and Tools of Management Accounting, Analysis of Financial Statements – Ratios, Comparative and Common size Statements, Cash Flow and Fund Flow Analysis, management Audit and Financial Reporting.
- (iv) Cost Accounting – Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing of Material, labour, and Overheads.  
Marginal Costing, and cost volume profit Analysis – Its Significance, Uses and limitations.
- (v) Standard Costing – Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis – Material, Labour and Overheads.
- (vi) Responsibility Accounting – Its Meaning and Significance, Cost, Profit, and Investment Centers.  
Accounting for Price level Changes – Concepts, CPP and CCA methods.
- (vii) Budget and Budgetary Control - Its Meaning, Uses and Limitations, Budgeting and Profit Planning, Different types of Budget and their Preparations, Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting.

MBA105 – Managerial Economics:

Objectives:

The Objectives is to provide the knowledge of Economics Theories of and their applications for Managerial Decisions.

Course Contents:

- (i) Meaning of Managerial Economics – Scope and its Role in the process of Decision Making.
- (ii) Introduction to the Analysis of Market Mechanism, Theory of Demand, Interaction of Demand and Supply, Static and Dynamic Equilibrium, Demand Analysis and Demand Forecasting, Elasticity of demand, Concepts of Revenue.
- (iii) Concepts of Cost – Cost Clarification, Fixed and Variable Cost, Total, Average and Marginal Cost, Opportunity Cost, Real Cost, Cost out-put Relationship in Short run and Long run, Cost Analysis in the process of Decision making, Cost and Optimum size of plant, Cost and Multiple Products.
- (iv) Productions And Cost Functions – Law of variable Proportions and Returns to Scale, Economics of Scale, Input Output Decision, Cost Curves, Break Even Analysis.
- (v) Pricing – Determinants, Price Determination under Perfect Competition, Monopoly and Imperfect Competitions, Oligopoly, Concept of Selling Cost, Non Price Competition.
- (vi) Profit management – Profit Theory, Measurements of profits, Profit Policies and Its Objectives, profit planning with Special Reference to Break Even Analysis.
- (vii) National Income – Concept and Measurement, GNP & GDP Economic Growth – Meaning, and Determinants, Phases of Business Cycle.  
Inflation – Meaning and cause, Investment Decisions, Capital Budgeting, Public Investment Decisions, Economics of Risk and Uncertainty.

MBA 106 – Business Communications:

Objectives:

The objective is to acquaint the students with the knowledge of Communication, written as well as Oral required in the Corporate world in its Day to day Functioning.

Course Contents:

- (i) Business Communication – Its nature, role and Importance in Business World, Legal Aspects of Business Communication, Power and Techniques of Negotiations.
- (ii) Process of Communication – Barriers and gateways in Business Communications, Non – Verbal Communication. Techniques of Efficient and Effective Communication.
- (iii) Letter Writing – principles, Structure and Planning of letter writing. Types of letters in Business Communication, Modern Office Communication techniques.
- (iv) Oral Communication – Public Speaking, Body Language, Presentation of Reports, Presentations of Sales Plans. Leading and Participation in Meeting and Conferences.
- (v) Comprehensions and Précis Writing, Grammar and its uses in Business Communication.
- (vi) Report Writing – Business Reports: Structures, Techniques of Report Writing, and Styles of Report Writing.



## MBA 107 – Computer Applications in Business

### Objectives:

The objective to acquaint the students with the knowledge and uses of computers and simple applications of computers in managerial decisions. Also to provide them an orientation about the increasing role of computers in corporate, business world.

### Course Contents:

- (i) Concept of Computers – Brief History of Computers, Generation and its Evolution, Characteristics of Computers, (Hardware, Software) Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications.
- (ii) Types of Computers – Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main- frame Computer, and Super Computers.
- (iii) Input- Output Devices, Storage Units (Disks, CD-ROM, DVD – ROM and tapes), Memory Types (Cache, RAM, ROM), Memory Units, (SIMM, DIMM, RIMM).
- (iv) Data and Information – Data Definition, Data Processing Systems, Data Type, Numeric, Alphabetic, Audio, Graphic, and Video and Their Presentation.
- (v) Data Processing – Introduction to Data Processing, Computer as a Tool for Data processing, Data processing Techniques, Data Analysis, Data Input and Outputs, Data processing Management, EDP Controls and Audits, Data Security.
- (vi) Introduction to Lab Work (Operating Systems, MS- DOS, MS Windows, and UNIX, MS Office ( MS Word, PowerPoint, Excel, Access.

MBA 108 – Seminar and Viva voceSeminar

- 50 Marks

## Objective

The objective of Seminars is to help the students in developing their communication skills, especially the presentation before the group. Each student is expected to present a seminar ( as Elaborated in the Ordinance) on a topic approved by the Teacher In- charge of the seminars. In this Semester the student being new to the Environment, the topic of seminar will be on general topic of the choice of the student. At least one semester for each student is compulsory during the Semester.

Viva voce

- 50 Marks

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered during the Semester and on questions of relevant topics concerning Industry, Commerce and trade. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. Since the Viva – voce is to be conducted by the External Expert the Feed back received from the Expert and Suggestions should be used for enrichment of the student in subsequent Semester.

**SECOND SEMESTER**  
**(All Papers in this Semester are Compulsory)**

**MBA 201 – Financial Management:**

**Objective:**

The objective is to provide conceptual knowledge of the tools of financial and Analysis and management and various long term source of finance. It also aims at helping them to develop skills for making financial decision in practical business situations.

**Course Contents:**

- (i) Introduction – traditional and modern Concept of Finance Function, nature, Scope and Importance, function and Financial decisions, Financial Environment.
- (ii) Financial Planning – Meaning and Steps in Financial Planning, Capitalization – Over and Under Capitalization, capitalization Theory.
- (iii) Leverage – Meaning, Significance and Types.
- (iv) Capital Structure and Cost of Capital, Theories of Capital Structure, Designing Optimal Capital Structure, EBIT, and EPS Analysis.
- (v) Working Capital Management – Concepts, Needs and Nature of working Capital, Methods of determining Working Capital, Requirement, Financing and Control of Working Capital.
- (vi) Management of Earnings, Retained Earnings, and Dividend Policies, Dividend Practice and Dividend Models.
- (vii) Management of long term funds, Source of Long term Finance, Financial Institutions and Term Lending
- (viii) Lease Financing, mergers and Acquisitions.

MBA 202 – Human Resource Management:

Objectives:

The objective is to develop an understanding of the Management of Human Resource with reference to various aspects of Personnel Management and Industrial Relations.

Course Contents'

- (i) Personnel management- Concept, Nature, Scope, and Importance of Human Factor in Managing Modern Organizations; Evolution and growth of Personnel Function in Management: Philosophy of Management of Human Resource Management in India.
- (ii) Personnel Department – Organization and Functions: Personnel manager Qualities and Qualifications; Professionalization of Personnel Management in India.
- (iii) Procurement – Job Analysis, Planning for Human Resource Recruitment, Selection Placement and Induction. Methods of Man power Search.
- (iv) Development – Need, Objectives and Methods of Training; Procedure of Training and its Efficacy. Development of Managers – Principles, Methods, Transfer and Promotions; Performance Appraisal.
- (v) Wage and Salary Administration – Wage policy – Concept, Role and Importance; Job evaluation; Fringe Benefits, Incentive Compensation Prerequisites and problems in Indian Context; Personnel Audit and Research.
- (vi) The Manager and the Group, Group Dynamics, Morale in work Groups, Discipline and employee turnover.
- (vii) Industrial Relations – Concept and Significance of Industrial Relations.  
Human Resource System – Concept, Scope and Mechanism.

### MBA 203 – Organizational Behaviour:

#### Objectives:

The objective is to develop an understanding of an individual personality motivational as well their impact on organization. It also aims to develop skills in team building, leadership, managerial effectiveness and conflict resolution.

#### Course Contents:

- (i) Introduction – Concept, types of Organization, Individual and Organizational Objectives, Organizational Behaviour, Understanding Indian Social and Cultural Environment and its Effect on Industrial Behaviour.
- (ii) Psychological Process in understanding Behaviour, Understanding Attitudes Values and formation of Organization Culture. Perception – Nature and Importance, Perception v/s Sensation Learning – Theories of classical and Operant Conditioning, Learning principles, Reinforcement – Kinds and Administration.
- (iii) Personality – Concept and Theories, Personality in Organization, Personality Development and its Determinants.
- (iv) Directing – Understanding Employees and their needs, Theories of Motivation. Leadership – Meaning, Importance and Styles, Theories of Leadership, Communication and Leadership, Purpose of communication. Inter personnel Behaviour, nature of Inter personnel behaviour, Definition and Characteristics of Group, Their types, and group Dynamics.
- (v) Co-operation and Conflict, Group Cohesiveness Mechanism, Group Co-operation, Power, Authority and Role, Transactional Analysis, Organizational Conflicts.
- (vi) Organizational changes and Organizational Development, Causes of Organizational changes, Process of Change, Change Resistance, Plant Organizational change, Concept and techniques of Organizational development, Component and conditions of Success of organizational development, Intervention – an overview, Kinds of Applications.

MBA 204 – Production and Operations Management:

Objective:

The objective is to get the students acquainted with the design aspects of operations and material management and to develop relevant skill.

Course Contents:

- (i) Nature and Scope of Production and operations Management, its relationship with other Systems in the organization, factors Affecting System and Concept of Production and Operation management. Facility Location, Types of manufacturing Systems and layouts, Layout Planning and Analysis.
- (ii) Functions of Production and material management, Types of production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control, In Mass Production In Batch production, Job order manufacturing, Production Selection, Product Design, and Development, Process Selection, facilitate Location, facility Layout, Capacity Design, Determination of Material required, Procedure for Purchasing, Stocking and Distribution of Materials.
- (iii) Scheduling, Maintenance Management Concepts, Work Study, Method Study, Work Measurement Work Sampling, Work Environment, Industrial Safety, Material management.
- (iv) An overview of material management, material Planning and Inventory Control, J I T, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.
- (v) Quality Assurance, Accepting Sampling, Stastical Process Control, Total Quality Management, ISO – 9000. And it's Importance.

MBA 205 – Marketing Management:

Objective

The objective is to develop an understanding of the basic concepts of Marketing, its functions and its relevance for Manager.

Course Contents;

- (i) Concept, Nature, Scope and Significance of Marketing Management. Development of Marketing and Marketing Management, Functions of Marketing Management. Strategic Marketing Planning, Marketing Mix.
- (ii) Marketing Organization, Designing Appropriate Structure and Influencing Factors, Marketing Environment, Micro and Macro Environment.
- (iii) Market Segmentation, Basis of market segmentation and Purpose, Selection of target Market and Positioning Strategies.
- (iv) Consumer Behaviour, Nature and Factors Influencing Consumer behaviour, Decision Making process, Organizational Buying Behaviour.
- (v) Product Management, Concept of Product, Classification of product, Product Life Cycle, new Product development, Product Positioning, Product Line and Product Mix, Branding Decisions, Packaging, and labeling.
- (vi) Pricing, factors Affecting Price Determination, Price Policies and Strategies, pricing Methods.
- (vii) Promotional Mix, Elements of Promotional Mix, Communication Process, Advertising, Personal Selling, Publicity and Public relations, Sales Promotions.
- (viii) Distribution Channels, Role and types of Channels, Factors Influencing Channels decision.
- (ix) Rural Marketing in India – Its Growth And Importance. Marketing Control, Control Operations, Ethical and Legal Aspects of Marketing.

## MBA 206 – Management Information System

### Objective

The objective is to provide knowledge about the use of computer for various business information applications. The capabilities and limitations of computers and Introducing the student some of the computer programmes forming the part of the management Information System in corporate World.

### Course Contents:

- (i) Role of Information and Technology, Business and technology Trends, Definition of MIS, role of MIS in Decision-making, Number Systems, Computer Languages, Computer hardware, Computer Software and operating System.
- (ii) Systems Approach, object Oriented design, The value and cost of information, Decision levels, Data capture, Data Quality.
- (iii) Database management systems, advantages of Data base approach, Queries, Designing of Database, Database Administration, Commercial database.
- (iv) Computer Communication- LAN, Wan, Internet, Peer- to- Peer network, Client – server network.
- (v) Data system- Organization of System department, Physical facilities of system requirement Analysis, System Analysis, System design, System Implementation, System maintenance.
- (vi) Introduction to management information System, decision making and Its Process, need for information and decision making, Its elements, meaning and objectives.
- (vii) Structure of management information System, Successful and Comprehensive Structure, Integration of structure, development of management information System, various MIS reports, making MIS efficient and Effective, Limitations of management information System.
- (viii) Familiarity with Software packages – MS Office, MS Windows, LAN, UNIX etc.



## MBA 207 – Research Methodology

### Objective:

The objective is to acquaint the student with basic concepts on Research Methodology in Social Sciences so that they could develop adequate understanding of the techniques of data collection and its analysis for Business decision-making as well as application of suitable methods and tools for the purpose.

### Course Contents:

- (i) Nature, Meaning and Scope and Significance of Research Methodology. Problem formulation and statement of research objectives value and cost of information- Bayesian decision theory.
- (ii) Organization Structure of research, Research process, Research Designs- Exploratory, Descriptive and Experimental research Designs. Sampling Design, Sampling Fundamentals, Methods of Data collection- Observational and Survey methods, Questionnaire Design.
- (iii) Measurement and scaling techniques, Motivational research techniques, Administration of Surveys, Selection of Appropriate statistical Techniques.
- (iv) Field work and tabulation of Data, processing and analysis of data, Use of SPSS and other Statistical Software packages.
- (v) Advanced techniques for data Analysis, Analysis of Variance and co variance, ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multi dimensional Scaling and Clustering methods, Correlation and Regression Analysis, Time series Analysis, Measures of trend and seasonal Indices. Research Applications.
- (vi) Sampling and Sampling Distributions : Probability and Non – Probability Sampling Methods, Sampling and Non- Sampling Errors, Sampling theory, Sampling Distribution, Hypothesis Testing: T, Z and Chi Square ( $X^2$ ) Tests.

MBA 208 – Seminar And Viva – VoceSeminar

- 50 Marks

The Objective of Seminar is to help the Students in Developing their Communication Skills, Specially presentation before the Group. Each Student is expected to present a Seminar (As Elaborated in the Ordinance) On a topic Approved by the Teacher In-charge. In this Semester The topic of the Seminars will be Qualitative and based on the issues Relevant to the Corporate World and Business World.

Viva voce

- 50 Marks

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered in the Semester and on the questions related to Corporate World And Business world. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. After Viva – voce the feed back of the External experts shall be obtained so as to decide the Modalities of Improvement during Second year of the course.

**Summer training:**

Each Student is require to under go 45 – 60 days training in any organization immediately after completion of the second semester. Training report on the pattern of approved by the teacher In- charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vocation after second semester examination and students shall proceed for summer training.

# **UTTRAKHAND TECHNICAL UNIVERSITY**

**6 MAHANT LAXMAN DAS ROAD , DEHRADUN-248001**  
**Tel:0135-2655362 E-mail:vcutu@rediffmail.com**

## **Syllabus**

### **MBA Semester-III&IV**

**Session 2007-2008**

# Uttarakhand Technical University

## SYLLABUS

### MBA -III & IV SEMESTER

#### Semester-III

Select one group as major specialisation & one subject for minor specialisation out of group(s) so specified for major specialisation.

MBA 301	Strategic Management	100 marks
MBA 302	International Business	100 marks
MBA 303	)	100 marks
MBA 304	) Four papers – Three from one major group	100 marks
MBA 305	) and one from another Minor group	100 marks
MBA 306	)	100 marks
MBA 307	) Summer Training Report and Seminar based on	
	) Summer Training Report (50 marks each)	100 marks
MBA 308	) Seminar and Vice – voce (50 marks each)	100 marks

#### **A- Marketing Management Group**

MBA 303 – M –1 Consumer Behaviour  
MBA 303 – M –2 Marketing Research  
MBA 303 – M –3 Marketing of Service

#### **B- Human Resource Management Group**

MBA 304 – H - 1 Industrial Relation  
MBA 304 – H – 2 Counseling Skills for Managers  
MBA 304 – H – 3 Social Security and Labour Welfare

#### **C- Financial Management Group**

MBA 305 – F - 1 Security Analysis and Portfolio management  
MBA 305 – F – 2 Financial Institution and Markets  
MBA 305 – F – 3 Working Capital Management

#### **D- Information Technology Group**

MBA 306 – IT - 1 Data Base Management System  
MBA 306 – IT– 2 Computer Architecture and Operating System  
MBA 306 – IT– 3 Visual Basic

#### **E- International Business Group**

MBA 307 – IB - 1 International Marketing Management  
MBA 307 – IB– 2 International Trade Procedure & Documentation  
MBA 307 – IB– 3 International Marketing Logistics

## **F- Co-operative management Group**

( To be decided by Institute of Cooperative Management)

## **Semester-IV**

**Select one group as major specialisation & one subject as minor specialisation out of group(s) so specified for major specialisation.**

MBA 401	Corporate legal Environment	100 marks
MBA 402	Project Management & Entrepreneurship	100 marks
MBA 403	Project Report /Dissertation	100 marks
MBA 404	Viva on Dissertation	100 marks
MBA 405	)	100 marks
MBA 406	) Three papers – Two from one major group	100 marks
MBA 407	) and one from another Minor Group	100 marks
MBA 408	) Vice voce	100 marks

### **A- Marketing Management Group)**

MBA 404 – M –1-	Marketing Communication & Advertising	100 marks
MBA 404 – M –2-	Sales & Distribution Management	100 marks

### **B- Human Resource Management Group**

MBA 405 – H – 2 –	Human Resource Planning And Development	100 marks
MBA 405 – H – 3 –	Organizational Change & Intervention Strategies	100 marks

### **C- Financial Management Group**

MBA 406 – F – 1 –	Cost Accounting	100 marks
MBA 406 – F – 2 –	International Financial Management	100 marks

### **D- Information technology Group**

MBA 407 – IT – 1 –	Internet Application	100 marks
MBA 407 – IT – 2 –	System Analysis and Design	100 marks

### **E – International Business Group**

MBA 408 – IB – 1 –	Multinational Financial Management	100 marks
MBA 408 – IB – 2 –	Import/ Export Management	100 marks

### **F- Co-operative management Group**

( To be decided by Institute of Cooperative Management)

# UTTARAKHAND TECHNICAL UNIVERSITY, DEHRADUN

## SYLLABUS - THIRD SEMESTER

There are both compulsory and elective papers in this Semester. Papers 301 and 302 are compulsory for all students and for elective papers the students shall have to choose Four papers: - Three from one of the Major specialization group and one from another Minor specialization group mentioned below.

### **Compulsory Papers**

#### **301 - Strategic Management**

##### Objective

The objective is to develop an understanding of the concept of corporate strategy formulation, implementation and its evaluation.

##### Course Contents

- i. Introduction to Business Policy and Strategic Management, Nature, Meaning and Scope, Importance of Business Policy and Strategic Management.
- ii. Corporate Planning, Concept of planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Mission, Objective and Goals.
- iii. Corporate Strategy, Formulation of Strategy, Factors responsible for Shaping the Strategy, Different Types of Strategy, Environmental Analysis, Internal and External Environment of a Firm, Need for Environmental Analysis, Techniques for Environmental Analysis, Environmental Threat and Opportunity Profile (ETOP).
- iv. Corporate Appraisal and Its Significance, Assessment of Internal Capabilities, Company Situation Analysis, Strategy and Competitive Advantages, Matching Strategies, Functional Strategy and Operational Strategy.
- v. Implementing Strategy, Organization Structure, Culture, Commitment and Leadership, Business Unit Strategy, Portfolio Analysis, BCG and other Portfolio Models.
- vi. Strategic Alternatives, Stability, Expansion, Retrenchment, International Strategy variation, Diversification and Mergers, Strategic Alliances. Strategic Choice Process, Control and Evaluation Process.
- vii. Strategy in the Global Environment, Implementing Strategic Change- Politics, Power and Conflict.
- viii. Case Analysis and Class Room Discussion on Different cases by adopting Group Discussion and Presentation Method.

##### Suggested Readings

1. Thompson and Strickland - Strategic Management Concept and Stress
2. Ansoff, H Igor - Corporate Strategy
3. Charles W L Hill and G R Jones- Strategic Management Theory
4. Azhar Kazmi - Business Policy
5. Thomos L Wheelen and J D Hunger- Strategic Management
6. Hamel G and Prahalad C K - Competing for the Future

## Compulsory Papers

### **302 – International Business**

#### Objective

The objective is to Impart knowledge and skill of analysis of operational processes of business between two or more nations.

#### Course Contents

- i. International Business- an Overview, Types of International Business- The External Environment, The Economic & Political Environment, The Human culture Environment, Influence on Trade and Invest Patterns.
- ii. Recent World Trade and Foreign Investment trends, Balance of Payments Accounts and Macroeconomic Management Theories and Institutions, approaches to international business.
- iii. Trade & Investment Determination of Trading Partners Independence, Interdependence and Dependence.
- iv. World Financial Environment, Cross-National Cooperation and Agreements, Tariff and Non-Tariff Barriers, WTO, Regional Blocks, International Marketing Decisions- Mode of Entry, Marketing Mix Decision for International Business.
- v. Foreign Exchange Market, Offshore Financial Centers, International Banks, Non Banking Financial Service Firms, Stock Markets. Foreign exchange regulation.
- vi. Global Competitiveness, Export Management, Licensing Joint Venture Technology and Global Competition, Quality Control and Pre-Shipment Inspection, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise and Customer Clearance, Shipping System and Freight Structure.
- vii. Quality control and pre shipment inspection, role of clearing and forwarding agents, shipment of export cargo, excise and custom clearance, shipping system and freight structure.
- viii. Export and Import Documents, Export Incentives, Export Promotion Schemes with special reference to India. And Challenges in International Business. Export Trading Companies- Topology of ETC's, The Service Life Cycle, Structure, Process. Export Finance Facilities, Procedures for Export Finance, Foreign Exchange regulations and Formalities, Bank Documents, Letter of Credit, Role and Schemes of EUGC and Commercial Banks, Foreign Exchange Regulations.

#### Suggested Readings

Chales W.L Hill - International Business  
John, F - International Business Strategy and Administration  
Lal Snajay - Multinationals, Technology and Exports  
Robinson D Richard - International Business Management  
Bhalla V.K.& Sivramu- International Business Environment and Business  
Govindrajan- Mastering Global Business  
K Ashwathapa - International Business Environment  
Devil and sundram – International Business

**Major Specialization Groups - A, B, C, D, E, F (Three papers from one of the Major Specialization Group and one paper from another Minor Specialization Group mentioned below)**

**Marketing Management Group**

**303-M-1 Consumer Behavior**

Course Contents

- i. Introduction-Nature and Scope of Consumer Behavior, Importance of Study of Consumer Behavior, types of Buying Behavior, Consumer Behavior Research.
- ii. Macro-Social Factors- Social and Cultural Environment of Consumer-Economic, Demographic, Cultural, Sub-Cultural and Cross Cultural Influences, Social Class and Social Stratification, Segmentation and its Validity.
- iii. Micro-Social Factors- Social Groups and Norms, Reference Groups, Organizations and Family Influences, Family Buying Behavior.
- iv. Psychological Factors- Personality, Self Concept, Attitude, Change in Attitude and its Measurement.
- v. Information Processing- Perception, Learning, Communication Information Processing, Diffusion of Innovation, Cognitive Process of Decision Making and Choice.
- vi. Consumer Satisfaction- mechanism of Consumer Satisfaction and Dissatisfaction, Repeated Buying, brand and Shifting Loyalty, Opinion Leadership, Complaint Behavior.
- vii. The Process of Consumer Decision Making, Factors Affecting Consumer Behavior, Models of Consumer Behavior- Introduction and their need, Howard and Sheth Model, Engel, Kollat and Blackwell Model, Kerby model, Nicosia Model.
- viii. Institutional Buying Behavior.
- ix. Changing retail landscape and its effect on consumer behaviour.

Suggested Readings

1. Zaltam and Wallendorf- Consumer Behaviour
2. Engel, Blackwell Edition - Consumer Behaviour
3. Mellout, Douglas W.Tr- Consumer Behaviour
4. London and Della Bitta- Consumer Behaviour
5. Schiffman and Kanuk - Consumer Behaviour
6. Blackwell , miniard , enjul – Consumer Behaviour



## **303-M-2-Marketing Research**

### Course Contents

- i. Market Research- Introduction, Definition, Importance, Scope and Limitations of Market Research, Objectives, Types of Research, Planning and Designing Research.
- ii. Secondary and Primary Data Collection- Introduction to Secondary Data Source and their Types, Methods of Data Collection, Data Preparation- Validation, Editing, Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, Univariate and Bivariate Data Analysis. Multivariate Data Analysis.
- iii. Sampling and Questionnaire Design and Construction- Introduction to Sampling, Sampling Process, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.
- iv. Application of Marketing Research, Product Research, Utility of Market Research to Brand Positioning and Market Segmentation Analysis, Distribution Research, Advertising and sales Promotion Research, Sales Control Research, Financial Research and Strategic Planning.
- v. Presentation and Follow- Through- Role of the Report, Type of Reports, Contents of the reports, Personal Presentation of the Report, Follow-through.
- vi. Organization of Marketing Research Department, marketing Research Agencies, Types and Functions of Marketing Research Agencies, Ethical Issues of Marketing Research.

### Suggested Readings

1. Agrawal- Marketing Research
2. Boyd West Fall - Marketing Research- Text and Cases
3. D A Aader and G S Dey- Marketing Research
4. Weiers - Marketing Research
5. Malhotra - Marketing Research
6. Chrchill - Marketing Research- Methodological foundation – Thomson Pub.
7. Tull and Hawkins - Marketing Research

## **303-M-3-Marketing of Services**

### Course Contents

- i. The Nature of Services Marketing- Introduction, Definition and Characteristics of Services, Classification of Services, Evolution of Services marketing, Importance of Services Marketing in Indian Economy.
- ii. The Services Marketing Mix- Importance of 7 Ps in Services Marketing.
- iii. The Service Marketing- The People Component, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.
- iv. Physical Evidence and Services Process- Essential and Peripheral Physical Evidence, Nature of the Service Process, Customer Participation in Service Process, managing Evidence and Process.
- v. Consumer Behaviour for Services.
- vi. Services Market Segmentation, Competitive Differentiation of Services, Positioning of Services.
- vii. Services Pricing Decisions- Approaches to Pricing Services- Cost Based, Competition Based, Demand Based, Factors Affecting Pricing.
- viii. Distribution of Services Decisions- Distribution Channels, Channel Design Decision, Factors Affecting Channel Decisions.
- ix. Service Promotion Decisions- Importance of Promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion.
- x. Managing Services Quality- Dimensions of Service Quality, Tools for Achieving Service Quality, Consumer Perception of Service Quality.

### Suggested Readings

1. Philip Kotler and Paul N Bloom- Marketing Professional Services
2. Lovelock - Service Marketing
3. Adrian Payne - The Essence of Service Marketing
4. Rathmell - Marketing in Service Sector
- 5.

## **B- Human Resource Management Group**

303-H-1 Industrial Relation

### Course Contents

- (i) Meaning scope and importance of Industrial relation. Major participants in Industrial relations; Characteristics of Industrial relation system in India.
- (ii) Trade Union Management in India- Growth Problem, Recent Trends, and Future of trade Unionism in India.
- (iii) Trade Union in India- Concept , Objectives, Structure and Function. Trade Union Act 1926. Major Problems and Issues- Employers Organization in India.
- (iv) Worker Participation in Management- Meaning and Objective of WPM and Factor influencing in WPM. Workers Participation in Management in India – An overview.
- (v) Industrial Disputes- Nature and Causes, Machinery provided for investigation, prevention and settlement of Industrial Disputes. Industrial Disputes Act 1947. Review and Appraisal.
- (vi) Collective Bargaining- Concept Features, Types and Process, Pre requisites for success of collective bargaining. Status of Collective Bargaining in India.
- (vii) Grievance Handling and Employees Discipline – Approaches, Procedures National Commission on Labour and Its Recommendation on Various Aspects of Industrial Relation In India.

### Suggested Readings:

1. Singh B.P Chhabra, T.N., Tanneja P.L. - Personal Management and Industrial Relation
2. Abrham H. Maslow - Motivation and Personality
3. Agnihotri V - Industrial Relation in India.
4. Prasad Lallan- Personal Management and Industrial Relation
5. Dvar Rustam S - Personal Management and Industrial Relation

## **303-H-2-Counseling Skills for Managers**

### Objective

The objective of the course is to develop basic skills among students to interpedently handle a wide range of Employees Counseling and Performance Counseling.

### Course Contents

- i. Emergence and growth of Counseling Services. Counseling Process and Application of Counseling to Organization and Personal Situation with focus on Performance Counseling. Approaches to Counseling.
- ii. Counselors- Client Relationship. Understanding Client's Behavior. Developing and termination a Counseling Relationship and Follow Up. Assessing Client's Problem. Special Problems in Counseling.
- iii. Counselor's Attitudes. Skills of Counseling. Counseling Strategies. Counseling Strategies. Counseling Therapies- Insight Oriented Therapy. Behavior Therapy and Group Theory.
- iv. Communication and Persuasion. Communication Strategies and Reference Group and their Role in Understanding Client's Problem.
- v. Motivation and Inventive Requirement of Productivity. Role of Counseling in Understanding of Low Productivity of Indian Workers. Need of Counseling Cell in the Organization. Application of Counseling to Organizational Situations with a focus on Performance Counseling.

### Suggested Readings

1. Corner L S, Guide Hackney H- The Professional Counselor's Process to Helping
2. McLennan, Nigel - Counseling for Managers
3. Moursund J - The Process of Counseling and Theory
4. Flippo, Edwin B - Principles of Personnel Management
5. Janase - Interpersonal Skills in Business
6. Munra C A - Counseling- A Skills Approach
7. Lussiar - Human Relations in Organization
8. Corner L S et.el- The Professional Counselor Guide to Helping
9. Patterson – The counselling Process

### **303-H-3-Social Security and Labour Welfare**

#### Course Contents

- i. Social Security- Concept and Philosophy, Abolition of Bonded and Child Labour, Government Policy for Social Security and Social Insurance, ILO, Its Role, Functioning and Contributions.
- ii. Workmen's Compensation Act, 1923.
- iii. Employee's State Insurance Act, 1948
- iv. Payment of Gratuity Act, 1972
- v. Minimum Wages Act
- vi. Payment of Bonus Act
- vii. Payment of Wages Act

#### Suggested Readings

1. Mullick - Labour Laws
2. Mimoria, C B and Memoris, S- Industrial Labour, Social Security and Industrial Peace in India
3. Sinha, G P - Industrial Relation and Labour Legislation in India
4. Zahiruddin - Labour Welfare Laws
5. Saharay H K - Industrial and Labour Laws of India
6. Srivastava S C - Industrial Relations and Labour Laws

## **C- Financial Management Group**

### **305-F-1-Security Analysis and Portfolio Management**

#### **Course Contents**

- i. Principles of Investment- Investment Objectives and Constraints, Fixed and Variable Return, Securities- Shares, Debentures, Government Securities, Derivatives, Commercial Papers, Different Modes of Investment and Investment Consideration.
- ii. Security Evaluation- Security Evaluation Model, Fundamental Analysis- Economic, Company and Industry Analysis, Technical Analysis and Random Walk Hypothesis, Efficient Market Hypothesis Forms and Tests.
- iii. The Risk- Return Framework, Types of Risk, Risk Evaluation, Hedging and Speculation Calculation of Return, Valuation of Fixed Income Investments and Equity shares.
- iv. Meaning and Importance of Stock Exchanges- Important Provisions Relating to Functioning of Stock Exchanges under Securities Regulation and Control Act. Latest Development in Securities Market, Control and SEBI Guidelines.
- v. Concept of Portfolio- Need, Types of Diversification, Elements of Portfolio Management, Determining the Expected Risk and Return on Portfolio, Sharpe Model- Significance of B in Portfolio, Capital Asset Pricing Model, Arbitrage Pricing Theory, Portfolio Investment Strategy, Risk Management Strategy, Determining Optimal Portfolio, Performance Evaluation, Portfolio Revision Techniques, Bond, Equity Portfolio Insurance.
- vi. International Diversification, Risk in International Investment, International Investment Strategy, Return Forecasts, Portfolio Management Services, SEBI Guidelines for Portfolio Managers.

#### **Suggested Readings**

1. Apte, PG - International Financial Management
2. Haugen Robert H- Modern Investment Theory
3. Fisher, DM, Jordon, RJ - Security Analysis and Portfolio Management
4. Sharpe William - Investments
5. Bhalla, V K - Investment Management
6. Frank reilly & K C Brown – Investment analysis and portfolio management.
7. Dr. S M Tariq Zaffer – Strategic Finance

## **305-F-2-Financial Institutions and Markets**

### Course Contents

- i. Financial System- Introduction, Components, Structure, Features of Indian Financial System, Deficiencies and Recent Developments.
- ii. Major Indian Financial Institutions- IDBI, IFCI, ICICI, IRCI, SGC's and SIDC's-Management, Working, Operations and Performance and Recent Developments.
- iii. Investment Bankers- UTI, LIC, GIC and Mutual Funds and Their Role, Investment Policy, Performance and Recent Developments.
- iv. Non-Banking Financial Companies- Objectives, Functioning, Regulations, and Recent Developments.
- v. Role of Commercial banks in Industrial Finance. Co-operative Banks and Regional Rural Banks.
- vi. Financial Markets-Concepts, Nature, Features, Functions, Structure Types, Role of Financial Markets in Economic Development
- vii. New Issue Markets- Nature, Features, Functions, Methods of New Issues, Underwriting, Arrangements and recent Developments, SEBI Guidelines.
- viii. Secondary Markets- Nature, Features Functions, Role of Stock Markets, Stock Exchanges, OTCEI, NSE, Recent Development and SEBI Guidelines.

### Suggested Readings

1. Khan M Y - Indian Financial Theory and Practice
2. Goldsmith, R W - Financial Institutions
3. Srivastava, R M - Management of Indian Financial Institutions
4. Harbert, Dougall E and Jack Gaumnitz- Capital Markets and Institutions
5. Avadhani V A -Marketing of Financial Services
6. Desai Vasant -The Indian Financial System and Development

## **305-F-3- Working Capital Management**

### Course Contents

- i. Working Capital- Nature, Components, Types, Function, Determinants and Significance, Including Product Life Cycle and Operating Cycle Method.
- ii. Working Capital Policies.
- iii. Management of Cash, Motives for Holding Cash, Significance, Cash Planning and Budgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models.
- iv. Management of Marketable Securities, Purpose of Holding Securities, Determinants.
- v. Receivable Management- Nature, Significance, Credit Standards, Evaluating the Credit Worthiness of a Customer.
- vi. Management of Inventory- Purpose for Holding Inventory, Components, Cost-Benefits Analysis, Inventory Management Techniques.
- vii. Management of Current Liabilities- Sundry Creditors, Bills Payable, Contingencies.
- viii. Financing of Working Capital- Short- Term Sources, Long-Term Sources, Inflation and Working Capital, Mechanics Of Working Capital Financing in India, Bank Lending, Control of Working Capital.

### Suggested Readings

1. Smith, K V - Management of Working Capital
2. Agarwal , J D - Working Capital Management
3. Mehta, D R and Englewood Cliffs N J - Working Capital Management
4. Scherr - Modern Working Capital Management-Text
5. Dr. S M Tariq Zaffer – Strategic Finance



## **D- Information Technology Group**

### **306-IT-1- Data Base Management System**

#### **Unit -1**

An overview of Database Management System, Database System Vs File System, Database system concepts and architecture, data models schema and instances, data independence and data base language and interfaces, Data definitions language, DML, Overall Database Structure.

#### **Unit -2**

ER model concepts, notation for ER diagram, mapping constraints, keys, Concepts of Super Key, candidate key, primary key, Generalization, aggregation, reduction of an ER diagrams to tables, extended ER model, relationships of higher degree.

#### **Unit -3**

Components of DBMS Data Models in Databases, Relational Data Base Management System Relational Algebra, Data Models based on Implementation, Traditional Set Operators, Union, Special Relational Operators, election, Relational Database model, Integrity constraints: entity integrity, referential integrity, Keys constraints, Domain constraints, relational algebra, relational calculus, tuple and domain calculus.

#### **Unit -4**

Introduction to SQL: Characteristics of SQL, Advantages of SQL, SQL data types and literals, Types of SQL commands, SQL operators and their procedure, Tables, views and indexes, Queries and sub queries, Aggregate functions, Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors in SQL.

#### **Unit -5**

Data Base Design & Normalization: Functional dependencies, normal forms, first, second, third normal forms. Role of Database Administrator, Transactions, Database Recovery.

#### **SUGGESTED READINGS :**

- 1) Bipin D Desai – An introduction to Database System
- 2) C J Date - Introduction to Database System
- 3) Korth and Sillberschatz – Database System Concepts
- 4) Pratt – Concept of Database Management

## **306-IT-2-Computer Architecture and Operating System**

### **Unit -1**

Overview of Computer Architecture, Introduction to Parallel computing; Parallelism in Uniprocessor Systems, Parallel computer structures, Architectural Classification schemes, parallel processing applications.

### **Unit -2**

RISC and CISC Architecture, Need of Operating System, Types of Operating System.

### **Unit -3**

Process concept, Process scheduling, Cooperating processes

### **Unit -4**

Memory Management-Logical and Physical Address Space, Swapping, Contiguous Allocation and Non-Continuous Allocation.

### **Unit -5**

File Management - File systems, secondary Storage Structure, File concept, access methods, directory implementation, Efficiency and performance, recovery

### **SUGGESTED READINGS :**

- 1) Galvin – Operating System Concepts
- 2) MilenKovic – Operating System
- 3) Parthosarthy – Advanced computer Architecture
- 4) Hwang & Briggs – Computer Architecture and Parallel Processing

## **305-IT-3-Visual Basic/ Data Communication Network**

### **Unit -1**

Introduction to VB, Environment of VB, properties, Managing data, working with controls : textboxes, buttons, labels etc., variables, controlling program flow.

### **Unit -2**

Control Constructs : if-else, while, select cases etc. Inbuilt functions, User defined functions, arrays, Files, procedures.

### **Unit -3**

Advanced System Defined Controls : Timer, Frame, Status Bar, Picture, Image List, Progress Bar etc.

### **Unit -4**

Design UI Applications : Showing and Hiding forms, Basic form events, Menu creation, Handling MDI parent/child forms, navigation through forms, connectivity with Database.

### **Unit -5**

Project Development.

### **SUGGESTED READINGS :**

- 1) Teach yourself Visual Basic -6 in 21 days
- 2) Brain Seler and Jeff Spolts – Using Visual Basic 6
- 3) Mostasavi – Visual Basic 2005 by Practice

## **E- International Business Group**

### **307-IB-1-International Marketing Management**

#### Course Contents

- i. The Marketing Concept and Its Extension to International Marketing, International Marketing Tasks, Nature of International Marketing.
- ii. Selection of Foreign Markets, The Concept of International Marketing Mix, Implementation of Marketing Strategies and Seven Ps, Organization and Control for International Marketing.
- iii. Analysis of International Marketing Environment and Identifying Foreign Markets- Political Considerations and Governmental Influences, Cultural and Social Dynamics, Economic Development and Geographical Conditions, Dynamics of Competitive Environment, Legal, Regulatory and Financial Influences.
- iv. International Market Segmentation, Market Entry and Operation Strategies- Export, Joint Ventures, Direct Investment, Strategic Alliances, Multinational Operations.
- v. International Product Policies, Strategic Considerations in Making Product Decisions, Alternative Strategies in Multi-National Product Planning, Methodology in Making Product Decision for International Markets.
- vi. International Pricing Decisions, Price Escalation, International Transfer Pricing, Factors Influencing the Pricing decisions for International Markets, Export pricing and Differential pricing.
- vii. International Distribution System and Logistics, International Marketing Channel Decisions, Importance and Scope of Channel decisions, Nature of International Distribution Channels, Factors Influencing Channel Decisions.

#### Suggested Readings

1. Leighton - International Marketing
2. Scravanavel P - International Marketing
3. Kotler, Armstrong - Principles of Marketing
4. Keegan - Managing Global Marketing
5. Franklin R Root - International Marketing
6. Foss and Caleore - International Marketing

## **307-IB-2-International Trade Procedures Documentation**

### Course Contents

- i. Export Documentation, Information, Export Contract, Foreign exchange Regulations, Quality Control and Pre-Shipment Inspection.
- ii. Export Trade Control, Cargo Insurance, Commercial Practice, Central Excise Clearance, Customs Clearance of Export Cargo, Export by Post Parcel and By Air.
- iii. Roll of Clearing and Forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantee and Policies, Exchange Rates and Forwarding Exchange Cover, Finance of Export on Deferred Payment Term, Duty Draw back.
- iv. Import Licensing Policy, Actual User Licensing, Replenishment Licensing, Cash Assistance, Advance and Impart Licensing, Import/Export Pass Book, Capital Goods Licensing.
- v. Trading Houses, Central Sales Tax Exemption on Exports, Canalization, GSP Certificate of Origin, Customs Clearance of Import Cargo, Documents prescribed by Importing Countries, Standard Export Documents.

### Suggested Readings

1. A C Mittal - Export Management in India
2. M I Mahajan - Export Procedures and Documentation
3. Anita Kumari - Export Incentives
4. Hanbook Published on Imoort Export Procedures By Min. Of Commerce

### **307-IB-3-International Marketing Logistics**

#### Course Contents

- i. Marketing Logistics System, Concept, Objectives and Scope, System elements, Importance and relevance to Export Marketing Management, General Structure for Shipping Industry, Liner Operations and Tramp Operations, World Sea Borne Trade and World Shipping.
- ii. The Conference System, Freight Structure and Practice, Co-ordination, Role of Intermediaries, Forwarding and Clearing Agents, Freight Brokers Stevedores, Shipping Agents.
- iii. All India Shipper Council, Shippers Association and FIB and Carious Standing Committees Set Up for Resolving Shippers Problems.
- iv. UN Convention on Code of Conduct for Liner Shipping Conferences, Chartering Principles and Practices, Containerization Concept, Operation of the System, Container Freightling, Inland Container Depot.
- v. Ports and Overseas Marketing Logistics, Role of Ports, Warehousing, International Air Transport and PDN Approach to Export Distribution.
- vi. Carriage of Goods- Legal Aspects, Evaluation and Use of Various Transportation System, Port System and Sub-System, Analysis of Typical Bottlenecks in The Logistic System.

#### Suggested Readings

1. T A S Balagopal - Export management
2. Kapoor ND - Commercial Law

**309(i)-Summer Training Report** - 50 marks

After Completion of the compulsory training in designated organization each student shall prepare a training report on the pattern finalized in consultation with the Teacher in-charge of the training. A copy of the report shall be submitted to the Teacher concerned, which shall be evaluated by the teacher concerned.

**309(ii)-Seminar based on Summer Training Report** - 50 marks

Each Student shall present a seminar, which shall be based on the training and the training report. The objective is to understand the benefits and gains to the student due to compulsory training and enable the student to express his understanding about the functioning of out side world especially as to what extent the concept of management taught him were relevant and are helpful in the real world in the real situation.

**310-Viva-Voce** - 100 marks

At the end of the semester each student will have to face an interview wherein his of her knowledge and skill acquired during the course shall b e examined. The Internal Expert and the External Expert shall conduct the viva-voce jointly. Feedback from the External Expert about the students shall be obtained from the point of vies of preparing students for placement Interviews.

# UTTARAKHAND TECHNICAL UNIVERSITY, DEHRADUN

## Fourth Semester

There are compulsory and elective papers in this semester, papers 401,402,403 are compulsory and under elective papers the students shall have to choose three papers from already selected group – two from the selected major specialization group and one from selected minor specialization group.

### **Compulsory Papers**

#### **401- Corporate Legal Environment.**

Objective: The objective is to provide knowledge about important business laws relevant to Business and Corporate World.

#### Course Contents

- i) Meaning and Importance of Business Laws. Laws and business managers. Government and business relationships in India.
- ii) Indian contract Act, 1872- Definitions. Characteristics, Essentials of Valid Contract- Detailed Exposure to the Provisions. Discharge of Performance of contract. Consequences of Breach of Contract.
- iii) Types of Contract –Indemnity , Guarantee, contingent, Bailment, Pledge, Agency.
- iv) Negotiable Instrument Act-Meaning and Types of Different Negotiable Instrument and the Provision Applicable to them.
- v) Sales of Goods Act.
- vi) Indian Arbitration Act.
- vii) Indian Partnership Act.
- viii) Indian Companies Act, 1956-Definitions, characteristics ,Types and Formation of a Company. Shares Debentures, Borrowing Powers, Provision Relating to Company Liquidation.
- ix) Company Management-Directors, Managing Director, Their Appointment, Qualification, duties Rights, Liabilities, Position, Remuneration, and Removal. Company Meetings and Proceedings. Prevention of Oppression and Mismanagement.

#### **Suggested Readings**

- 1) Kuchal M C -Mercantile Law
- 2) Kapoor N D -Mercantile Law
- 3) Singh Avatar -Company Law
- 4) Jain J D -Indian contract Act.



## 402- Project Management and Entrepreneurship

### Objective

The objective is to provide adequate knowledge to the students for setting up of projects and their successful implementation.

### Course Contents

- i) Project Management – Nature, Scope, Process Elements, Significance and Emergence of Projects. Project Planning, Developing Project Models through Simulation.
- ii) Ii) Location of Project Site, Working Conditions Development Plans of the Government and the Local Bodies, Elements and Factors Affecting Locational Decisions. Analysis of Infrastructure, Labour, Raw Material, Transport and Other Factors.
- iii) Selection of the Product or Service, Market Research, Product Appraisal, Product Design, Factors Affecting the Selection Decision, Packaging and Other considerations, Choice of Technology, Choice of Process, Feasibility, Effects on Environment, Pollution control, government and Local Bodies Regulation. Economic Analysis of the Projects, Regional and Social Implications.
- iv) Project financing , Sources of finance , Raising Capital from Market, Financial Institutions, Raising Foreign Exchange, Government Regulation. Cost of Capital, Cost Benefit Analysis , Cash flow Analysis. Project Scheduling , Monitoring and contract Management, Project Appraisal, Contract Project Review.
- v) Entrepreneurship – Definition , Classification , Nature and Importance of Entrepreneurship and Entrepreneurs. Concept of Entrepreneurship, Entrepreneurial Environment , Growth of Entrepreneurs. Entrepreneur VS Professional Managers , Entrepreneurial Development, Development of Women Entrepreneurs.
- vi) Role of Government and financial Institution in Entrepreneurship Development., Sources of finance, Institutionalize finance to Entrepreneurs, role of Technical Consultancy Organisation in Developing Entrepreneurs.
- vii) Governmental Policies Governing Entrepreneurship, Problems of Entrepreneurship.

### **Suggested Reading**

- 1) Bhavesh M Patel - Project Management
- 2) SS Khanka - Entrepreneurship Development
- 3) Prasana Chandra - Project Management
- 4) P C K Rao - Project Management and Control

### **403-Project Report Dissertation**

Objective to give a first hand exposure to the students on management related problems and to enable them to develop problem solving skill with the help of problem solving techniques and by using primary and secondary information.

Each students is expected to carry out a small but original study under the supervision of a designated internal faculty member on a real management problem with respect to the issue related to trade , business , commerce, industry and finance, corporate governance and the incidental or allied areas connected thereto.

On completion of the study the student shall submit a project report in the form of dissertation to their supervisor who shall certify the dissertation and one copy of dissertation in tern shall be forwarded to the university addressed to the registrar for evaluation purpose. the project report disertation shall be evaluated by the external expert appointed by the university on the same line as the examiner and [paper setter are appointed.

## **404 (M1)-Marketing Communication and Advertising**

### Course Contents:

- (i) Communication Process- Nature of Communication Process and its Different Elements , Obstacle in Communication Process, Role of Communication Process in perception, Learning and Attitude Change.
- (ii) Communication process in Marketing- Importance and Application of Communication process relevant to them, Communication process in corporate image building , Advertising and Consumer psychology.
- (iii) Planning for market communication- strategic analysis for market communication, communication objectives, market segmentation, target group and target person, brand positioning.
- (iv) Advertisement and their types, Importance of advertising in modern marketing, different types of advertising , Advertising decision.
- (v) Message and Copy, Message strategy, Message design, Elements of Advertising copy, Developing effective Advertising copy, Creative and Visualization in Advertising, Method of creative Development.
- (vi) Media Planning- Comparative study of different advertising media, media choice, media scheduling and budgeting for advertising, Evaluation of advertising effectiveness, Pre Testing and Post testing Techniques.
- (vii) Regulation of Advertising- Advertising Department and its Organisation, Advertising Agencies and Their Organisations and Functions.

### Suggested Readings:

1. Wright , Winter and Zeiglas - Advertising Management
2. Dunn and Barban - Advertising -its Role in Modern Marketing
3. Mahendra Mohan - Advertising Management
4. Aaker Myers and Batra - Advertising Management
5. Kenneth F Runyen - Advertising

## 404-M-2 Sales and Distribution Management

### Course Contents:

- (i) Basic Concept - \* Selling Function, Types of Selling and Emerging Dimensions, Direct Selling, Institution selling, TeleMarketing, Sampling , Follow the customer and other concepts.
- (ii) Theories of Selling- Canned Approach AIDA Model, Right Set of circumstance Theory, Buying Formula Theory, Behavioural equation theory,
- (iii) Process of Effective selling, Prospecting, Preapproach Presentation and demonstration, Handling Objections, Closing the sales, Post sales activities, Quality of successful sales person.
- (iv) Sales Management- Importance, scope, and function of sales management, organising for sales, sales planning, market potential analysis, sales forecasting, Fixing sales objectives, Territory Allocation, Sales Quota, Participative Sales Planning and Behavioural Consideration.
- (v) Sales Force Management, - Sales Force Planning , Recruitment and Selection, Training and Development, Placement of sales person, Compensation and incentive to sales person, Motivation and leadership for sales, Evaluation of sales performance.
- (vi) Sales Control- MIS for sales , Report and Document used in sales management, Budgetary Control in sales, Sales variance analysis, Sales Expenses Control.
- (vii) Distribution network- Various distribution channel and their comparative studies, channel design decision, channel management - Selection and Motivation. evaluation control of channel member, channel conflict management.
- (viii) Physical distribution management- Importance and Decision areas, Logistic and Inner Distribution Management

### Suggested Reading

1. Russel Beachand Brukirf- Selling
2. Still, Cundiff and Govani - Sales Management
3. K Patel - Sales Management
4. Johnson , Kirtz and Schueing - Sales Management
- Confierd - Salesmanship- Practice and Problems

## **B- Human Resource Management group**

### **405-H-1 Human Resource Planning and Development**

#### Course Contents

- (i) Human Resource Planning overview- Role of Human Resource Planning in the context of Human Resource Management, Definition, Objective, Framework, Components of Human resource planning, Organisation Philosophy as related to the Human Resource Planning.
- (ii) Manpower forecasting- Necessity, Problems, Management of Cadre Structuring in an organization, Stock and Flow model, Push and Pull Model, Markov Chain Model, Correlation Model, Benefit of forecasting, Downsizing and its implication.
- (iii) Job Analysis, Job Description and Job specification- Concept, need and Importance, Method of Job Analysis Functional Job Analysis, Job elements Methods, Fliesman Job Analysis System, Positional Analysis Job Description and Job Specification.
- (iv) Recruitment and Selection of Human resource- Recruitment Selection Vacancy characteristics and effect on job choice non compensatory and compensatory decision process in job choice, Factor influencing job recruitment effort, effect of personal policies in recruitment sources, different methods of recruitment, selection method and standards, type of selection methods steps in selection process.
- (v) Performance Appraisal- definition and Uses, Objectives, Appraisal System- Features and Limitations, Uses and abuses Performance Appraisal Methods, Self Appraisal Peer Appraisal, frequency of appraisal, Performance, Counselling and Feedback, Potential Appraisal, Monitoring and Review of Appraisal System, Linkage with other systems.
- (vi) Employee Development- work role of employee Manager and Executives, Organisation characteristics Influencing employees development, Approach to employee development, current issues in employee development, managing workforce diversity, success planning.
- (vii) Career Management - concept, necessity, career development Model, Career Planning System and its components, career counselling, career pathing role of employees Manager and Company in career planning, career planning, Career Pathing, Dual Career Paths, Balancing Work and Family, Coping with Job Loss Retirement.

#### Suggested Readings

1. David A Cenzo and Stephen P Robin - Personal Human Resource Management
2. Liod L Byar and Leslie W Rue - Human Resource Management
3. R.K. Malhotra - Human Resource Management

## **405-H2 - ORganisational Change and Interventaion Strategies**

### Course Contents

- (i) Concept of Managing change- the practice of organisational change- Factors influencing organisational change, organisational culture and change, Managing resistance to change, effective implementation of change.
- (ii) Diagnosis and Intervention- Organisational Diagnosis- An Overview, diagnosis methods, intervention in organisation chang, evaluation of organisation change programme.
- (iii) Model of Organisational change- some model of change, causes of failure of changes, organisation changes and process consultation, Manager and the change, Internal and external agent of change.
- (iv) Introduction to organisation development- overview of organisational development , definition , values, assumption and benifits of organisational development.
- (v) Theory and Management of organisational Development - Foundation of organisational development , Managing organisational development process.
- (vi) Organisational Interventions- An overview, Team intervention, Inter group and third party Peace Making intervention, comprehensive intervention, training Experiences.
- (vii) Key consideration and Issues- Ethical standard in organisational development, the future of organisational development.

### Suggested Readings:

1. Uma Sekran- Organisational Behaviour
2. French And Bell - Organisation development
3. Stephen Robbin - Organisational Behaviour
4. Abad Ahmed at el- Developijg effective Organisations.
5. Husesy - How to make Organisation change
6. French WH and Bell - Organisational Developmen Theory Practive and Research choicee,

## **C- Financial Management Group**

### (406 F-1) Cost Accounting

#### Course Content:

- i) Introduction – Cost, Costing, cost Accounting, Relationship of Financial accounting and Cost Accounting.
- ii) Classification of Cost, different Concepts relating to cost and cost accounting, Element of cost, material, purchases, store route, labour remuneration and incentives.
- iii) Unit or output Costing- Meaning, objectives and Importance and methods of determination of unit cost, cost sheet, statement of cost & profit and production account. Job or contract Costing- Meaning objectives and Importance, preparation of contract account. Difference between unit costing and job costing.
- iv) Process costing – meaning, objectives and Importance, preparation of Process account, operating costing-meaning, objective and Importance, calculation of operating cost.
- v) Standard Costing-Meaning, objective and Importance, types of standards, limitation of standard costing, variance analysis, material labour and overhead variance. Marginal costing-meaning, objectives and Importance, limitation of marginal costing, contribution, break even analysis,P/V ratio, margin of safety, key factor. Marginal costing and decision making.
- vi) Budgetary control –Meaning meaning and characteristic of budgetary control, advantages and limitation of budgetary control budget.

#### **Suggested readings**

- 1) RR Gupta - Advance accounting
- 2) C T Horngren- Cost Accounting
- 3) M N Arora - Cost Accounting
- 4) J C Katyal - cost Accounting
- 5) Chalos - Managing cost in today's Mfg. Env.

## 406 F-2 International financial Management:

### Course content:

- I) Introduction- objective, functions of international financial management, decision variables- currency exchange rates, balance of payments, international restructuring and political risk, international monetary system, the foreign exchange market.
- II) Long term international investment decisions- motives strategies and behavioural consideration for long term investment decision. Justification of direct foreign investment, phases of fluctuating foreign markets, product cycle theory, international diversification.
- III) Issues in foreign investment analysis, choice of framework for analysis, evaluation of international investment proposals- discounted cash flow analysis, the adjusted present value approach, political risk analysis. External investment decision- measuring total return from foreign investment, benefits of foreign equity, bond investment, optimal international asset allocation.
- IV) Short term investment decisions- domestic vs international working capital management, international cash management, cash positioning, cash mobilization, hedging strategy, intra corporate transfer of funds, transfer pricing, management, international receivables management, international inventory management.
- V) International financing decisions, euromoney and euro bond markets.
- VI) Growth of the eurodollar market, instruments in international markets, international equity markets, new financial instruments.
- VII) International risks and the cost of capital –nature of exposure and risk, exchange rates, interest rates, inflation rates and exposure, financial risk and the cost of capital. Political risk and the cost of capital, balance of payments. Financial swaps.

### Suggested readings:

- 1) Apte p g - international financial management
- 2) Keith pilbeam - international finance
- 3) Llevi m d - international finance
- 4) Singh p - investment management



## **D- Information Technology Group**

### **407 -IT-1 Internet Applications**

Course content:

#### **Unit -1**

Introduction to Internet Programming : Client-Server model, browsers, Protocols, Creating World Wide web pages : HTML, headers, Body, html tags, tables, test graphics, sounds, building forms, text field and value, size, html buttons, radio, checkboxes, selection list etc.

#### **Unit -2**

HTML programming using VBScript, variables, arrays, procedures, conditions, Looping. HTML programming with Java Script, variables, procedures, validations, animations, Javascript objects.

#### **Unit -3**

Introduction to Java, Characteristics of Java, Java application programming, classes and objects. Packages, Java Libraries, Inheritance, Interface.

#### **Unit -4**

Web programming with Java :Applets, Applet parameter passing, class variables, methods, Events and Event model, Basic I/O, Exception Handling, Database connectivity.

#### **Unit -5**

Project Development.

#### **SUGGESTED READINGS :**

- 1) Java Complete Ref 2.0
- 2) Core Java -1
- 3) Ivan Baros- Advanced concepts in Java
- 4) Holzner.S. – HTML Black Book

Course content:

**Unit -1**

The System Concept, Characteristics of Systems , Physical and abstract System, Open and closed System, Business Systems Concepts, Categories and elements of Information Systems, Using Systems approach for problem solving and information systems design Determining the scope and structure of a system.

**Unit -2**

System Life Cycle Development: Interviewing and Questionnaires, observation, Recognition of need-Feasibility Study, Analysis, Design, Implementation. Models of System Development Life Cycle. Role of System Analyst- Academic and Personal Qualifications Structured system Analysis.

**Unit -3**

System Planning and Initial Investigation :Information Gathering, Tools for Structured Analysis (DFDs, Data Dictionary, Decision Tree and Structured English), Feasibility Study, Cost/Benefit Analysis.

**Unit -4**

Structured System Design: Process and stages of system design, Logical and physical Design, Major Development Activities, Processing controls and data validation, Studies of design tools, Application Architecture and Modeling, Database Design, Output Design and Prototyping, Input Design and Prototyping, User Interface Design.

**Unit -5**

Case studies for SDLC implementation. (Min 2 case studies)

**SUGGESTED READINGS :**

- 1) Satringer – System Analysis and Design
- 2) Shelly : system Analysis and Design
- 3) Jalota, Pankaj – An integrated approach to Software Engg.
- 4) Pressman – Software Engineering

## **E International Business Group**

### **408 IB-1 Multinational financial Management**

#### **Course Content:**

- i) Nature and Scope of International financial Management, Finance function in International Business, environment for decision making Developments in International financial Systeem, Monetary ssystem Management of foreign Exchange risk.
- ii) Multinational Corporations- Its Rationale , Goal and Constraint, Project Financing, including International borrowing, international fund remittences,
- iii) Multinational capital budgetting- Foreign Investment Decision, International Diversification, Political risk management, cost of capital and capital structure, working capital management and foreign trade, tax planning.
- iv) International dimension of accounting and financial reporting practices, International accounting standards and practices and its position in India, Translation of foreign currency into account, accounting for the international / multinational corporation.
- v) International financing decision, EURO money and EURO bond market.

#### **Suggested Readings**

1. Eiterman D.K. and Stone Hill AI- Multinational Business Finance
2. Hanning Pigott and Scott - International Financial Management
3. Gerhard G, Mueller - International Accounting

## **408-IB-2- Import –Export Management**

### **Course Contents**

- (i) Import Management in a developing economy, Objectives of Import Policy, Types of Import Licences, Foreign Exchange Budgetting, Global Procurement, Conceptual Framework, Methods of Import Procurement, and Import Procurement planning at corporate level, identifying sources of supply, supplier identification, selection and evaluation.
- (ii) Import Financing Purchase price analysis-, canalisation of import, and import under counter trade, market research for import procurement monitoring and followup of contracts.
- (iii) Buying of technology , import procedure in India, custom clearance of imported cargo, custom valuation of imported cargo, import documentation, material management for projects , procurement under World Bank Project.
- (iv) Export Management- Concept and Scope , Form of Organisation, Export Marketing Environment, Export Planning, Organising for Export, Organisation chart, Building a team, Executive Action, and Management Control.
- (v) Barriers and Bottleneck in export with sopecific reference to India

### **Suggested Readings:**

1. TAS Balagopal- Export Managemetn
2. B.S. Rathore - Export Marketinjj
3. P. Kumar and AK Gosh- Export Management
4. Ronald R. - Intrernational Purchasing

**410- Vica-voce**

100-marks

At the end of the Semester each student will have to face an Interview wherein his or her knowledge and skill acquired during the course shall be examined. The viva voce shall be conducted jointly by the Internal Expert and the External Expert. The Viva-voce shall be on the pattern of professional Interviews so as to gear up the students for facing the placement Interviews. The feedback of the External Expert shall be utilized for short listing of the candidates to be sponsored to different Organizations for Placement Interviews. In this Semester, therefore, the External Expert shall be such persons having Industry of Corporate World Background.