

# DEPARTMENT OF BUSINESS ADMINISTRATION

*Faculty of Management*

**M.B.A.  
EXECUTIVE**

***TWO YEARS PROGRAMME***

**Ordinance & Syllabus**



## MASTER OF BUSINESS ADMINISTRATION

### (Under Choice Based Credit System)

Master of Business Administration (MBA) Executive (Exec.) is a Two-Year Programme for working executives. The course structure and programme ordinance are as follows:

### COURSE STRUCTURE

The M.B.A. (EXEC.) program shall be of two years duration i.e. first year and second year, each year consisting of two semesters. The first two semesters, each shall consist of seven core theory papers and viva-voce. The third and fourth semesters shall contain a combination of core papers and discipline specific elective papers. There shall be a system of dual specialization.

The list of papers offered during first year and second year of the program shall be as follows.

### FIRST YEAR

#### I Semester

Paper Code	Title of Paper	Credits	Marks	
			Internal	External
MBA (EXEC.)-C11	Management Concepts and Skill Development	3	30	70
MBA (EXEC.)-C12	Statistics for Business Decisions	3	30	70
MBA (EXEC.)-C13	Managerial Economics	3	30	70
MBA (EXEC.)-C14	Human Resource Management	3	30	70
MBA (EXEC.)-C15	Marketing Management	3	30	70
MBA (EXEC.)-C16	Financial Accounting and Reporting	3	30	70
MBA (EXEC.)-C17	Research Methodology	3	30	70
MBA (EXEC.)-C18	Viva-Voce	2	-----	100
	Total	23	210	590

#### II Semester

Paper Code	Title of Paper	Credits	Marks	
			Internal	External
MBA (EXEC.)-C21	Organizational Behavior	3	30	70
MBA (EXEC.)-C22	International Business	3	30	70
MBA (EXEC.)-C23	Quantitative Techniques	3	30	70
MBA (EXEC.)-C24	Accounting for Decisions Making	3	30	70
MBA (EXEC.)-C25	Financial Management	3	30	70
MBA (EXEC.)-C26	Business Environment	3	30	70
MBA (EXEC.)-C27	Production & Operations Management	3	30	70
MBA (EXEC.)-C28	Viva-Voce	2	-----	100
	Total	23	210	590



# Department of Business Administration

FACULTY OF MANAGEMENT

M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

## III Semester

### SECOND YEAR

Paper Code	Title of Paper	Credits	Marks	
			Internal	External
MBA (EXEC.)–C31	Strategic Management	3	30	70
MBA (EXEC.)–C32	Project Management	3	30	70
MBA (EXEC.)–C33	Management Information System	3	30	70
MBA (EXEC.)–C34	Project/ Market Survey Report– Evaluation & Viva-Voce	2	-----	100
MBA (EXEC.)– E -	Specialisation Area I - <i>Part A Elective Paper I</i>	3	30	70
MBA (EXEC.)– E -	Specialisation Area I - <i>Part A Elective Paper II</i>	3	30	70
MBA (EXEC.)– E -	Specialisation Area II - <i>Part A Elective Paper I</i>	3	30	70
MBA (EXEC.)– E -	Specialisation Area II - <i>Part A Elective Paper II</i>	3	30	70
	Total	23	210	590

## IV Semester

Paper Code	Title of Paper	Credits	Marks	
			Internal	External
MBA (EXEC.)–C41	Business Analytics	3	30	70
MBA (EXEC.)–C42	Capstone / Dissertation Project – Evaluation & Viva Voce	8	-----	100
MBA (EXEC.)– E -	Specialization Area I - <i>Part B Elective Paper III</i>	3	30	70
MBA (EXEC.)– E -	Specialization Area I - <i>Part B Elective Paper IV</i>	3	30	70
MBA (EXEC.)– E -	Specialization Area II - <i>Part B Elective Paper III</i>	3	30	70
MBA (EXEC.)– E -	Specialization Area II - <i>Part B Elective Paper IV</i>	3	30	70
	Total	23	150	450



# Department of Business Administration

## FACULTY OF MANAGEMENT

### M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

---

**Minimum credit requirements for the Programme = 92 credits.**

The following shall be the Specialization Areas/ Elective Groups. The department (depending upon the staff position and other facility), shall offer in the beginning of MBA (EXEC.) Part –II (Semester-III), the elective group(s) and / or paper(s), that will be taught in III and IV semester of MBA (EXEC.) Second Year.

#### **ELECTIVE GROUPS:**

##### **FINANCE**

###### **Part A**

Security Analysis and Portfolio Management	MBA (EXEC.)– E-F-51
Corporate Restructuring	MBA (EXEC.)– E-F-52
International Financial Management	MBA (EXEC.)– E-F-53

###### **Part B**

Financial Derivatives	MBA (EXEC.)– E-F-54
Management of Financial Services	MBA (EXEC.)– E-F-55
Strategic Financial Management	MBA (EXEC.)– E-F-56

##### **MARKETING**

###### **Part A**

Agriculture and Rural Marketing	MBA (EXEC.)– E-M-61
Service Marketing & CRM	MBA (EXEC.)– E-M-62
Consumer Behavior	MBA (EXEC.)– E-M-63

###### **Part B**

International Marketing	MBA (EXEC.)– E-M-64
Sales & Distribution Management	MBA (EXEC.)– E-M-65
Advertising & Product Management	MBA (EXEC.)– E-M-66

##### **HUMAN RESOURCE MANAGEMENT**

###### **Part A**

Labour Welfare and Social Security	MBA (EXEC.)– E-H-71
Organizational Change and Intervention Strategies	MBA (EXEC.)– E-H-72
Managing Interpersonal and Group Processes	MBA (EXEC.)– E-H-73

###### **Part B**

Management of Industrial Relations	MBA (EXEC.)– E-H-74
Compensation Management	MBA (EXEC.)– E-H-75
Cross Cultural and Global HRM	MBA (EXEC.)– E-H-76



# Department of Business Administration

## FACULTY OF MANAGEMENT

### M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

---

#### PRODUCTION & OPERATIONS MANAGEMENT

##### Part A

Purchasing and Material Management	MBA (EXEC.)– E-P-81
Total Quality Management	MBA (EXEC.)– E-P-82
Production Planning and Control	MBA (EXEC.)– E-P-83

##### Part B

Advance Operations Research	MBA (EXEC.)– E-P-84
Logistics & Supply Chain Management	MBA (EXEC.)– E-P-85
Service Operations Management	MBA (EXEC.)– E-P-86

#### INFORMATION TECHNOLOGY MANAGEMENT

##### Part A

Management Support System	MBA (EXEC.)– E-IT-91
Business Process Re-engineering	MBA (EXEC.)– E-IT-92
System Analysis and Design	MBA (EXEC.)– E-IT-93

##### Part B

Strategic Management of Information Technology	MBA (EXEC.)– E-IT-94
Data Base Management	MBA (EXEC.)– E-IT-95
Telecommunication for Business	MBA (EXEC.)– E-IT-96

#### INTERNATIONAL BUSINESS

##### Part A

Export Procedure and Documentation	MBA (EXEC.)– E-IB-01
Comparative International Management	MBA (EXEC.)– E-IB-02
International Marketing Management	MBA (EXEC.)– E-IB-03

##### Part B

Globalization and Sustainable Development	MBA (EXEC.)– E-IB-04
International Human Resource Management	MBA (EXEC.)– E-IB-05
International Financial Management	MBA (EXEC.)– E-IB-06

#### Admission to MBA-I Year (Semester II)

Admission to MBA (EXEC.)-I year (Semester II) shall be given to those students who have successfully cleared at least four papers out of seven theory papers and not declared as fail.

#### Admission to MBA (EXEC.) II Year (Semester III)

Admission to MBA (EXEC.) II-year (Semester III) shall be given to those students, who have cleared successfully at least four papers out of seven theory papers offered for MBA (EXEC.)-I-year (Semester-I) as well as at least four papers out of seven theory papers offered in MBA (EXEC.) I year (Semester II) exams and not declared as failed in any semester.



**In Project/ Market Survey Report:** The student, after the completion of Project/ Market Survey will submit one copy of the report to the Department, which will form part of third semester examination. The report should ordinarily be based on primary data. The average size of report normally will be 60 to 75 typed pages in standard font size (12) with 1.5 spacing. The report should have one certificate duly signed by the Project Guide under whom the student has done project/ market survey.

The Third and Fourth Semesters shall contain a combination of core papers and discipline specific elective papers. There shall be a system of dual specialization. A student shall be required to opt for two functional areas for their specialization at the time of admission to MBA (EXEC.)– II year (Semester – III) which in turn will lead to studying four papers (Two in third semester and Two in the fourth semester) from Specialization Area I and four papers (Two in third semester and Two in the fourth semester) from Specialization Area II.

In MBA (EXEC.) III Semester a student shall have the choice of studying any two papers out of three papers mentioned in Part A of Specialization Area I. Similarly, he/she will have the choice to study any two papers out of three papers mentioned in Part A of Specialization Area II.

In MBA (EXEC.) IV Semester a student shall have the choice of studying any two papers out of three papers mentioned in Part B of Specialization Area I. Similarly, he/she will have the choice to study any two papers out of three papers mentioned in Part B of Specialization Area II.

**Note:** A paper from specialization area shall only be offered for studying in MBA (EXEC.) III /MBA (EXEC.) IV Semester if minimum number of students interested in that paper is 10.

A student of MBA (EXEC.)– II year (Semester – III) has to study two papers from Specialization Area I & two papers from Specialization Area II besides compulsory papers.

In MBA (EXEC.)– II year (Semester – IV) a student has to study two papers from Specialization Area I & two papers from Specialization Area II besides compulsory papers.

**Capstone Project /Dissertation and its Report:** In fourth semester, a student shall be required to prepare a Dissertation under the supervision of a faculty. Evaluation of its report and viva shall be conducted by both external and internal examiners. The dissertation report must contain a certificate of the Supervisor and the Head of the Department certifying the authenticity of the report. The average size of report normally will be 60 to 75 typed pages in standard font size (12) with 1.5 spacing. The report must be submitted latest by 15<sup>th</sup> April during fourth semester.

Topic for dissertation shall be allotted in the beginning of Semester III.



# Department of Business Administration

## FACULTY OF MANAGEMENT

### M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

---

1. For Admission in MBA (EXEC.) Programme, the candidate should possess Bachelor's Degree in any discipline. Government norms regarding reservation & relaxation in percentage shall be applicable in admission process. Preference shall be given to the candidates having working experience at supervisory/ managerial or above level.
2. English shall be the medium of instruction in lectures, university examinations; admission test(s), presentations etc.
3. In each semester there shall be one non- credit value added course.
4. As far as possible fifty percent paper setters / examiners will be internal and fifty percent external.
5. All students will have to make a presentation of their project/ Market Survey which shall be evaluated centrally (by external & internal examiners) and viva voce would be conducted jointly by two examiners, one internal and one external who shall be the university teacher / senior business executive during the third semester examination. Project/ Market Survey shall carry a maximum of 100marks.
6. The Dissertation shall carry a maximum of 100 marks and the evaluation of the same shall take place in fourth semester. The title for the project work shall be allotted by the concerned faculty / academic committee to a group consisting of not more than five students. After the submission of project report in fourth semester group presentation of the same shall take place & viva-voce held which shall be conducted & evaluated centrally & jointly by the supervisor and external expert.  
The academic committee of the department shall comprise of all regular faculty members.
7. For promotion in next semester/clearing the semester it is compulsory for students to pass in the Viva-Voce examination of I Semester/Viva-Voce examination of II Semester/Project/ Market Survey Report Evaluation of III Semester/Dissertation/ Capstone Evaluation in IV Semester, as the case be, because provision of Back Paper shall not be applicable in these examinations.
8. **End semester examination:** All papers will be of 03 hours duration. The maximum marks allotted for each paper will be 70.
9. **Mid semester examination:** There shall be one mid semester written examination of two hours duration for each paper, which shall carry 20 marks. This examination will be compulsory for the students. In case, if any student fails to appear in one or more papers on medical ground then he/she may be provided one more chance during the same semester with due permission of the Head/Dean on payment of re-examination fee of Rs 1000/- per paper subject to a maximum of Rs 5000/-



#### **10. Guidelines for internal evaluation:**

- a) It shall be based on verifiable means.
- b) The distribution of marks of internal evaluation will be as follows:
  - (i) Written test 20 marks
  - (ii) Term Assessment based on assignments/  
presentations/LSA/class participation 10 marks

Whenever the score in internal evaluation is 80% or more (except in papers of quantitative nature) the written test answer books could be re-evaluated by two teachers of the department.

- c) All assignments will be submitted in his/her hand writing only.

#### **11. The maximum marks allotted for each paper will be as follows:**

- (i) End semester examination 70 marks
- (ii) Internal evaluation 30 marks

**12. Back Paper Provision:** The minimum passing marks in each individual paper will be 40% and in aggregate 50% in each semester. This percentage will apply on aggregate marks of internal evaluation and end semester examination. Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in not more than three papers, in first semester of the first academic year will be promoted to the next semester of MBA (EXEC.) Part I. Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in not more than three papers, in first semester of the academic year will be promoted to the next semester of MBA (EXEC.) Part-I or MBA (EXEC.)- Part II as the case may be. However, in MBA (EXEC.) Part II (III semester), only those candidates will be admitted who have cleared at least four papers in each of the I and II semester of MBA (EXEC.) Part I examinations.

A maximum of three back papers are allowed in I, II and III semester. In IV semester a maximum of two back papers shall be allowed.

The examinations of the back papers of the I and II semesters will be held along with III and IV semesters respectively. The examinations for the back papers of the III and IV semesters will be held in subsequent year (s) as and when the III and IV semesters examinations of the next batch are held.

A maximum of two chances shall be available to a candidate to clear his/her back papers. The candidate has to clear all his/her back papers within a period of four years from the year of his/her admission. After which he/she will be declared fail.





# Department of Business Administration

FACULTY OF MANAGEMENT

M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

If a candidate clears his I, II, III semesters but obtains back (s) only in IV semester then treating it as a special case the examination of back paper (s) of IV semester could be held along with I and III semester examinations or earlier, if possible.

13. A candidate who has secured minimum marks to pass in each paper but has not secured minimum marks to pass in aggregate may reappear in any of the paper(s) of the semester concerned (subject to a maximum of three), papers in I , II, and III semesters and two papers in IV semester, according to his choice in order to secure the minimum marks prescribed to pass in the aggregate.

**14. Evaluation Pattern for MBA:**

*Award of Grades & Grade Points Based on Absolute Marks*

Sno.	Marks Range (out of 100)	Grade	Grade Point
1	90 – 100	O	10
2	80 – 89	A	9
3	70 – 79	B	8
4	60 – 69	C	7
5	50 – 59	D	6
6	40 – 49	E	5
7	25 – 39	Bp	4
8	00 – 24	F	0
9	Absent	Ab	0

Letter grades O, A, B, C, D & E in a paper means that the student has been able to clear that paper (i.e. passed in paper).

Letter grade Bp in a paper means that the student has not been able to clear the paper and is entitled to appear in the Back-Paper examination if he/she satisfies other conditions for Back Paper examination.

Letter grade F means that the student has failed. Letter grade Ab means that the student was absent

**Calculation of SGPA and CGPA**

The following procedure shall be used to calculate the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the

number of credits of all the courses undergone by a student, i.e.

$$SGPA = \sum (C_i \times G_i) / \sum C_i$$

where  $C_i$  is the number of credits of the  $i$ th paper and  $G_i$  is the grade point scored by the student in the  $i$ th paper.

- The CGPA is also calculated in the same manner considering all the papers undergone by a student over all the semesters of a programme, i.e.

$$CGPA = \sum (C_j \times S_j) / \sum C_j$$

where  $S_j$  is the SGPA of the  $j$ th semester and  $C_j$  is the total number of credits in that semester.

- The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

#### Illustration of Calculation of SGPA and CGPA

- Illustration for SGPA

Paper	Credit	Grade Letter	Grade Point	Credit Point
Paper 1	4	B	8	4 x 8 = 32
Paper 2	4	C	7	4 x 7 = 28
Paper 3	3	O	10	3 x 10 = 30
Paper 4	4	E	5	4 x 5 = 20
Paper 5	3	D	6	3 x 6 = 18
Paper 6	4	E	5	4 x 5 = 20
Paper 7	4	C	7	4 x 7 = 28
Total	26			176

Thus,  $SGPA = 176/26 = 6.77$

- Illustration for CGPA

Semester I	Semester II	Semester III	Semester IV
Credit : 30	Credit: 26	Credit: 32	Credit: 34
SGPA:6.9	SGPA:5.8	SGPA:7.3	SGPA:6.8

$$CGPA = \sum (C_j \times S_j) / \sum C_j$$

$$CGPA = \{(30 \times 6.9) + (26 \times 5.8) + (32 \times 7.3) + (34 \times 6.8)\} / \sum C_j$$

Thus,  $CGPA = 822.6/122 = 6.74$



# Department of Business Administration

FACULTY OF MANAGEMENT

M.J.P. ROHILKHAND UNIVERSITY, BAREILLY

The conversion formula for converting CGPA to the corresponding Percentage of Marks will be as follows:

$$X = 10 Y - 4.5$$

where, X = Percentage of Marks Y =

CGPA

**15.** In the first three semesters, the candidate will be declared only as “Pass” or “Fail” Division will be awarded only on the basis of combined result of all the four semesters of MBA (EXEC.) I and II.

**16.** If a candidate fails to appear in Project/ Market Survey viva voce, viva voce of dissertation or any viva voce then he / she may be provided a second chance with due permission of the Registrar on the Payment of prescribed fee for each viva voce.

**17.** No regular admission will be given to failed students. Any candidate who fails in the examination or is entitled to carry over papers as “back papers” may reappear in the next subsequent examinations. However, the marks obtained previously by the candidate in the internal evaluation of the paper concerned, shall be retained and added with the marks obtained in the subsequent end semester examinations.

**18.** There will be no re-evaluation or supplementary exams.

**19.** The syllabi will be prescribed by the Board of Studies. However, the course outline in detail will be prepared by the department. For the paper setting the course outline thus prepared, will be sent to the examiner concerned.

**20.** The award of the division to the successful candidate will be on the basis of the combined results of MBA (EXEC.) Part I and II examinations (of all four semesters) as follows:

Candidates securing CGPA 6.45 and above	I Division
---	------------

Candidates securing CGPA 5.45 to 6.44	II Division
---------------------------------------	-------------

Candidates securing CGPA less than 5.45	Fail
---	------

**21.** The students will have to fulfill the minimum requirement of attendance as per the rule of the university

**22.** No person shall be admitted as a candidate for the examinations of any of the part after the lapse of four years after admission to the first year of MBA (EXEC.) course. However under special circumstances this period may be extended by one additional year (i.e. total five years) with the special permission of the Head as well as Dean.



#### **MBA (EXEC.)- I Semester**

#### **Management Concepts and Skill Development**

***PAPER CODE: MBA(EXEC.)-C11***

**Objective:** The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in Organization.

#### **UNIT-I**

**Management:** Definition, nature, process, functions & skills. **Evolution of Management Thoughts-** F.W. Taylor, Henri Fayol, Max Weber, Elton Mayo. **Management Approaches-** System approach, Contingency approach. **Business Organization-** Types of ownership.

#### **UNIT-II**

**Planning:** Concept and purpose, Planning Process, Management by Objectives (MBO), Decision Making. **Organization:** Concept and purpose of Organization, Types of Organization, Line, Line & Staff, Matrix, Virtual Organization structures. Basis of Departmentation, Concept of Authority, Functional Authority, Delegation of Authority, Centralization and Decentralization of Authority. Coordination. Staffing.

#### **UNIT-III**

**Directing:** Leadership- Concept, Traits, Styles. Communication: Concept, Types, process, barriers, making Communication effective. **Controlling:** Concept, process, Requirement for Adequate control, Budgetary Control, Non-Budgetary Control.

#### **UNIT-IV**

**Business Process Re-engineering-** Concept, Process, Redesign, BPR, experiences in Indian Industry. **Total Quality Management (TQM)-** Concept, Systems model of Quality, Deming's approach, TQM as a business Strategy. **Knowledge Management (KM)-** What, why, how, of Knowledge Management, KM process, approach, strategies, tools. **E-commerce-** Ideology, methodology, classification by application/nature of transactions, Driving Forces of EC, Impact of EC, Scope.

#### **UNIT-V**

**Skill Development-** Writing Business Letter, Official letters, 7C's & 4'S in Communication, Report writing Skills, Presentation Skills.

#### **Suggested Readings:**

1. Stoner, Freeman, Gilbert Jr.: Management (Pearson education)
2. Kootz, O'Donnell, Weighrich: Essentials of Management
3. Michael, J. Stahl: Management- Total Quality in a global environment ( Blackwell Business)
4. Newman, Warren and Summer: The Process of Management, Concept, Behaviour & Practice.
5. Brech, E.F.L.: Principles and Practice of Management
6. Drucker, P.F. : Managements, Tasks, Responsibilities, Practices
7. Asha Kaul: Effective Business Communication (PHI)
8. RonLudlow, Fergus Panton: The Essence of Effective Communication(PHI)
9. Efrain, jae, david, H. Micheal: Electronic Commerce : A Managerial Perspective (Pearson Education)



**MBA (EXEC.)- I Semester**  
**Statistics for Business Decisions**  
***PAPER CODE: MBA(EXEC.)-C12***

**Objective:** The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.

#### **UNIT-I**

**Statistics:** Concept, Significance and Limitations. Collection of Primary and Secondary Data, Classification and Tabulation, Frequency Distributions and their graphical representation. Use of MS Excel to carry out the aforesaid functions.

#### **UNIT-II**

**Measures of Central Tendency:** Mean, Median and Mode. Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Quartile Deviation. Moments, Measures of Skewness and Kurtosis. Application of data analysis techniques using MS Excel.

#### **UNIT-III**

**Probability:** Classical, Relative and Subjective Probability. Additive and Multiplicative rules; Conditional Probability and Baye's Theorem. Random Variable, Mathematical Expectation, Binomial, Poisson and Normal probability distributions.

#### **UNIT-IV**

**Sampling:** Methods of Sampling; Sampling and Non-Sampling Errors; Law of Large Numbers and Central Limit Theorem (without proof). Estimation, Point & Interval Estimates, Confidence Intervals. Statistical Testing- Hypothesis and Errors; Large and Small One Sample and Two sample Tests- Z test, T-test and F- Test. Chi-Square as a test of Independence and as a test of Goodness of Fit, Analysis of Variance .

#### **UNIT-V**

**Correlation and Regression Analysis:** Two variable case / Index Numbers; Time series- its components and their determination.

#### **Suggested Books:**

1. Levin, R.I.: Statistics for Management(PHI)
2. Black, K: Business Statistics(Wiley)
3. Levine, Stephan, Krehbiel & Berenson: Statistics for Managers(Pearson)
4. Gupta, S.P. & Gupta, M.P.: Business Statistics
5. Lapin, Lawrence: Statistics for Modern Business Decisions (HBJ)
6. Shenoy, G.V. & Pant, M: Statistical Methods in Business and Social Science's



#### **MBA (EXEC.)- I Semester**

#### **Managerial Economics**

#### ***PAPER CODE: MBA(EXEC.)-C13***

**Objective:** The basic objectives of this course are to familiarize the students with the concepts and tools of managerial Economics as applicable to decisions making in contemporary business environment.

#### **UNIT-I**

**Nature and scope of Managerial Economics:** Nature and scope of Managerial Economics, its relationship with subjects. Objective of Firm, Fundamental Economic concepts- Opportunity cost concept, Incremental concept, Principle of the perspective, Discounting principle and Equimarginal principle.

#### **UNIT-II**

**Demand Analysis:** Concept and importance of Demand & its determinants, Income & Substitution effect, various elasticities of demand, using elasticities in managerial decisions, revenue concepts, relevance of demand forecasting, methods of demand forecasting.

#### **UNIT-III**

**Cost Concept and Production Theory:** Various cost concepts & classifications, Cost output relationship- in short run and in long run, (cost curves), Economies of scale, cost control and cost reduction, Production function, managerial uses of production function, Indifferent curves.

#### **UNIT-IV**

**Pricing Decisions:** Pricing methods, Price Discrimination, Price and output decisions under different market structures- Perfect competition, Monopoly and Monopolistic Competition, Oligopoly.

#### **UNIT-V**

**Profit & Inflation:** Profit, Functions of profit, profit maximization, Break Even analysis, Inflation- Types, in terms of demand pull & cost factors, effects of inflation.

#### **Suggested Readings:**

- |                           |  |
|---------------------------|--|
| 1. Varsney & Maheshwari : | Managerial Economics                   |
| 2. Mote, Paul & Gupta     | Managerial Economics: Concepts & Cases |
| 3. D.N. Dwivedi           | Managerial Economics                   |
| 4. D.C. Hague             | Managerial Economics                   |
| 5. Peterson & Lewis       | Managerial Economics                   |
| 6. Trivedi                | Managerial Economics                   |
| 7. D. Gopalkrishnan       | A study of Managerial Economics        |
| 8. Habib-Ur-Rehman        | Managerial Economics                   |



**MBA (EXEC.)- I Semester**  
**Human Resource Management**  
***PAPER CODE: MBA(EXEC.)-C14***

**Objective:** The course aims at developing a basic understanding in the students of the issues relating to procurement, development, appraisal, compensation, integration etc. of human resource for its optimum utilization and productivity in the Organization in the context of dynamic business environment.

#### **UNIT-I**

**Human Resource Management:** Concept, objectives, scope, functions, importance, Human Resource Planning: Meaning, Objectives, process, limitations, importance, and responsibility for human resource planning.

#### **UNIT-II**

**Recruitment and Selection:** Meaning, sources of recruitment, selection process, induction.

#### **UNIT-III**

**Training and Development:** Meaning, identification of training and development needs methods of training and development, evaluation of training and development programmes, significance of training and development, career development.

#### **UNIT-IV**

**Performance appraisal:** Meaning, process, methods, limitations, importance, internal mobility, separation.

#### **UNIT-V**

**Wage and Salary Administration:** Concept, objectives, factors influencing wage and salary administration. Job evaluation: meaning, principles, methods, limitations, importance, Systems of payment: Time rate system, piece rate system and Incentive payments. Fringe benefits, Executive compensation.

#### **Suggested Readings:**

1. David A. De Cenzo & Stephen P. Robbins : Personnel/Human Resource management
2. Rudrabasavaraj , M.N. : Dynamic Personnel Administration: management of Human Resource
3. P. Subba rao : Essentials of Human Resource Management & Industrial Relations
4. C.B. Mamorai : Personnel Management
5. Dale Yoder & Paul Staudohar : Personnel Management & Industrial Relations
6. Beach : Personnel- The Management of People at work
7. Strauss G & Sayles , L.R. : The Human Problems of Management
8. Jucius , M.C. : Personnel Management
9. Flippo, Edwin ,B : Personnel Management



**MBA (EXEC.)- I Semester**  
**Marketing Management**  
***PAPER CODE: MBA(EXEC.)-C15***

**Objective:** The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

#### **UNIT-I**

**Introduction:** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning– an overview. **Market Analysis and Selection:** Marketing environment– macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer Behaviour; consumer versus organizational buyers; Consumer decision making process.

#### **UNIT-II**

**Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. **Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

#### **UNIT-III**

**Distribution Channels and Physical Distribution Decisions :** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. **Promotion Decisions:** Communication Process; Promotion mix– advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion– tools and techniques.

#### **UNIT-IV**

**Marketing Research:** Meaning and scope of marketing research; Marketing research process.

**Marketing Organization and Control:** Organizing and controlling marketing operations.

#### **UNIT-V**

**Issues and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

#### **Suggested Readings:**

1. **Kotlar, Philip**, Marketing Management, Prentice Hall, New Delhi.
2. **Stanton, Etzel**, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. **Saxena, Rajan**, Marketing Management, Tata-McGraw Hill, New Delhi.
4. **McCarthy, E.J.**, Basic Marketing: A managerial approach, Irwin, New York.





**MBA (EXEC.)- I Semester**  
**Financial Accounting and Reporting**  
***PAPER CODE: MBA(EXEC.)-C16***

**Objective:** The objective of this paper is to give exposure of the fundamentals of accounting and how financial statements are prepared and other related matters.

#### **UNIT -I**

**Financial Accounting-** Nature and objectives, Use of financial statements, Users of Accounting information. Accounting Principles. Accounting Standards, Capital and Revenue receipts and payments. **Origin and Analysis of Business Transaction-** Types of Accounts, Journal, Ledger and Trail Balance [including practical problems].

#### **UNIT-II**

**Depreciation methods and accounting-** Inventory valuation techniques and accounting [including practical problems].

#### **UNIT-III**

**Financial Statements of Trading Organization-** Preparation with adjustments, Final Accounts of Limited Liability companies, P/L Account, P/L Appropriate A/C and Balance Sheet.

#### **UNIT-IV**

**Company Accounts:** Issues of shares and debenture and their redemption. Accounting Policy and Trends in Corporate Reporting.

#### **UNIT-V**

**Value added reporting-** Value added statements, EVA Concept and its application in India, Environmental Accounting & Reporting: environmental Costs, Guidelines for environmental reporting.

#### **Suggested Readings:**

1. Financial Accounting: Ashok, Deepak, Sehgel
2. Financial Accounting: Ashish, K. Bhattacharya
3. Jawaharlal: Corporate Financial Reporting theory and Practice, Taxamann, New Delhi

#### **Paper Setting Guidelines**

UNIT-I-	One Numerical and one theoretical.
UNIT-II-	Two Numerical Questions.
UNIT-III-	Two Numerical Questions.
UNIT IV-	One Numerical and one theoretical.
UNIT V -	Two Theoretical Questions.



#### **MBA (EXEC.)- I Semester**

#### **Research Methodology**

***PAPER CODE: MBA(EXEC.)-C17***

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

#### **UNIT-I**

**Introduction**– Meaning of Research; objectives of Research; Types of Research; Research Process; Research Problem formulation.

#### **UNIT-II**

**The Design of Research**– Research Design: Features of a good design; Different Research Designs. Measurement in Research: Data types; Sources of Error; Tests of Sound Measurement. Scaling: Meaning & classification; Important Scaling Techniques; Scale construction Techniques. Sampling Design: Census and Sample Survey; Steps in Sampling design; Types of Sample designs- Probability and Non-Probability sampling.

#### **UNIT-III**

**Methods of Data Collection**- Primary versus Secondary Data; Collection of Primary Data; Guidelines for constructing questionnaire; Collection of Secondary data; Case study Method. Processing & Analysis of Data- Processing operations; Problems in processing; Types of Analysis; Descriptive measures [only theoretical] Correlation & Regression [only theoretical]

#### **UNIT – IV**

**Hypothesis Testing**- Introduction; Parametric tests: Hypothesis testing of means; Difference between means; Proportions; Variance; Correlation Coefficients. Non-Parametric tests or Distribution-free test: Sign Test; Signed Rank test; Rank Sum tests; One sample Run test; Chi-square test.

#### **UNIT – V**

**Presentation**– Diagrams; graphs; charts. Report writing; Layout of Research report; Types of Reports; Mechanics of writing a Research report; Precaution for writing report; Oral presentation- preparation; Delivery; Audio Visuals.

#### **Suggested Readings:**

1. Gupta, S.P. : Statistical Methods ( Sultan Chand)
2. Kothari, C.R. : Research Methodology (Wiley Eastern)
3. Krishnaswami; O.R. : Methodology of Research in Social Sciences ( Himalaya Publishing House)
4. Salkind, N.: Exploring Research (Prentice Hall)
5. Cooper, D.R. & Schindler, P.S. : Business Research Method (Tata McGraw Hill)



**MBA (EXEC.)- II Semester**  
**Organizational Behaviour**  
***PAPER CODE: MBA(EXEC.)-C21***

**Objective:** To have an understanding about how people interact in an Organization and also to help an individual to have a better understanding about one's ownself.

#### **UNIT- I**

**Concept of Organization Behaviour:** Introduction- nature of OB, caused nature of Behaviour, S<->O<->B model, Individual differences, Model's of Man.

#### **UNIT- II**

**Psychological foundation of Human Behaviour: Perception-** Concept and Process. **Learning-** Classical and operant Conditioning theories and their application, reinforcement schedule, OB modifications. **Personality-** Factors, Theories of personality, values and attitudes

#### **UNIT-III**

**Interpersonal Relations: Transactional Analysis-** role of self-concept, ego states, Life positions, Life script, strokes etc. in TA, type of transactions, psychological games. **Group Dynamics-** Concept, group norms, group status, group cohesiveness. **Leadership Theories-** Trait, Behavioural and Situational.

#### **UNIT-IV**

**Dynamics of Organization Behaviour: Motivation Theories-** Maslow's Need Hierarchy theory, Herzberg's Two Factor theory, Adam Equity theory, McGregor theory X and Y, Vrooms Expectancy theory. **Organizational Climate-** Job Satisfaction, Morale. **Stress:** Nature causes and strategies to cope up with stress.

#### **UNIT-V**

**Organizational System: Organizational Conflict-** Types, Conflict resolution techniques and styles. **Organizational Change-** Types of change, reasons for change, change process, resistance to change and overcoming resistance. **Organizational Development-** Objectives, characteristics, process, OD intervention strategies.

#### **Suggested Readings:**

1. Robbins: Organizational Behaviour concepts, Controversies and applications.
2. Fred Luthans: Organizational Behaviour
3. Paul Hersey Blanchard : Management of Organizational Behaviour
4. Keith Davis: Introduction to Behavioural Science for Business
5. VSP Rao & PS Narayana: Organization Theory & Behaviour
6. L.M. Prasad: Organization Theory & Behaviour.



**MBA (EXEC.)- II Semester**  
**International Business**  
***PAPER CODE: MBA(EXEC.)-C22***

**Objective:** This course exposes the student to the environmental dynamics of international business and its impact on international business operations of a firm.

#### **UNIT-I**

Concept; Domestic to Transnational Business; Driving and Restraining Forces; Characteristics and role of MNCs. Advantages and Disadvantages of Free trade; The case for protection; Forms of Restriction; Effects of protection.

#### **UNIT-II**

Classical trade theory; Theory of comparative costs in terms of money; Evaluation of comparative costs theory; General Equilibrium Approach; Heckscher-Ohlin Factor– Price Equalisation theory; Influence of factor mobility on volume of trade; country similarity theory. Gains and terms of trade; Balance of trade and Balance of payments.

#### **UNIT-III**

International business environment– The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment. Technological environment.

#### **UNIT-IV**

International Institution Systems– IMF, World Bank and WTO (all in brief), / Regional economic integration; impact of integration; European Union; NAFTA; ASEAN; SAARC.

#### **UNIT-V**

Strategy of International Business– Strategy, planning, Organizational structure and process of control. Recent developments in international business.

#### **Suggested Readings:**

- 1 Cherunilam, Francis – International Business(PHI)
- 2 Aswathapa, K – International Business (Tata McGraw Hill )
- 3 Sharan, Vyuptakesh – International Business (Pearson Education)
- 4 Varshney R.L. and Bhattacharya ,B– International Marketing Management (Sultan Chand & Sons)



**MBA (EXEC.)- II Semester**  
**Quantitative Techniques**  
***PAPER CODE: MBA(EXEC.)-C23***

**Objective:** This course is designed to acquaint the students with the important quantitative techniques which play an important role in the decision-making process. The emphasis will be given on their specific applications to business problems.

#### **UNIT -I**

**Introduction to Quantitative Techniques & Linear Programming:** Concept of Model Building for Business Decisions, Role and Scope of Models in Business and Industry. LPP-Problem formulation, Graphic method, Simplex method including Big M method & Duality.

#### **UNIT -II**

**Transportation and Assignment Problems:** Transportation-NWCR, Matrix Minima & VAM Methods. Degeneracy & Optimum Solution. Assignment Problems & Routing Problems.

#### **UNIT -III**

**Decision Theory & Games Theory:** Decision making under Uncertainty-Criteria of Maximax, Maximin, MiniMax Regret, Laplace & Hurwicz. Decision making under risk- Criteria of EMV & EOL. Decision Tree Approach and its application. Types of Games, Pure Strategy and Mixed Strategy.

#### **UNIT -IV**

**Inventory Management & Replacement Theory:** Types of Inventory, Inventory Management Systems, Safety Stock, Approaches to Inventory Control. Replacement policy for items & staff.

#### **UNIT -V**

**Queuing Models & Network Techniques:** Population and Queue discipline, Channels and Phases, Single Phase-Single Channel Queue Models. CPM and PERT Models.

#### **Suggested Readings:**

- |                        |   |                                       |
|------------------------|---|---------------------------------------|
| 1. U.K. Srivastava     | : | Quantitative Techniques               |
| 2. Levin and Kirpatric | : | Quantitative Approaches to Management |
| 3. Taha                | : | Operations Research                   |
| 4. Kothari, C.L.       | : | Quantitative Techniques               |
| 5. Kanti Swaroop       | : | Operation Research                    |
| 6. Ackoff and Saisini  | : | Fundamentals of Operation Research    |



**MBA (EXEC.)- II Semester**  
**Accounting for Decision Making**  
**PAPER CODE: MBA(EXEC.)-C24**

**Objective:** To get acquainted with tools and techniques of Management accounting and their application in decision making process of management.

#### **UNIT-I**

**Accounting for Management-** Nature and scope, Role of Management Accounting, Differences with financial accounting. Analysis of Financial statement- Ratio Analysis- Profitability, Turnover and Solvency Ratios, Funds Flow and cash flow analysis.

#### **UNIT-II**

**Cost Classifications, Activity based Costing-** Kaplan & Cooper's approach to ABC- How to develop ABC system, How ABC system supports corporate strategy. When to use ABC, Learning curve model- learning curve, Value Chain Analysis, Target Costing, Life cycle Costing.

#### **UNIT-III**

**Marginal Costing and Cost- Volume- Profit Analysis-** Practical applications of Marginal Costing techniques, BEP analysis, P/V Ratio and their applications in solutions to business problems.

#### **UNIT-IV**

**Budgeting and Budgeting Control-** Flexible Budgets and cash Budgets, Capital Budgeting- Pay Back Period, NPV, IRR and ARR methods and their practical applications.

#### **UNIT-V**

**Variance Analysis-** Material and labour variances. Capacity Management- Capacity Planning, levels of activity, approaches to capacity determination and utilisation, Guidelines on Capacity Determination. Transfer Pricing Techniques.

#### **Suggested Readings:**

1. Anthony R N and Reece JS. Accounting Principles , Hoomwood illinos , Richard D. Irvin
2. Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases, NewDelhi.
3. Hingorani NL and ramanathan AR - Management Accounting , New Delhi
4. Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
5. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
6. Gupta, SP - Management Accounting, Sahitya Bhawan , Agra .

#### **Paper Setting Guidelines:**

UNIT-I- Two Numerical questions.

UNIT-II - One Numerical and one theoretical Question.

UNIT-III- Two Numerical Questions

UNIT IV- Two Numerical Questions

UNIT V - One Numerical and one theoretical Question



#### **MBA (EXEC.)- II Semester**

#### **Financial Management**

#### ***PAPER CODE: MBA(EXEC.)-C25***

**Objective:** The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making.

#### **UNIT-I**

**Introduction-** Nature concept of finance function. Distinction between Accounting and Finance function. Objectives of Financial Management- Profitability vs Wealth Maximization. Organization for Finance Function. **Time value of money valuation concept-** Compound value concept and Present value concept. Financial Planning and Financial Forecasting.

#### **UNIT-II**

**Capital Structure Planning-** Patterns of financial requirement, Objectives of an optimum capital structure. Security Mix. **Capitalisation concept-** Causes, Consequences and Remedies of over capitalisation and under capitalisation. Capital structure theories (with numerical problems). **Sources of long term finance-** Shares and Debentures. New financial Instruments and Institutions Leverage Analysis.

#### **UNIT-III**

**Management of Fixed Capital-** Concept, relevance and computation of cost of capital nature and Scope of Capital Budgeting, Capital Budgeting , Analysis of risk and Uncertainty (with numerical problems).

#### **UNIT-IV**

**Management of Working Capital-** Concepts of working capital, Nature and Scope of Working Capital Management, Approaches to the Financing of Current Assets determining the financing mix, Financing of working capital in India. Estimation of working capital (with numerical problem).

#### **UNIT-V**

**Management of Earnings-** Nature and scope of management of earnings, Dividend Policy and Dividend Models, Walter's Model, Gordon's Model, MM Hypothesis, Pattern of dividend policies (with numerical problems). Determinants of Dividend Policy.

#### **Suggested Readings:**

1. Brigham : Financial Management Theory and Practice
2. Horne, Wachowicz , Jr. : Fundamentals of : Financial Management
3. Westorn and Brigham : Managerial Finance
4. Van-Horne : Financial Management and Policy
5. I.M. Pandey : Financial Management
6. S.N. Maheshwari : Financial Management





**MBA (EXEC.)- II Semester**  
**Business Environment**  
***PAPER CODE: MBA(EXEC.)-C26***

**Objective:** The course aims to educate the student with the different environmental factors which effect business. This course aims to develop ability to understand and scan business environment in order to analyse the opportunities and take decisions under the uncertainty.

#### **UNIT-I**

Concept, Significance and nature of Business Environment; Elements of environment- internal and external; Different roles of government in relation to business; Social Responsibilities of Business.

#### **UNIT-II**

Broad profile of Indian Economy, Industrial Policy- its historical perspective (in brief), Industrial Policy Liberalisation. Economic Planning in India; Rationale of economic planning, latest five year plan.

#### **UNIT-III**

Public sector- its objectives and working, major problems of public sector enterprises; Privatisation of public sector enterprises- the issue involved. Role of Private and Joint Sectors. Securities Exchange Board of India- Organization and Role, Regulation of Mergers and Acquisitions.

#### **UNIT-IV**

Competition Act; Industries Development and Regulation Act; Consumer Protection Act- its main provisions.

#### **UNIT-V**

Latest Export- Import Policy; Foreign Exchange Management Act; Globalisation and Business practices, WTO- objectives and Role in International trade.

#### **Suggested Readings:**

- |                       |   |                             |
|-----------------------|---|-----------------------------|
| 1. Francis Cherunilam | : | Business Environment        |
| 2. K. Ashwathapa      | : | Business Environment        |
| 3. Rudra Dutt         | : | Indian Economy              |
| 4. Kuchhal S.C.       | : | Industrial Economy of India |
| 5. Ghose P.K          | : | Government & Industry       |





**MBA (EXEC.)- II Semester**  
**Production & Operations Management**  
***PAPER CODE: MBA(EXEC.)-C27***

**Objective:** This course aims at acquiring the students with the basic management decisions with respect to production function and designing of a production system.

#### **UNIT-I**

Nature and scope of production & operations management, production functions, Responsibilities of the Production Manager. Types of Manufacturing systems, Plant location and plant layout.

#### **UNIT-II**

Production planning and control, Procedure, objectives and importance of production planning and production control, scheduling.

#### **UNIT-III**

Materials & Stores Management, Inventory control, relevant costs, economic lot size, inventory analysis, JIT, standardization & specialization, Automation.

#### **UNIT-IV**

Work study, Method study, work measurement, flow charts, industrial safety and health considerations, maintenance of production facilities.

#### **UNIT-V**

Quality control and inspection, sampling inspection, quality control charts, concept of TQM & ISO 9000.

#### **Suggested Readings:**

- |                        |   |                                   |
|------------------------|---|-----------------------------------|
| 1. Goel B.S.           | : | Production & Operation Management |
| 2. Mayers              | : | Production Management             |
| 3. Buffa               | : | Operations Management             |
| 4. Moore FG & Hendrick | : | Production & Operation Management |
| 5. Chunawalla          | : | Production Management             |



#### **MBA (EXEC.)-III Semester**

#### **Strategic Management**

#### ***PAPER CODE: MBA(EXEC.)-C31***

**Objective:** The focus is to critically examine the management of the entire enterprise from the Top Management point of view. Then paper gives learning to the basic concepts related to Strategy formulation, strategy implementation, analysis & choices and strategy evaluation and control.

#### **UNIT-I**

**Introduction to Strategic Management & Strategic Planning-** Strategic Management Concepts, Vision, Mission, Goals and Objectives. Strategic Management and Competitive Advantages.

#### **UNIT-II**

**External, Internal and Competitor Analysis-** Strategic Analysis & Decision Making - Environment and the Firm, PEST and Scenario Planning. Industry Analysis– Porter's 5 Forces. GE Nine Cell Matrix, BCG, Value Chain Analysis. Internal Environment Analysis-Core Competencies, Resource Based View, Competitive Analysis.

#### **UNIT-III**

**Business Level Strategies-** Generic Business Strategies- Cost Leadership, Differentiation Strategy, Focus Strategy & Hybrid Strategy. Business Strategies for Different Industry Conditions

#### **UNIT-IV**

**Corporate Strategy** – Corporate Advantage, Mergers & Acquisitions, Knowledge Management, Family & Micro Business strategy, Corporate Venturing, Blue Ocean Strategy.

#### **UNIT-V**

**Strategy Implementation, Evaluation & Control-** Implementing a Formulated Strategy, Balanced Scorecard, Strategy Re-formulation, Strategic Leadership, Corporate Governance, Corporate Social Responsibility.

#### **Suggested Readings:**

1. Ansoff H.Igor, Implanting Strategic Management, Prentice Hall.
2. Azhar Kazmi & Adela Kazmi: Strategic Management, McGraw-Hill, 4e.
3. Sukul Lomash & P.K. Mishra, Business Policy & Strategic Management, Vikas Publicising house, New Delhi.
4. VSP Rao & V.Hari Krishna, Strategic Management, Text & Cases 2010, Excel Books, New Delhi.
5. Fred R. David, Strategic Management, PHI, New York.
6. P.K. Ghosh : Business Policy , Strategy , Planning and Management
7. Christensen , Andrews Dower: Business Policy- Text and Cases
8. William F. Gkycj : Business Policy – Strategy Formation and Management Action
9. Bongee and Colonan : Concept of Corporate Strategy
10. Peter F. Drucker : Management Tasks, Responsibilities, Practices



#### **MBA (EXEC.)- III Semester**

#### **Project Management**

**PAPER CODE: MBA(EXEC.)-C32**

**Objective:** The basic objective of this course is to equip the students with entrepreneurial skills like project formulation, appraisal, evaluation, monitoring and control, etc.

#### **UNIT-I**

**Project Management-** Concept of A Project, Its Important Features, Importance and Difficulties of Capital Expenditure, Project Appraisal Process (Steps), Project Appraisal Methodology, Project Life Cycle Resource Allocation: Elementary Investment Strategy, Portfolio Planning Tools, Strategic Position & Action Evaluation.

#### **UNIT-II**

**Project Identification & Formulation-** Scouting for Project Idea, Preliminary Screening and Project Rating Index. Market Analysis- Business Ideas, Entrepreneurial Creative Ideation (ECI), ECI Process, Parameters for Preliminary Screening of a project. Causes for failure of New Product Idea, Essential Requirement for a successful venture. Market Feasibility Analysis, Understanding the Market Factors affecting Demand and Supply. Market Gap identification, Estimating Market Size, Situational Analysis of the Market, Techniques of demand forecasting, Tips for successful launch of New Product by an entrepreneur.

#### **UNIT-III**

**Financial Analysis & Appraisal-** Technical Analysis- Types of Technology, Business Strategy Vs. Technology, Strategy, Technical Appraisal Decision Tool, Scope and Impact of Technology, Technical Appraisal- Product Information ; Project Schedule ; Technology Implementation Schedule; Consideration of Alternatives; Life Cycle Cost and Benefits; Risk Analysis of the Adopted Technology; Lenders Analysis- Technical Arrangements, Location and Site, Inputs of Production, Implementation Schedule, Overall Technical Assessment. Key Aspects of Technology, Managerial Functions of Technology, Factors for Effective Technological Leveraging. Financial Analysis- Financial Feasibility Analysis, The Process, Estimations of Cash Accruals over a period.

#### **UNIT-IV**

**Analysis of Risk-** Types & Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Monte Carlo simulation, Certainty equivalent, Risk Adjusted Discount Rate, Decision Tree Analysis, Selection of Project, Special Decision Situation. Risk Analysis: Firm Risk & Market Risk (Quantitative Aspect).

#### **UNIT-V**

**Implementation Monitoring & Control-** Project Organization, Project Scheduling: Network Techniques for Project Management, Administrative aspects of Capital Budgeting Special Issues in Project Management (brief introduction only): Social Cost Benefit Analysis- Rationale, UNIDO & L.M. approach. Multiple Project Analysis: Portfolio Theory - CAPM Technique.

#### **Suggested Readings:**

1. Prasanna Chandra : Project: Preparation, Appraisal, Budgeting and Implementation.
2. P.K. Matto : Project Formulation in Developing Countries.
3. Chitale : Project Viability in Inflationary Condition.
4. Little and Mirrless : Guidelines for Project Evaluation.



#### **MBA (EXEC.)-III Semester** **Management Information System** ***PAPER CODE: MBA(EXEC.)-C33***

**Objective:** The objective of the course is to introduce students to Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

#### **UNIT-I**

**Introduction:** Need, Purpose, Objective and role of MIS in organization, MIS as an evolving concept, Meaning and role of MIS with respect to management levels, MIS growth and development, Information for decision making in MIS.

#### **UNIT-II**

**Information Concepts and Information Technology:** Definition and difference between data and information, information as a resource, Relevance of information to Decision making, Source and types of information, Relevance of information in MIS, Assessing information Needs of the organization, Trends in information technology-Hardware and Software.

#### **UNIT-III**

**Developing MIS Systems:** Types of information systems, System Development Life Cycle., Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance.

#### **UNIT-IV**

**Internet and networks:** History and Future of Internet and WWW. Web -client and web servers. Web page and web site. Web site strategies and Web site design principles. Domain Name System (DNS). Uses of computer networks, types of computer networks, network topologies, Internet and intranet.

#### **UNIT-V**

**MIS Applications and Issues :** Enterprise Resource Planning (ERP); Customer Relationship Management (CRM); Supply Chain Management (SCM); Transaction processing; Artificial intelligent technologies in business; Information Security and Control – Quality Assurance -Ethical and Social Dimensions, Cyber Crime and Privacy Issues.

#### **Suggested Readings:**

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers ( Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)



#### **MBA (EXEC.)- III Semester**

#### **Security Analysis and Portfolio Management**

#### ***PAPER CODE: MBA(EXEC.)-E-F-51***

**Objective:** To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.

#### **UNIT-I**

Investment Alternatives, Investment attributes, Investment Vs. Speculation Vs. Gambling, Primary and Secondary market and its operations, NSE and BSE, Buying and Selling shares, Stock market Indices. Corporate Debt Market and Money market. Risk and Return- Risk and Return of a single asset and portfolio, CAPM (Practical Problems).

#### **UNIT-II**

Basic valuation model, valuation of Bonds/Debentures, YTM, Bond Duration. Valuation of Preference Shares, Valuation of Ordinary Shares. Other approaches to valuation of shares. (Practical Problems).

#### **UNIT-III**

Fundamental Analysis- Macroeconomic Analysis, Industry Analysis, Company Analysis. Technical Analysis- Charting technique, Technical Indicators, Trading Rules. Efficient Market Hypothesis- Random Walk and search for theory, efficient market, weak form, semi strong form and strong form efficient market Hypothesis.

#### **UNIT-IV**

Traditional and Modern portfolio management. Portfolio Risk and return, Portfolio Diversification, Optimal portfolio, CAPM- Basic assumptions, CML, SML. Arbitrage pricing theory. (Numerical Problems).

#### **UNIT-V**

Specification of Investment objectives and constraints, Formulation of Portfolio strategy, Selection of securities, Portfolio execution, Portfolio Revision, Performance Evaluation- Sharpe, Treynor, Jensen and fgm measures.

#### **Suggested Readings:**

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
2. Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
3. Sudhindra bhat: Security Analysis and Portfolio Management, Excel Books.
4. Barua, Raghunathan and Verma : Portfolio management , Tata McGraw Hill, Delhi.
5. Clark, James Francis : Investment – Analysis and Management, McGraw Hill, International Edition, New York.
6. Fabozzi, Frank J : Investment Management, Prentice hall, International Edition, New York.
7. Fischer, D.E. and Jordan R.J. : Security Analysis and Portfolio Management, Prentice hall, Delhi.
8. Sharpe, William F, Fordon J Alexander and J. V Bailly : Investments, Prentice Hall, Delhi.
9. Strong, Robert : Portfolio Theory and Capital Markets, McGraw Hill, New York.
10. Elton Edwin J, Gumber Martin J: Modern Portfolio Theory and Investment Analysis; John Wiley, New York.



## MBA (EXEC.)-III Semester

### Corporate Restructuring

**PAPER CODE: MBA(EXEC.)-E-F-52**

**Objective:** To familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life and develop an Understanding of Merger as significant economic activity taking place in today's economy.

#### **UNIT-I**

Corporate Restructuring- Meaning, Scope of Corporate Restructuring, Symptoms for Restructuring, Motives behind Corporate Restructuring, Significance of Corporate Restructuring, Kinds/ Forms of Corporate Restructuring, Choice of Corporate Restructuring, Limitation of Corporate Restructuring. Overview- Restructuring through Amalgamations, Mergers and Acquisitions, Types of Combinations, Classification of Merger, Distinction between Mergers and Acquisitions, Stage of Merger and Acquisition (M&A) Process.

#### **UNIT-II**

**Strategies Diversification and Mergers-** Strategy Making Process, Alternative Strategy Methodologies, Alternative Analytical Frameworks in the Formulation of Strategy, Approaches to Formulating Strategy, Evaluation of the Alternative Approaches to Strategy Implementation, Diversification Strategy, Theories of Merger/ Motives for Merger, Other Reasons for M&A, M&A Market- Place Difficulties, Reasons for International M&As, Reasons for Cross- Borders Mergers and Acquisitions, Reasons to Complete Cross Border Mergers and Acquisitions, Recommendations for Effective Cross Border Transactions, Motivations for Selling a Company, Special Small Business Considerations, Hostile Take Overs.

#### **UNIT-III**

**Due Diligence Process-** Set the Objectives, Set the Selection Criteria and the Information Collection, Evaluation and Structuring the Offer (Term Sheet), Due Diligence and Documentation, Reworking the Financials, Investment Horizon and Disposal Considerations, Making the Decision to Buy or Sell a Business, Cultural Due Diligence, Accounting Due Diligence, Intellectual Property(IP) Due Diligence in M&A. **Strategy Value and Transaction Structures-** Pricing the Deals- Intrinsic Value, Market Value, Purchase Price, Synergy Value, Value Gap. Calculating Synergy Value, Achieving Integration and Synergy, Transaction Structure to Support Strategic Goals, Value Created by Merger.

#### **UNIT-IV**

**Financing of Mergers and Acquisitions-** Acquisition Types- Merger, Assets Acquisition, Merger Types, Financing the Acquisition, Leveraged Buy Outs ( LBO), The Role of Junk Bonds, the Leveraged Merger (LM), the Management Buy-Out (MBO), Going Private, a Guide to Rising Acquisition Capital from Simplest to Most Complex. **Corporate Finance Frame Work-** Introduction, Factors to be Considered while Deciding the Methods of Payment.

#### **UNIT-V**

**Methods and Approaches to Business Valuation-** Introduction, Steps in Valuation Process, Valuation Methods, Market Approaches, and Asset Based Approaches, Income Approaches. **Risk Management in Mergers and Acquisitions- Domestic and Cross Border-** Why Mergers are Risky? Political Risk in FDI, Introduction to Country Risk. **Employee Stock Option Plan (ESOP)-** Introduction, Concept, the Need for ESOP, Types, Advantages and Disadvantages of ESOP. **Corporate Control Mechanism and Take Over Defenses-** Introduction to Corporate Control Mechanism, Internal and External Control Mechanism, Managerial Ownership and Corporate Performance, Voting Right and Value of Control, Dual Classes Recapitalization, Proxy Contest, Take Over Defenses

**Suggested Readings:**

1. Fred Weston, Kwang S Chung, Susan E Hoag Mergers, Restructuring and Corporate Control, Pearson Education.
2. Sudi Sudarsanam Value Creation from Mergers and Acquisitions, Pearson Education.
3. Krishna & Visheanath Merger Acquisitions & Corporate Restructuring. Sage Publications.
4. Enrique Arzac Valuation for mergers Buyouts & Restructuring, Wiley Finance.
5. Weston Mitchel and Mulherin: Takeovers, Restructuring and Corporate Governace, Pearson Education.
6. L.M. Sharma Amalgamation, Mergers, Takeovers, Company Law Journal Acquisitions – Principles, Practices & Regulatory Framework
7. J.C. Verma Corporate Mergers, Amalgamations & Bharat Publishing House Takeovers
8. N.L. Bhatia, Jagruti Takeover Games and SEBI Takeover Taxmann Publications Sampat Regulations
9. S. Shiva Ramu Corporate Growth through Mergers & Response Books Acquisitions





#### **MBA (EXEC.)- III Semester**

#### **International Financial Management**

***PAPER CODE: MBA(EXEC.)-E-F-53***

**Objective:** The objective of the course is to accustom the students with the international capital market environment and it's working. How international funds management is being done.

#### **UNIT-I**

Evolution of the Multinational Corporation, the role of global finance manager, integration of financial markets- reasons, benefits, costs and effects. Balance of Payments- categories, Factors affecting the components of BOP, BOP compilation, coping with the current account deficit.

#### **UNIT-II**

Alternative exchange rate systems- Free float, Managed Float, Target Zone Arrangement, Fixed Rate system. A brief history of the International Monetary System. European Monetary system and Monetary Union. IMF and World Bank- Organization and financing schemes. Arbitrage and the Law of one price- Purchasing Power Parity, Fisher effect, International Fisher effect, Interest rate parity and Forward rates as unbiased predictions of future spot rates.

#### **UNIT-III**

Foreign Exchange Market- The structure, Exchange Rate quotations, Market mechanism and conventions- Direct quotes, Inverse Quotes, Cross rates, Three point arbitrage. Types of transactions- Forward quotes, Discount and Premium, Swaps, Settlement dates, Quotes for various kinds of Merchant Transactions. Euro and Indian foreign exchange Market- Structure and Regulation.

#### **UNIT-IV**

Foreign exchange risk- Measuring and Managing Translation, Transactions and economic exposures. Financial Swaps. International Trade, Financing and Export financing. International Financial Instruments.

#### **UNIT-V**

Multinational Working capital Management- Current Asset Management and Short-term Financing. Capital Budgeting for the Multinational Corporation- Alternative capital budgeting framework. Issues in foreign Investment Analysis. Political Risk Analysis.

#### **Suggested Readings:**

1. Apte, P.G. : International Financial Management, Tata McGraw Hill, New Delhi,
2. Buckley, Adrian : Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I. Stenehill : Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H. Scott : International Financial Management, McGraw Hill, International Edition.
5. Rodriquefe, R.M. and E.E. Carter : International Financial Management, Prentice Hall, International Edition.
6. Shaprio, Alan. C : Multinational Financial Management, Prentice Hall, New Delhi.
7. Yadav, Surendra S. , Jain P.K. and Max Peyrard : Foreign Exchange Markets, Macmillan, New Delhi.
8. Zeneff, D. and J.Zwick : International Financial Management, Prentice Hall, International Edition.
9. O Connor DJ, Bueso AT : International Dimensions of Financial Management ; Macmillan, New Delhi.



**MBA (EXEC.)- III Semester**  
**Agricultural and Rural Marketing**  
***PAPER CODE: MBA(EXEC.)-E-M-61***

**Objective:** The objective of this course is to acquaint the students to the agriculture and rural marketing environment so that they can understand the consumer's behavior and marketing characteristics of the same to contribute emerging challenges in the upcoming global economic scenario.

### **UNIT-I**

Concept and scope of rural market, efforts put for rural development by government, characteristics of rural consumers, environmental factor affecting rural market. Emerging profile of rural market in India.

### **UNIT-II**

Rural Consumer Behavior, Rural consumers v/s urban consumers, Relevance of marketing mix for rural market, Problems in rural markets. Role of IT in Rural Marketing-Infrastructure importance & Scope. Modern techniques for distribution (Case study of ITC "e-choupal" initiative).

### **UNIT-III**

Rural market segmentation, targeting and positioning. Rural marketing strategies-Product, Pricing, Distribution and Production strategies, distribution channels in rural markets like Haats, Mandis, co-operative societies and public distribution system(PDS) etc.

### **UNIT-IV**

Agriculture markets- Nature and Scope, role of Government in the development of Agricultural market, Role of Agencies like Council of State, Agricultural marketing Boards, National Agricultural Cooperative Marketing Federation (NAFED), National Cooperative Development Cooperation (NCDC), Self Help Groups (SHG's).

### **UNIT-V**

Export Potential for Agricultural products, Products and agricultural credit policy, Institutional agreements for agricultural insurance, crop insurance like "Fasal Bima Yojna"

### **Suggested Readings:**

1. Badi & Badi: Rural Marketing
2. Memoria, C.B & Badri Vishal: Agriculture problems in India
3. Arora, R.C: Integrated Rural Development
4. Raj Gopal: Managing Rural Business
5. Gopalaswamy, T.P: Rural Marketing





#### **MBA (EXEC.)- III Semester**

#### **Service Marketing & CRM**

***PAPER CODE: MBA(EXEC.)-E-M-62***

**Objective:** To enable the students in evolving marketing strategies that meets the unique challenges and opportunities of the services sector. The course also aims at upgrading the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

#### **UNIT-I**

**Services Marketing:** Meaning and nature of services; Distinctive characteristics of services; Trends and developments in service sector; Classification and marketing implications; Services marketing trilogy; The Seven Ps.

#### **UNIT-II**

**Assessing Business Opportunity:** Analysing services marketing environment; STP Strength, Understanding Customers–Buying influences and decision making process; Customer expectations and perceptions; Service Quality– determinants of service quality; Gap Model, Gronross Model.

#### **UNIT-III**

**Services Marketing Strategies:** Developing Services product-New service development, Core and supplementary services, Branding; Service distribution- through physical and electronic channels (E-services), Challenges in distributing services in domestic and international markets; Physical evidence –role of servicescape; People – employee role in service delivery, service failure and recovery, matching demand with service capacity; Service process- developing service blueprint, Self-service technologies.

#### **UNIT-IV**

**Customer Relationship Management:** Definition; CRM Ladder. Customer Relationships: Rise of relationship marketing; Nature of customer relationships; Firm and customer motivations for relationships; relationship development process; Customer life cycle and customer lifetime value; Customer acquisition, retention and development.

#### **UNIT-V**

**Service Marketing in Practice:** Hospitals, Educational Institutions, Hotel industry, Tourism; Challenges in Marketing of Services.

#### **Suggested Readings:**

1. Christopher, H. Lovelock, Services Marketing, Prentice Hall International, New Jersey.
2. Payne, Adrian, The Essence of Services Marketing, Prentice Hall of India Ltd.
3. Shankar, Ravi, Services Marketing: The Indian Experience, South Asia Publications, New Delhi.
4. Zeithmal, V.A. and Bitner, M.J., Services Marketing, McGrawHill.
5. Verma, Harsh V., Services Marketing: Text and Cases, Pearson.
6. Seth, Jagdish N., Parvativar, Atul & Sainesh G.:Customer Relationship Management
7. C.Bhattacharjee. Service Marketing, Excel Books India.
8. S.M.Jha Service Marketing, Himalaya Publishing House.



#### **MBA (EXEC.)-III Semester**

#### **Consumer Behaviour**

***PAPER CODE: MBA(EXEC.)-E-M-63***

**Objective:** The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

#### **UNIT-I**

Introduction to Consumer Behaviour (CB): Nature and Importance of CB, application of CB in Marketing, Consumer Research process.

#### **UNIT-II**

Individual Determinants of CB: Perception: Process, Consumer Imagery, perceived risk. Learning: principles, theories. Personality: nature, theories, self-concept, psychographic and life style. Attitude: Structural model of attitude, attitude formation & change. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories.

#### **UNIT-III**

Group Determinants of CB: Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. Family: functions of family, family decision making, family life cycle (FLC). Opinion Leadership and Personal influence. Diffusion of Innovation: Adoption process. Diffusion process.

#### **UNIT- IV**

Environmental Influences on CB: Social class, Life style Profile of Social class, application to CB. Culture: characteristics, cross cultural understanding.

#### **UNIT-V**

Consumer Decision making Process: Problem recognition. Information Search Process and Evaluation. Purchasing process. Post purchase behaviour. Models of CB- Nicosia, Howard & Sheth, Engel- Kollat Blackwell.

#### **Suggested Readings:**

1. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
2. Schiffman LG and Kanuk LL Consumer Behaviour
3. Nair, Suja R, Consumer Behaviour in Indian Perspective
4. Bennet and Kasarjian Consumer Behaviour
5. Mowen, John Consumer Behaviour



**MBA (EXEC.)- III Semester**  
**Labour Welfare and Social Security**  
***PAPER CODE: MBA(EXEC.)-E-H-71***

**Objective:** The course aims at providing the students an understanding of the theoretical, applied and legal aspects of labour welfare and social security with special reference to India.

#### **UNIT-I**

Labour Welfare:-Meaning, Scope of Labour Welfare within and outside Factory premises, Objectives, Principles, and Theories. Agencies for Labour Welfare- Necessity and importance of Labour Welfare in India. Growth and Development of Trade Unions Movement in India.

#### **UNIT-II**

Factories Act, 1948 (Health, Safety, Welfare Measures):- Labour welfare officer, Consumer Co-operative stores, Counselling services, Educational Facilities, Transport Facilities, Recreational Facilities, Family Planning, Workers' Education scheme; Welfare Special Categories of labour:- Female labour, Child labour, Contract labour, Constructional labour, Bonded labour, Inter-State Migrants labour, Handicapped and Disabled labour.

**UNIT-III** Social Security:- Meaning, Scope, Objectives, Social Insurance and Social Assistance, Social Insurance, Commercial Insurance. ILO and Social Security. The employee state insurance act, provident funds and miscellaneous provisions act, 1952. Payment of gratuity act, 1972. Contract labour (regulation and abolition) act, 1970.

#### **UNIT-IV**

The Delhi shops and establishment act, 1954; Recruitment and Training:- The employment exchanges (compulsory notification of vacancy) act, 1959. The apprentices act 1961. The Maternity Benefits Act, 1961.

#### **UNIT-V**

Labour Legislation and labour Administration:-Meaning, Objectives, Need, principles. Classification of Labour Legislation. Control Machinery of Labour Administration. Labour Administration at the State Level.

#### **Suggested Readings:**

1. A.M. Sharma :Aspects of labour welfare and Social Security
2. T.N. Bhagoliwal: Economics of Labour and Industrial Relations
3. S.P Jain: Industrial & Labour Law
4. R.C. Saxena: Labour Problems and Social Welfare
5. S.N. Mehrotra:Labour problems in India
6. V.V. Giri: Labour problems in Indian Industry
7. P.L. Malik: Industrial Laws



#### **MBA (EXEC.)-III Semester**

#### **Organizational Change and Intervention Strategies**

***PAPER CODE: MBA(EXEC.)-E-H-72***

**Objective:** The objective of this paper is to prepare students as organizational facilitator using the knowledge and techniques of Behavioural science.

#### **UNIT-I**

Defining Organization Development, Nature and Scope of OD, Features of OD, Characteristics of OD, Objectives of OD Assumptions, Values and Belief in OD , Introduction, Meaning of Change, Stimulating Forces for Change, External Forces, Internal Forces, Individual Level , Group Level and Organizational Level Change and resistance to change, Overcoming resistance to change, Managing Planned Change, Planning for Change, Assessing Change Forces, Implementing Change.

#### **UNIT-II**

Models of Change --Characteristics of Effective Change Programmes, Models of Change- Systems Model of Change, Lewin's Force Field Analysis Model, The Continuous Change Process Model, Change and Transition Management Model, Organizational Growth Model. OD models used in MNC's.

#### **UNIT-III**

Introduction- The Evolution of OD, Why is change needed in Organization? Meaning of Change Agents, Types of Change Agents, Characteristics of Successful Change Agents, Role of Change Agent, Levels of Change Leadership Skills, Advantages and Disadvantages of Internal and External Change Agents, Steps in OD process, Process Consultation.

#### **UNIT-IV**

Concept of Organizational climate, Characteristics of Organizational climate, dimensions of Organizational climate, significance of Organizational climate, factors influencing Organizational climate, role of managers and employees in influencing Organizational climate, improving Organizational climate, Job Satisfaction. Concept of Organizational culture, characteristics of Organizational culture, elements of Organizational culture, role and significance of Organizational culture, types and creation of Organizational culture.

#### **UNIT-V**

Quality of working life, approaches to improve quality of working life, Morale, nature of morale, significance of morale, relationship between morale and productivity, building high morale. Work-Life Balance, importance of WLB in the present working conditions, Organizational Diversity- concept ,managing Org. Diversity.

#### **Suggested Readings**

1. R. K. chopra & Vishwajeet Tyagi : Organisations Behaviour. India Publications, Delhi.
2. B. P. Singh & T.N. Chhabra : Organization Theory and Behaviour, Dhanpat Rai & Co.(Pvt) Limited, Delhi.
3. K. Shridhara Bhat : Management and behavioural processes, Himalaya Publishing house.
4. French W.L. etc. : Organization Development theory, practice and research, 3rd edition, New Delhi, Universal Book Stall
5. VSP Rao & PS Narayana: Organizational Theory & Behaviour
6. L.M.Prasad: Organizational Theory & Behaviour



#### **MBA (EXEC.)-III Semester**

#### **Managing Interpersonal and Group Processes**

***PAPER CODE: MBA(EXEC.)-E-H-73***

**Objective:** The purpose of this course is to get advance understanding regarding, interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through experience based method of learning.

#### **UNIT-I**

Organization as social system , goals and activities ,understanding interpersonal Behaviour, issues between organization and individual, Definition of groups, theories of group formation, types of groups in Organization, concept of group dynamics, theories., stages of group development, formation of informal groups, processes and behaviour, group cohesiveness.

#### **UNIT-II**

Nature of decision making, decision making by groups group synergy, the problem of group think, the problem of polarization or group shift, techniques of group decision making, impact of group working on organization

#### **UNIT-III**

Definition of team, types of work teams, significance of work teams, managing teams, building effective teams, Rocket model. Categories of teams.

#### **UNIT-IV**

Concept and nature of communication, tele-commuting & e-communication, factors effecting communication effectiveness in organization, leadership styles, transformational leadership, transactional leadership, motivational techniques.

#### **UNIT-V**

Interpersonal relations- factors, transactional analysis, components and types, workforce diversity and human relations, building effective relationship, management of conflicts and styles of conflict resolution.

#### **Suggested Readings:**

1. Bannis, W.G. : Essay in interpersonal dynamics, USA Dorrey press,1979.
2. K. Shridhara Bhat : Management and behavioural processes, Himalaya Publishing house.
3. B. P. Singh & T.N. Chhabra : Organization Theory and Behaviour, Dhanpat Rai & Co.(Pvt) Limited



**MBA (EXEC.)-III Semester**  
**Management Support System**  
***PAPER CODE: MBA(EXEC.)-E-IT-91***

**Objective:** This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with concept, models, utility, applications and importance of Decision Support Systems.

#### **UNIT-I**

Introduction to MDSS: Overview of MDSS, Different types of MDSS, Scope of MDSS in decision making. MIS vs MDSS, Components of DSS, Examples of DSS, Steps in DSS, Role in Changing business environment, Tools and techniques for MDSS.

#### **UNIT-II**

Models in DSS: Model, Classification of Models, Purpose of Models in DSS, Solution Technique, Optimization, desirable features of models in DSS, Models and Managers, The concept of Decision Calculus.

#### **UNIT-III**

Utility of DSS: Evaluation of Investment Proposal, DSS for Material managers, DSS for Forecasting Demand for Independent terms, Single and Multiple Forecasting for intermittent demand.

#### **UNIT-IV**

DSS In management components: DSS for determination of product mix, product choice and bundling decision, product mix decision. DSS for production distribution problem, DSS for customer centric, DSS for Human Resource function, pricing decision.

#### **UNIT-V**

Business Intelligence, Data Warehousing, Definition and concept, Business Analytics its role in decision making, Data Mining : Concepts and its Application, Knowledge based decision support system, Concepts and Definition of Artificial Intelligence. Knowledge Management.

#### **Suggested Readings:**

1. Davis & Olson, Management Information Systems, TMH, New Delhi.
2. O'Brein & Marakas, Management Information Systems, TMH, New Delhi
3. Laudon and Laudon, Management Information Systems Managing the Digital Firm, Pearson Education/PHI.
4. Jiawehan Micheline Kamber, Data Mining Concepts and Techniques, Morgan Kauffman



**MBA (EXEC.)-III Semester**  
**Business Process Re-engineering**  
***PAPER CODE: MBA(EXEC.)-E-IT-92***

**Objective:** This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with concept, objectives, implementation, activity, applications and importance of Business Process Re-Engineering.

#### **UNIT-I**

Introduction of BPR: Concept of Business Process Re-engineering, Definition, Nature, Objectives and rationale of Business Process Re-engineering, Re-engineering scenario in Indian Organization in comparison to global level Issues involved.

#### **UNIT-II**

Strategic concepts of BPR: Understanding current process ,Ways to implement BPR,Factors effecting BPR, methodology and steps.IT enabled engineering, TQM , Principles of TQM , Just in time philosophy.

#### **UNIT-III**

Implementation process of BPR :Reasons for implementation of BPR, Different methodologies of BPR, BPR Model and different Phases., Process Transforming/ Reinventing the enterprise, Team building, Measurement issues in BPR, Assess Business Processes using established Performance Metrics, Case studies of success as well as failure.

#### **UNIT-IV**

Change Management: People view, empowering people, re-engineering management. Issues of purpose, culture, process and performance, Change and Management of BPR, Process of Change, Stages in Change, Different change agents in an organization.

#### **UNIT-V**

Re-engineering opportunities & relevance to Enterprise Resource Planning, Application of BPR.

#### **Suggested Readings:**

- 1.R. Radhakrishnan S. Balasubramanian Business Process Reengineering PHI Latest
2. Vikram Sethi William R. King Organisational Transformation through Business Process Reengineering Pearson Latest
3. B.R.Dey Business Process Reengineering and Change Management Wiley Latest
4. Dr. Charles W.Zamzow Business Process Reengineering Galgotia Latest
5. K. Shridhara Bhatt Business Process Reengineering Himalaya Latest
6. Henry J Johansson, H J Johansson, Mo Business Process Reengineering John Wiley





#### **MBA (EXEC.)-III Semester**

#### **System Analysis & Design**

***PAPER CODE: MBA(EXEC.)-E-IT-93***

**Objective:** This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

#### **UNIT-I**

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

#### **UNIT-II**

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification.

#### **UNIT-III**

Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

#### **UNIT-IV**

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

#### **UNIT-V**

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

#### **Suggested Readings:**

1. Shah-Software Engineering & SAD(Wiley Dreamtech)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
5. Singh B –Network Security (PHI Publication, 1st Ed.)





#### **MBA (EXEC.)-IV Semester**

#### **Business Analytics**

***PAPER CODE: MBA(EXEC.)-C41***

**Objective: Under Construction**



#### **MBA (EXEC.)-IV Semester**

#### **Financial Derivatives**

***PAPER CODE: MBA(EXEC.)-E-F-54***

**Objective:** To provide understanding of various derivatives instruments and their respective markets.

#### **UNIT-I**

Evaluation of financial derivatives in India regulatory environment of financial derivatives market index–types, desirable attributes of an index. Market in India, membership criteria for derivatives trading, clearing and settlement, risks management – NSE – span, margin, margin / position limit violation.

#### **UNIT-II**

Future corporate trading and specification, convergence of future price to spot price, types of traders, forward contract versus future contract. Determination of forward and future price. Stock index futures. Hedging strategy using future –basic principle, arguments for and against hedging –basic risk, minimum variance hedge ratio, hedging through stock index futures.

#### **UNIT-III**

Interest rate futures –types of rate, determining treasury zero rate, forward rate, forward rate arguments, determination of future prices of interest rate, forward yield curve, hedging with FRAs, short term interest rate futures – advanced strategy – forward yield curve and basis risk, source of basis risk and hedge ratio, strips and rolls, variation margin leverages and tailing, hedging yield curve risk with future straddles, butterfly spreads, inter contract spreads.

#### **UNIT-IV**

Mechanism of interest rate swaps, using swap to transform a liability, an asset, role of financial intermediary, corporate advantage arguments valuation of interest rate swaps, currency swaps, valuation of currency swaps.

#### **UNIT-V**

Options contracts– it types, mechanism of option specification of stock option, trading, commission, margin, properties of stock options – factors affecting option prices, trading strategies involving options, black – scholes model of option pricing option on stock indices.

#### **Suggested Readings:**

1. Chance, Don M : An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian : Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit : Swap & Derivative Financing, Probus.
4. Hull, J., Options : Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W : Understanding Futures Markets, Prentice Hall Inc., New Delhi.
6. Kolb, Robert : Financial Derivatives, New York Institute of Finance, New York.
7. Report of Prof. L.C. Gupta : Committee on Derivatives Trading.
8. Report of Prof. J.C. Verma : Committee Report on Derivatives Trading.



**MBA (EXEC.)- IV Semester**  
**Management of Financial Services**  
***PAPER CODE: MBA(EXEC.)-E-F-55***

**Objective:** The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

#### **UNIT-I**

**Financial System and Financial Markets-** Types of Markets, Market efficiency, Interlinkage in the Financial Markets, Types of Financial Assets, Issuer's Considerations, Investor's Considerations, Money market- its players, Indian Money Market, Money market Instruments, Indian Capital Markets.

#### **UNIT-II**

**Financial Services- Merchant Banking-** Registration of Merchant Bankers, General Obligations and responsibilities, Procedure for Inspection, Procedure for action in case of default, Pre Issue obligations, Post Issue obligations.

#### **UNIT-III**

**Mutual Funds-** Classification of Mutual funds, Mutual Funds returns, sale and purchase of Mutual Funds shares, Holding Period Returns- NAV, Calculation of NAV. Mutual Funds regulation-SEBI guidelines. Credit Rating- Rating of Debt Instruments, Need and Benefits of Credit Rating. Rating Agencies in India- Objectives, Symbols, Rating methodology of Rating Agency.

#### **UNIT-IV**

**Factoring-** Main Features, Types mechanism and advantages, Terms and conditions of factoring contract. Forefacting- Main features, mechanism and advantages. Depositories- Basic features, mechanism, SEBI guidelines. Venture Capital- Concept and advantages.

#### **UNIT-V**

Leasing and Hire Purchase, Debt Securities. Bill Discounting- Basic Concept and mechanism.

#### **Suggested Readings:**

1. Nalini P.Tripathi : Financial Instruments and Services, PHI Learning Pvt. Ltd
2. Batra and Dangwal : Financial Services, Deep and Deep Publications
3. M.Y.Khan : Financial Services, Tata McGraw-Hill Education
4. Kohn- Financial Institutions & Market- Tata McGraw-Hill Education



**MBA (EXEC.)-IV Semester**  
**Strategic Financial Management**  
***PAPER CODE: MBA(EXEC.)-E-F-56***

**Objective:** The purpose of the course is to prepare students to understand the advance topic of financial management in strategic management and get expertise to participate in strategic planning & decision making.

#### **UNIT-I**

Capital Structure: Theories, Impact of Taxes and Bankruptcy Cost, Agency Cost & the Capital Structure, Financial signaling through capital structure, Decision Strategic Determinants (with Numerical problems). Dividend Policy – Pay out models, Financial signaling through Dividends, Strategic Determinants of Dividend Policy, Earnings Distribution through Share repurchases. (With Numerical problems).

#### **UNIT-II**

Decision Support Models: Modelling for Decision Support, Modelling Process, Marakon Model, Alkan Model, Mckinsey Model. Working Capital Management : Working Capital Leverage, Cash Budget Simulation, Discriminant Analysis, Cash Budget Models.

#### **UNIT-III**

Corporate Risk Management : Sources of Risk, Approach to Risk Management, Process of Risk Management, Techniques of Risk Management Strategic Cost Management : Value chain analysis, Activity based Costing, Life cycle Costing- Product & project.

#### **UNIT-IV**

Divisional Performance : Management Control Systems- A Framework, Organizational Segmentation for control & reporting, Measurement of Business Performance, Transfer Pricing Mechanism, Firms in Financial Distress,- Factors leading to Bankruptcy, ReOrganizational of Distressed Firms, BIFR & its role.

#### **UNIT-V**

Valuation of Firms : Methodologies for the Valuation of Firms, Discounted Cash Flow Approach, Comparatives Firms Approach, Adjusted Book Value Approach, Misconception about Valuation.

#### **Suggested Readings:**

1. Bhalla V. K. - Financial Management & Policy
2. Ravi M. Mohan - Financial Management Taxmann, New Delhi.
3. Prasanna Chandra- Financial Management, McGraw Hill, New Delhi.
4. Brigham Financial Management Theory And Practices
5. Home. Wachowicz In Fundamentals Of Financial Management.
6. Western And Brigham Management Finance.
7. Van- Home Financial Management And Policy
8. I M Panday Financial Management.



#### **MBA (EXEC.)- IV Semester**

#### **International Marketing**

***PAPER CODE: MBA(EXEC.)-E-M-64***

**Objective:** The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

#### **UNIT-I**

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade.

#### **UNIT-II**

Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure.

#### **UNIT-III**

Concept of Free Trade and Regional Economic Groupings, Basis of International Trade, India and World Trade. Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.

#### **UNIT-IV**

Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

#### **UNIT-V**

Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques (Joint Ventures, Sub Contracting & BOP) in international marketing.

#### **Suggested Readings:**

1. Varshney and Bhattacharya : International Marketing management.
2. Philip B. Cateora nad John M. Hess : International Marketing.
3. Alexender C. Stanley : Handbook of International Marketing.
4. John Fayerweather : International Marketing
5. David Carson : International Marketing
6. Philip Kotler : Marketing Management



#### **MBA (EXEC.)- IV Semester** **Sales and Distribution Management** **PAPER CODE: MBA(EXEC.)-E-M-65**

**Objective:** The objective of this course is to provide an extensive knowledge about sales function as well as the intricacies of the distribution mechanics of goods and service to the students

#### **UNIT-I**

Sales management: concept, nature, objective, importance. Sales executive: role as coordinator, functions. Sales Organization: purpose, setting up and types.

#### **UNIT-II**

Personal selling: theories, setting objective, analysing market potential, sales forecasting methods. Sales operation: sales budget sales territories, sales quota. Salesmanship: types of salesman, prospecting, pre approach & approach steps in selling sequence. Sales promotion: sales display, showroom & Exhibition, designing sales promotion campaign.

#### **UNIT-III**

Recruiting & selecting sales personnel. Sales training: planning, execution, evaluation. Motivating & compensating sales personnel. Sales meetings & sales contests.

#### **UNIT IV**

Distribution channels: emergence, importance, flows, reasons for using middleman, channel members & their characteristics, selecting appropriate channel, factors affecting the choice of channel. Retailing: importance types of retailers & non store retailers, retail management decision, recent trends in retailing. Wholesaling: importance, types of wholesalers, wholesalers marketing decisions.

#### **UNIT-V**

Physical distribution: concept, importance, service standards. Location of fixed facilities like plant & warehouses. Modes of transportation, their features. Supply chain management: concept, importance.

#### **Suggested Readings:**

1. Cundiff, still : Sales management, PHI
2. Mc murry&Arnold : how to build a dynamic sales Organization , TMH
3. Pradhan, Jakate&Mali : Element of Salesmanship and publicity.
4. S.L. Gupta :Sales and Distribution Management
5. Stern : Marketing Channel



**MBA (EXEC.)-IV Semester**  
**Advertising & Product Management**  
***PAPER CODE: MBA(EXEC.)-E-M-66***

**Objective:** The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

#### **UNIT-I**

Advertising,; Legal, Ethical and Social aspects of advertising, types of Advertising & Its evolution, Its growth and its role to facilitate marketing.

#### **UNIT-II**

Promotional Mix Role of Advertising in promotion, DAGMAR approaching Advertising budget, establishment and allocation.

#### **UNIT-III**

Advertisement copy, Its layout components, Effectiveness Types;. Media Planning, Establishing Media objectives, Media strategies, Media mix.

#### **UNIT-IV**

Product, Classification of Product, Product Levels, Product Hierarchy, Product Mix. Product Mix decisions, Product Line decision.

#### **UNIT-V**

Product Research - Importance, tools and analysis, Product Development & Product Testing, Product Launch Decisions.

#### **Suggested Readings:**

1. Aaker, David A. etc., Advertising Management, 4<sup>th</sup> edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David, Ogilvy on Advertising, London, Longman.
4. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
5. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
6. Product Management, Ramanujam
7. Product Management, Chunawalla
8. Product Management, Lehmann DR; Russel S Winner





#### **MBA (EXEC.)- IV Semester**

#### **Management of Industrial Relations**

***PAPER CODE: MBA(EXEC.)- E-H-74***

**Objective:** Organizational efficiency and performance are interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations.

#### **UNIT-I**

Industrial relations: Meaning, Factors, Scope, Objectives, and Principles, models of IR:- Unitary approach, Pluralistic approach, Dunlop's and Marxist perspectives of IR. Parties to industrial relations. Requirements of successful industrial relations. Industrial Relations policy in India.

#### **UNIT-II**

Trade Unionism : Meaning , Characteristics , Objectives , Functions , Advantages, Disadvantages, Methods used to achieve its objectives, Types. Central Organizations of Indian Trade unions: INTUC, AITUC, HMS, UTUC. Problems of Indian Trade Unions. Trade Union Act 1926 (main provisions).

#### **UNIT-III**

Workers' Participation in Management: Meaning, Scope , Objectives, levels of participation, Conditions for the success of participation, Forms of Workers' participation in management in India: Works committee , Joint Management Council , scheme of workers' participation on Board of Directors , Shop councils and Plant council, Workers' participation in share capital .

#### **UNIT-IV**

Collective Bargaining and Negotiation: Introduction, Collective Bargaining, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages, Pre-requisites for the success of collective bargaining , importance , Collective bargaining in India. Negotiation.

#### **UNIT-V**

Industrial Conflict and Disputes Resolution: Industrial dispute: Meaning, classes, causes, consequences. Prevention and Settlement of industrial disputes. Industrial Disputes Act, 1947. Industrial Employments (Standing Orders) Act, 1946. Disciplinary Action /Domestic Enquire. Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes.

#### **Suggested Readings:**

1. C.B. Mamoria , S. Mamoria: Dynamics of Industrial Relations in India
2. B.R. Virmani: Participative Management v/s Collective Bargaining
3. G. Sinha & P.R. Sinha: Industrial Relations and Labour Legislation
4. Arun Monappa: Industrial Relations in India
5. O.P. Aggarwal: Conditions of Employment and Disciplinary Action Workmen in industrial and Commercial Establishments and shops
6. Aswathappa: Human Resource Management, TMH



#### **MBA (EXEC.)- IV Semester**

#### **Compensation Management**

***PAPER CODE: MBA (EXEC.)-E-H-75***

**Objective:** The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of Organizations and to impact skills in designing and analysing and restructuring reward management systems, policies and strategies.

#### **UNIT-I**

Introduction to Compensation: Meaning of wage, Minimum wage, Fair wage, Living wage, Money wage, Real wage, Take home pay, Difference between wage and pay. Compensation Defined, Goals of Compensation System, Compensation Strategy, Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Incentive Plans.

#### **UNIT-II**

Compensation for Workers: Wage Theories, Wage Structure - Basic Wage , DA, Overtime . Concept of Bonus, Profit Sharing, Evolution of Modern Day Labor Force ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market(Wage differentials), Quality in Labor Market.

#### **UNIT-III**

Compensation for Chief Executives and Other Employees: **Guidelines of Companies Act** Relating to CEO Compensation. Different Components of Compensation Package.

#### **UNIT-IV**

"Job Evaluation" Job Description and Job Specification: Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, International Compensation, Knowledge Based Compensation, Team Compensation, Competency Based Compensation.

#### **UNIT-V**

Major provisions of the following Acts: The Payment of **Wages Act** 1936; **The Minimum Wages Act**, 1948; The Workmen's Compensation Act, 1923; The **Payment of Bonus Act**, 1965. **Equal remuneration Act** 1976.

#### **Suggested Readings :**

1. Henderson, Richard I. (2004). Compensation Management: Rewarding Performance. Prentice Hall of India Pvt. Ltd.
2. Bergmann & Thomas, J. (2003). Compensation Decision Making. Harcourt College Publications.
3. Micton, R. (2002). Handbook of Wage and Salary Administration. London.
4. Venkatratnam, C.S. (2002). Rethinking Rewards and Incentive Management. Excel Books.
5. M. Sarma Understanding wage System
6. B.P. Tygi Labour Economics and Social Welfare
7. K.N. Subramaniam Wages in India
8. A.I. Fonseca Wage Issues in a Developing Economy : An Indian Experience



**MBA (EXEC.)- IV Semester**  
**Cross Cultural and Global HRM**  
***PAPER CODE: MBA (EXEC.)-E-H-76***

**Objective:** The purpose to design the course is to promote understanding of issues related to the cross cultural and global/ international HRM, global business strategies, global sourcing HR.

#### **UNIT- I**

Strategic HRM in the context of global scenario, Managing HR for competitive advantages, role of manager, tangible intangible assets, employee competence, organizational culture, objective of SHRM. Societal culture-impact of societal culture on managers, typologies of organizational culture, relation between societal and organizational culture.

#### **UNIT-II**

Global HRM- Introduction, Concept of Expatriate, Role of expatriate, Non- Expatriate, Inpatriate, Expatriate failure, Success and reasons, Domestic vs GHRM. Objectives, Cross- Cultural Management- Cultural sensitivity, communication process, Cultural Universal, Cross cultural effects on various functions of HRM ( Motivation-Leadership-Teams) Hofsted's Model of four cultural dimensions, strategies for dealing with cultural differences, religious and economic implications.

#### **UNIT-III**

Sourcing HR for global Market- Staffing (Ethnocentric, Polycentric, Geocentric and Regio centric) determinants, transferring staff for global business activities, reasons and types of international assignment, Recruitment and Selection- criteria, expatriate selection process in practice dual career couples.

#### **UNIT-IV**

Performance management of GHRM- Introduction, Challenges, areas to be appraised, organizational role expectations, performance appraiser, system of PA, problem of PA, Effective PA, Six reasons by fortune 500 companies replacing traditional PA.

#### **UNIT-V**

Training and Development- Introduction, Need, Areas of GT&D, training for expatriate, international team training, Global Compensation. Introduction, complexities, objectives, factors that affect GC, components, executive compensation, approaches, Global IR-Key, trade unions and GIR, The response of Trade Unions of MNEs.

#### **Suggested Readings:**

1. Global Business Today- Charles W.L. Hill
2. International HRM- Dowling, Festing, Engle
3. International HRM- P. Subba Rao
4. Strategic HRM-Pulak Das



**MBA (EXEC.)- IV Semester**

**Strategic Management of Information Technology**

***PAPER CODE: MBA(EXEC.)-E-IT-94***

***“Under Construction”***

**MBA (EXEC.)- IV Semester**

**Data Base Management**

***PAPER CODE: MBA(EXEC.)-E-IT-95***

***“Under Construction”***

**MBA (EXEC.)- IV Semester**

**Telecommunication for Business**

***PAPER CODE: MBA(EXEC.)-E-IT-96***

***“Under Construction”***