

NOTE

MASTER OF BUSINESS ADMINISTRATION (MBA):

The M.B.A. course aims at providing inputs to the students relevant to the business industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the four offered: Marketing, Finance, IT and HR. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one-hour duration. There is a system of dual specialization of equal weightage. The students will have to opt for two functional areas for their specialization, each having four papers (two in third semester and two in the fourth semester).

Summer Training for 8/10 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Comprehensive viva and Research project are part of the course.

EVALUATION OF PAPERS:

Every paper/course will carry maximum marks of 150 (100 marks for semester examination and 50 marks for internal assessment, as per rules). There will be no internal assessment in case of Summer Training Project Report (314), Research Project Report (413) and Comprehensive Viva-Voce examination (414). A Case/Problem has to be the part of the questions paper, wherever applicable.

SUMMER TRAINING PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 8 to 10 weeks duration. The College/Institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem.

The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paper back) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 150 marks divided into written report of 100 marks and presentation of 50marks. There will be no internal examiner.
Only such persons will evaluate the project report who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

RESEARCH PROJECT REPORT:

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic to be assigned by the Department MBA under the supervision of a core faculty member of the department. The research project report will carry 150 marks. The evaluation of the project report will be done by two external examiners. The average of the marks awarded by the

two examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

COMPREHENSIVE VIVA:

The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

The viva voce is of 150 marks to be conducted by the external examiner appointed by the University.

MBA 111: MARKETING MANAGEMENT

Max. Hours: 40

Unit I (6 Sessions)

Nature and Scope of Marketing; Marketing Management, Philosophies; Marketing Environment; Consumer Behavior; Consumer Markets and Industrial Markets; Market measurement and forecasting.

Unit II (8 Sessions)

Market Segmentation, Targeting and Positioning, Segmenting Markets – Bases and Process, Market Segmentation and Product Differentiation, Target Market Selection, Positioning – Nature, Importance and Process of Marketing Research.

Unit III (8 Sessions)

Marketing Mix decision: Product Decisions, New Product Development; Product Mix, Branding and Packaging Decisions; Product Life Cycle; Pricing Decisions: Objectives and Determination, Methods of Setting Price and pricing strategies:

Unit IV (10 Sessions)

Promotion: Promotion Mix-Advertising, Sales Promotion, Personal selling; and Public Relations: Direct Marketing & Relationship Marketing; Placement: Channels of distribution: Levels and types of channels, functions and management of channel members: Channel Selection & Motivation; Management of Physical Distribution; Current trends in wholesaling and retailing; Marketing Organisation and Control

Unit V (8 Sessions)

Emerging Trends & Issues in Marketing: Rural Marketing, CRM, Services marketing, B2B Marketing, Internet Marketing, Consumerism, Legal Issues, Broadening the marketing concept.

SUGGESTED READINGS:

1. Kotler, Philip, "Marketing Management: Analysis, Planning, Implementations and Control", Pearson Education, New Delhi. 2003, 11th ed.
2. Stanton William J., "Fundamentals of Marketing", McGraw Hill, N.Delhi 10th ed. of 1994.
3. Kotler, Philip and Armstrong, Graw. "Principles of Marketing", Pearson Education, New Delhi 2004.
4. Neelamegham, S., "Indian Cases in Marketing", Vikas Pub. New Delhi.
5. Bull, Victor P., "Marketing Management: A Strategic Planning Approach", McGraw Hill, New York.
6. Czinkota, M.R., "Marketing Management", Pearson Education Asia, New Delhi 2004.
7. Saxena Rajana, "Marketing Management", Tata McGraw Hill, New Delhi 2004.

MBA 112: ORGANISATIONAL BEHAVIOUR

Max. Hours: 40

Unit I (6 Sessions)

Organizational Behaviour (OB): Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management & Emotional Intelligence in contemporary business organisation.

Unit II (8 Sessions)

Perception: Concept, nature, process, importance. Management and behavioral applications of perception.

Attitude: Concept, process, and importance. Attitude measurement.

Personality: Concept, nature, types and theories of personality shaping.

Learning: Concept and theories of learning.

Unit III (10 Sessions)

Motivation: Concept, principles, theories – content and process. Monetary and non-monetary motivation.

Leadership: Concept, functions, styles, and theories of leadership-trait, behavioural, and situational.

Unit IV (6 Sessions)

Analysis of Interpersonal Relationship, developing interpersonal relationship.

Group Dynamic: Definition of Group, stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.

Unit V (12 Sessions)

Organizational power and politics: Concept of power, sources of power, classification of power, contingency approaches to power. Political implications of power. Dynamics of power and politics.

Organizational Conflict: Concept, Sources, types, functionality and dysfunctionality of conflict. Classification of conflict-intra-individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.

SUGGESTED READINGS:

- 1) Davis, Keith -*Human Behaviour at Works: Organizational Behaviour* (Tata McGraw Hill, New Delhi.)
- 2) Pareek, Udai- *Behavioural Process in Organizations* (Oxford and IBH, New Delhi.) 1981.
- 3) Robbins, S.P - *Organizational Behaviour* (Pearson Education, New Delhi.) 10th ed, 2003.
- 4) Luthans, Fred,- *Organizational Behaviour* (McGraw Hill,) 1998, New Delhi.
- 5) Green berg, “Behaviour in Organizations”, Pearson Publication
- 6) Jit S. Chandan, “Organization Behaviour”, (Vikas Publishing House), 2004.

MBA 113: LEGAL AND REGULATORY FRAMEWORK

Max. Hours: 40

Unit I (10 Sessions)

Contract Act, 1872: definition, concept of contract, valid contract and its essential elements, criteria for classification for contract, quasi contract, various forms of quasi contracts, discharge of contract: various; remedies for breach of contract.

Unit II (6 Sessions)

Sale of Goods Act, 1930: introduction, contract of sale, agreement to sell, documents of title, conditions and warranties, doctrine of caveat emptor: transfer of property: significance of transfer of ownership, rules; performance: delivery of goods by seller, acceptance of delivery by buyer; remedies for breach: Rights of Unpaid-sellers

Unit III (6 Sessions)

Negotiable Instruments Act, 1881: definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instruments; Methods of negotiation of instrument, endorsement and delivery of a negotiable instrument, negotiation by unauthorized parties, negotiation of dishonored and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer, bouncing of cheques

Unit IV (10 Sessions)

Partnership Act, 1932: definition of partnership, types, of partnership, Formation of Partnership, registration of partnerships, and kinds of partners, rights and liabilities of partners, minor’s status in a partnership firm, dissolution of partnership firm

Companies Act, 1956: definition of a company, formation of company, memorandum and articles of associations of a company, types of companies, management of companies: directors and meetings; winding up of companies

Unit V (8 Sessions)

Consumer Protection Act, 1986: definition of consumer, goods and defect, services and deficiency, consumer forums, procedure to approach consumer forums

Employee Benefit: brief outline of legislations: Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972;

SUGGESTED READINGS

- 1) Kuchhal MC - *Business Law* (Vikas), 2nd ed 1998.
- 2) Tlsian- *Business Law* (Tata McGraw-Hill, 2nd edition)
- 3) Kuchhal- *Mercantile Law* (Vikas), 1998, 4th ed.

MBA 114: MANAGERIAL ECONOMICS

Maxi. Hours: 40

Unit I (4 Sessions)

Overview: The economics background to management; Nature and scope of managerial economics and its relationship with other disciplines; Significance in decision-making and five fundamental concepts

Unit II (8 Sessions)

Demand analysis: Demand theory; Objectives of demand analysis and determinants of demand; Elasticity of demand and its measurement methods; Importance in decision-making; Demand forecasting methods

Unit III (10 Sessions)

Production and cost analysis: Production concepts and analysis; Production function; Characteristic of various factors of production; Laws of production; Cost concepts and analysis; Empirical estimates of production and costs; Production function and its managerial use, short-run and Long-run Average costs curves and its analysis.

Unit IV (10 Sessions)

Pricing decisions: Pricing under different market structure: perfect and imperfect (monopoly, monopolistic and oligopoly markets). Pricing strategies; Collusive and non-collusive oligopoly; Baumol and Marris’s models

Unit V (8 Sessions)

Macroeconomics: National Income-concepts and various methods of its measurement. Inflation: theories. Introduction to business cycles

SUGGESTED READINGS

- 1) Peterson HC and Lewis- *Managerial Economics* , 3rd, 1995 (Himalaya)
- 2) Trivedi- *Managerial Economics* (Tata McGraw-Hill, 2002)
- 3) Dwivedi- *Managerial Economics* (Vikas, 6th edition), 2001.
- 4) Gupta- *Managerial Economics* Tata McGraw-Hill, 1990, 8th ed.
- 5) Koutsyannis A- *Modern Microeconomics* (Macmillan), 1979, 6th ed.
- 6) Maheswari and Gupta- *Managerial Economics* (Sultan Chand)
- 7) Mote V et al- *Managerial Economics* Tata McGraw-Hill, 2001.
- 8) Savage C I and Small JR- *Introduction to Managerial Economics* (Hutchinson, 1979)

MBA 115: BUSINESS STATISTICS

Max. Hours: 40

Unit I (8 Sessions)

Role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, standard deviation and mean deviation

Unit II (6 Sessions)

Time series analysis: Concept, and secular trend; Seasonal variation; Cyclical variation and Irregular variation; various methods of time series analysis, and their applications in business decision-making; construction of Index Numbers and their uses.

Unit III (8 Sessions)

Correlation and Regression: Meaning and uses; various methods of calculation of coefficients and their analysis and implication; two variable and multi variable cases

Unit IV (8 Sessions)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis, and its application

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit V (10 Sessions)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and ψ^2 (Chi) Square-test in testing of the hypothesis.

Techniques of association of Attributes & Testing.

SUGGESTED READINGS

- 1) Beri- *Statistics for Management* (Tata McGraw-Hill)
- 2) Chandran J S- *Statistics for Business and Economics* (Vikas), 1998.
- 3) Render and Stair Jr- *Quantitative Analysis for Management* (Prentice-Hall, 7th edition)
- 4) Sharma J K - *Business Statistics* (Pearson Education)
- 5) Gupta C B- *An Introduction to Statistical Methods* (Vikas), 1995, 9th ed.
- 6) Earshot L- *Essential Quantitative Methods for Business Management and Finance* (Palgrave, 2001)
- 7) Levin Rubin- *Statistics for Management* (Pearson) 2000, New Delhi.

MBA 116: COMPUTER APPLICATIONS IN MANAGEMENT

Max. Hours: 40

Unit I (8 Sessions)

Information: Information concepts and processing; Evaluation of information processing techniques; Data; Information language and Communication

Computer Organization: Central Processing Unit; Storage Devices: Primary and secondary storage devices; Input–Output devices; Generations of computer systems and growth of personal computers. Memory buffers: input /output buffers; Graphic interfacing; I/O Processors and multi-user environment

Unit II (10 Sessions)

Overview: Languages; Compilers; Interpreters; Assemblers; OOPS; SQL; Java (an introduction)

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these software's for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical)

Unit III (6 Sessions)

Operating Systems: Concept of an operating system; Operating system as resource manager and coordinator of devices and jobs; Elements of Window operating systems; Use of menus, tools and commands of window 95/98 operating systems

Computer Networking: Single and multi-user; Multi-task computer systems; File maintenance; Concept of computer network: functions and scope of LAN, WAN Network; Internet; E-mail

Unit IV (8 Sessions)

Internet and its uses: Architecture and functioning of Internet; World-wide web and its structure; Role of internet service providers; Website development related to different specialisations of management; Searching and downloading from internet and uploading of websites in some cases; Updating of some simple websites

Unit V (8 Sessions)

Microsoft Access & Spreadsheet: Concept of database creation and modification of database files; Expressions and functions
Application: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management

SUGGESTED READINGS

- 1) Cyganski- *Information Technology: Inside and Outside* (Pearson)
- 2) Lucas Jr H C- *Information technology for management* (Tata McGraw- Hill), 6th ed, 1997.
- 3) Saxena S- *A first course in computers* (Vikas, 2003)
- 4) Leao, Alexis & Mathews: *Information Technology* (Vikas)
- 5) Basandra S K- *Computers Today* (Galgotia), 2003.
- 6) Leon A and Leon M- *Introduction to Computers* (Leon Techworld, 1999)

MBA 117: ACCOUNTING AND FINANCIAL ANALYSIS**Max. Hours: 40****Unit I (6 Sessions)**

Overview: Accounting concepts, conventions and principles; Accounting Equations, International accounting principles and standards; Matching of Indian accounting standards with international accounting standard

Unit II (12 Sessions)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, P/L Accounts, P/L Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patent and goodwill.

Unit III (12 Sessions)

Analysis of financial statement; ratio analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, common size statement; comparative balance sheet and trend analysis of manufacturing, service & banking organisations

Unit IV (6 Sessions)

Funds flow statement: Meaning; Concept of Gross and Net Working Capital; Preparation of schedule of change in working capital; Preparation of funds flow statement and its analysis

Unit V (4 Sessions)

Cash flow statement: Various cash and non-cash transaction, flow of cash, preparation of cash flow statement and its analysis

SUGGESTED READINGS

- 1) S K Bhattacharya & John Dearden- *Accounting for management* (Vikas), 1987, 8th ed.
- 2) Jain S P & Narang K L – *Advanced Accounting* (Kalyani)
- 3) S N & S K Maheshwari- *Corporate Accounting* (Vikas), 1995.
- 4) Robert Anthony & Hawkins- *Accounting Test and Cases*, 1995, Richard D. Irwin London.

MBA 118: COMMUNICATION FOR MANAGEMENT**Max. Hours: 40****Unit I (8 Sessions)**

Nature of Communication: Different types of communication like letters, memos, reports, fax, email, presentations, telephone, and multimedia, choosing the means of communication, stages in communication cycle, Barriers to communication, communication systems.

Unit II (10 Sessions)

Writing Techniques: rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, overall tone, drafting, editing and finalizing the business letters

Unit III (8 Sessions)

Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation.

Internal communications: memoranda, reports: types of reports, formal reports and informal reports, meetings, documentation.

External communications: Public notices, invitations to tender bid, auction, notices, etc; *Report writing:* planning, technique of writing a report, characteristics of business reports, common types of reports, purposes of reports

Unit IV (8 Sessions)

Persuasive messages: planning the persuasive message, common types of persuasive requests, principles of persuasive communication

Effective communication and impact of information technology, Oral communication: nature and significance

Unit V (6 Sessions)

Reformulating and summarising: what is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries

Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension

SUGGESTED READINGS

- 1) Lesikar R V and Pettit Jr J D- *Business Communication: Theory and Application* (Tata McGraw-Hill, 2002)
- 2) Tayler Shinley - *Communication for Business* (Pearson Education, 2002)
- 3) Bovee C L et al- *Business Communication Today* (Pearson Education, 2002), New Delhi
- 4) Hargie O et al- *Communication Skills for Effective Management* (Palgrave, 2004)
- 5) T N Chhabra, Bhanu Ranjan – *Business Communication* (Sun India, 2004)
- 6) P.D. Chaturvedi – *Business Communication* (Pearson Education)
- 7) Meenakshi Raman-*Technical Communication-* (Oxford University Press)

MBA 211: MANAGEMENT ACCOUNTING

Max. Hours: 40

Unit I (6 Sessions)

Introduction: Accounting for Management, Role of Cost in decision making, Management Accounting and Cost Accounting as internal control tools, types of cost, cost concepts, full costing, overhead allocations, preparation of cost sheet.

Unit II (10 Sessions)

Marginal Costing: Cost, Volume, Profit analysis, P/V ratio, analysis and implications, Concept and uses of contribution, Break-even point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and incremental costing; concept, uses and applications, Method of calculation of these cost and its role in management decision making like sales, replacement, buying etc.

Unit III (10 Sessions)

Budgeting: Concept of Budget; Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV (8 Sessions)

Responsibility Accounting: Concept and various approaches to responsibility accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing – Multinational transfer pricing, market based transfer pricing, cost-based transfer pricing, Cost of Quality and Time

Unit V (6 Sessions)

Neo Concepts for Decision Making: Concept, distinctive features of Activity Based Costing, Cost Drivers, Cost of Activities, Cost object such as product, service, customer. Cost Management: concept, strategies and applications.

Value Chain Analysis, Target Costing, Life Cycle Costing

SUGGESTED READINGS:

- 1) Horngren et al- *Introduction to Management Accounting* (Pearson, 12th edition), 2002
- 2) Khan and Jain- *Management Accounting* (Tata McGraw-Hill, 2000) 3rd ed.
- 3) Pandey I M- *Management Accounting* (Vikas, 3rd edition), 2004.
- 4) Bhattacharyya S K and Dearden J- *Accounting for Management* (Vikas), 1987, 8th ed.
- 5) Sahaf M A- *Management Accounting: Principles and Practice* (Vikas), 2000.

MBA 212: PRODUCTION AND OPERATIONS MANAGEMENT

Max. Hours: 40

Unit I (8 Sessions)

Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.

Unit II (8 Sessions)

Process types in manufacturing: project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning.

Unit III (8 Sessions)

Production Planning & Control: Production planning techniques for various process choices, techniques of production control, aggregate planning techniques,

Unit IV (8 Sessions)

Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application.

Unit V (8 Sessions)

Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling.

Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM)

SUGGESTED READINGS

- 1) Adam Jr Everetl E. R J – *Production and Operations Management* (Prentice-Hall, 1992), 2000 5th ed.
- 2) Chary- *Production and Operations Management* (Tata McGraw-Hill, 1997 9th ed.)
- 3) Hill T- *Operations Management* (Palgrave, 2000)
- 4) Johnston R et al – *Cases in Operations Management* (Pitman, 1993)
- 5) McGregor D – *Operations Management* (McGraw-Hill, 1960)
- 6) Morton- *Production and Operations Management* (Vikas)
- 7) Haleem A- *Production and Operations Management* (Galgotia books, 2004)
- 8) Shanker Ravi- *Industrial Engineering* (Galgotia)
- 9) Chase & Production and operation Management, Richard Irwin London; 1995, 7th ed.
- 10) Production & Operations Management.- Kanishka Bedi, (Oxford University Press)

MBA 213: OPERATIONS RESEARCH

Max. Hours: 40

Unit I (4 Sessions)

Decision-making environments: Decision-making under certainty, uncertainty and risk situations; Uses of Decision tree, Uses, scope and applications of Operation Research in managerial decision-making

Unit II (16 Sessions)

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality

Transportation problem: Various method of finding Initial basic feasible solution and optimal cost

Assignment model: Algorithm and its applications

Unit III (6 Sessions)

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.

Unit IV (6 Sessions)

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating Arrival Rate and Service Rate; Applications of Queue model for better service to the customers

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

Unit V (8 Sessions)

Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Crashing and resource leveling of operations

Simulation and its uses in Queuing theory & Materials Management

SUGGESTED READINGS:

- 1) Vohra- *Quantitative Techniques in Management* (Tata McGraw-Hill, 2nd edition), 2003.
- 2) Peter C Bell- *Management Science/ Operations Research* (Vikas)
- 3) Kothari- *Quantitative Techniques* (Vikas), 1996, 3rded.
- 4) Akhilesh K B and Balasubramanyam S- *Quantitative Techniques* (Vikas)
- 5) Taha Hamdy- *Operations Research- An Introduction* (Prentice-Hall, 7th edition), 1996, 5th ed.
- 6) J K Sharma- *Operations Research* (Pearson)

MBA 214: FINANCIAL MANAGEMENT

Max. Hours: 40

Unit I (8 Sessions)

Introduction: Concept of finance, scope and objectives of finance; Profit maximisation vs. Wealth maximisation; Functions of Finance Manager in Modern Age; Financial decision areas, Time value of money, risk and return analysis, valuation of securities

Unit II (10 Sessions)

Working Capital: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement.

Working Capital Management: Management of cash, inventory and receivables.

Working Capital Financing: Sources of short term financing, Role of commercial bank in working capital management; Commercial paper; Factoring and other tools of working capital management

Unit III (8 Sessions)

Investment decision: Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting, Leverage analysis-financing, operating and combined leverage and its implications; EBIT-EPS analysis

Unit IV (8 Sessions)

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance; Concept and approaches of capital structure decision; NI, NOI, Traditional and Modigliani Miller Approach; Cost of equity share, preference share and debentures

Unit V (6 Sessions)

Dividend Decision: Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter's model; Gordon's Model and Modigliani Miller model; Factor affecting dividend decision

SUGGESTED READINGS:

- 1) Pandey I M- *Financial Management* (Vikas, 2004)
- 2) Van Horne- *Financial Management and Policy* (Pearson Education, 12th edition) 2003,
- 3) Knott G-*Financial Management* (Palgrave, 2004)
- 4) Khan and Jain- *Financial Management* (Tata McGraw-Hill, 3rd edition)
- 5) Prasanna Chandra- *Fundamentals of Financial Management* (TMH), 2004.
- 6) Kirt C Butler- *Multi National Finance* (Vikas)
- 7) R P Rustagi- *Financial Management* (Galgotia) 2000, 2nd reved.
- 8) Lawrence J. Gitman- *Principles of Managerial Finance* 2004, Pearson Education N. Delhi.

MBA 215: RESEARCH METHODOLOGY

Max. Hours: 40

Unit I (8 Sessions)

Introduction: Concept of research and its applications in the various functions of management; Types of research. Types of business problems encountered by the research; Problems and precautions to the researcher in India

Unit II (8 Sessions)

Process of research: Steps involved in research process; various methods of research design

Unit III (8 Sessions)

Data collection: Sampling procedure; Sample size; Determination and selection of sample member; Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data

Unit IV (10 Sessions)

Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis; Application of statistical techniques for analysing the data, Application of Analysis of Variance (ANOVA), Uses of Data Analysis Tools like SPSS and Excel.

Unit V (6 Sessions)

Report Preparation: Types and layout of research report; Precautions in preparing the research report; Bibliography and Annexure in report; Drawing conclusions; Giving suggestions and recommendations to the concerned persons

SUGGESTED READINGS:

- 1) Collis J and Hussey R- *Business Research* (Palgrave, 2003)
- 2) Cooper- *Business Research* (Tata McGraw-Hill)
- 3) Saunders- *Research Methods for Business Students* (Pearson Education, 3rd edition)
- 4) Beri- *Marketing Research* (Tata McGraw-Hill), 1993, 2nd ed.
- 5) David J. Luck and Ronald S. Ruben- *Marketing Research* (Prentice Hall of India), 1987, 7th ed.

MBA 216: ECONOMIC ENVIRONMENT OF BUSINESS

Max. Hours: 40

Unit I (6 Sessions)

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants

Unit II (10 Sessions)

Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business

Unit III (8 Sessions)

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNC)

Unit IV (8 Sessions)

Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures

Impact of culture and values: Salient features of Indian culture and values and their implications for industrialisation and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business

Unit V (8 Sessions)

Liberalisation in India: The New Economic Policy; Globalisation; Policy changes for liberalisation-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO

SUGGESTED READINGS

- 1) Adhikari M- *Economic Environment of Business* (Excel Books), 2000, 8th ed, Sultan Chand.
- 2) Ghosh- *Economic Environment of Business* (Vikas), 2004.
- 3) Morrison J- *The International Business Environment* (Palgrave, 2003).
- 4) Agarwal R- *Business Environment* (Excel Books), 2002.
- 5) Bedi S K- *Business Environment* (Excel Books), 2004.
- 6) George A and Steiner G A- *Business, Government and Society* (Macmillan)

MBA 217: MANAGING HUMAN RESOURCES

Max. Hours: 40

Unit I (6 Sessions)

Nature and the development of personnel management: historical context in India, the welfare tradition, the industrial relations tradition, the control of labor tradition, the professional tradition.

Personnel function: personnel as a specialist function, policies, strategies, and operating plans of personnel, and the personnel activities.

Human resource management (HRM): political, social, and social context of change, HRM within organisation structure.

Unit II (8Sessions)

Human resources planning: definition, purposes, processes and limiting factors; human resources information systems (HRIS): personnel records and statistics, the use of information systems in HRM, HR accounting and audit.

The systematic approach to recruitment: recruitment policy, recruitment procedures, job analysis, job description, personnel specification, recruitment methods, and evaluation

The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process

Unit III (10 Sessions)

Training and development: purpose, methods, and issues in training and management development programs

Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up

Reward management: job evaluation, purposes and methods, factors affecting compensation policy, effect of job evaluation on human relations, compensation systems: base and variable, fringe benefits, the legal framework on pays and benefits.

Unit IV (8 Sessions)

Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview

Industrial relations: aspect of industrial relations (IR), nature and importance of union-management relations

Unit V (8 Sessions)

Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews

Dealing with the human aspects of terminations: procedures for terminations, counseling, training and notice of dismissal

SUGGESTED READINGS:

- 1) Bratton J and Gold J- *Human Resource Management: Theory and Practice* (Palgrave, 2003)
- 2) Gomez-Mejia et al- *Managing Human Resources* (Pearson Education, 3rd edition),
- 3) Ivancevich- *Human Resource Management* (Tata McGraw-Hill)
- 4) Aswathappa- *Human Resource Management* (Tata McGraw-Hill) – HR and PM, 2003, 3rd ed.
- 5) Dessler- *Human Resource Management* (Prentice-Hall, 9th edition)
- 6) A.K.Singh, B.R.Duggal, Puneet Mohan – *Human Resource Management and Development* (Sun India Publication, 2004)

MBA 218: E-BUSINESS

Max. Hours: 40

Unit I (8 Sessions)

Introduction to E-Business: Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises

E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; E-Commerce frame work; Internet as an E-Commerce enabler handling business transactions; Handling payments: Electronic Fund Transfer System, Digital Token an notational based electronic payment system, smart card, credit card and emerging financial instruments

Unit II (8 Sessions)

B2B E-Commerce: B2B E-Commerce models: supply oriented, buyer oriented, intermediary oriented; Just-in-time for B2B commerce

Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations

Unit III (8 Sessions)

E-Commerce and Banking: changing dynamics in banking industry; Home banking and its implementation; Management issues in on-line banking

E-Commerce and retailing: On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing

Unit IV (8 Sessions)

E-Commerce and on-line publishing: On-line publishing approach from customer prospective; Supply chain management fundamentals; Intranets and Supply Chain Management; Managing retail supply chains, Supply chain Application Software

EDI: EDI application in business development; EDI technology; EDI as a re-engineering tool; Financial EDI

Unit V (8 Sessions)

Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce;

Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business

Web security: Introduction; Firewalls and transaction security;.

SUGGESTED READINGS

- 1) Bhaskar- *E-Commerce* (Tata McGraw-Hill)
- 2) Krishnamurthy- *E-Commerce Management: Text and Cases* (Vikas)
- 3) Laudon and Traver- *E-Commerce: Business, Technology, Society* (Pearson Education)
- 4) Michel D et al- *Business-to-Business Marketing* (Palgrave, 2003)
- 5) Greenstein and Feinman- *Internet securities*
- 6) Kalakota and Whinston- *Frontiers of electronic commerce* (Pearson Education),
- 7) Kalakota R- *Electronic Commerce: A manager's guide* (Pearson Education) 2000,

MBA 311: SUPPLY CHAIN MANAGEMENT (SCM)

Max. Hours: 40

Unit I (8 Sessions)

Introduction: Basic Concept & Philosophy of Supply Chain Management; essential features, infrastructure, flows (cash, value and information), key issues in SCM, benefits and case examples

Unit II (8 Sessions)

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), leave time reduction, re-order point / re-order level fixation, exercises –numerical problem solving, ABC Analysis, SDE / VED Analysis

Unit III (8 Sessions)

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials, Just-In-Time & Kanvan System of Inventory management.

Unit IV (8 Sessions)

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, outbound logistics-distribution and warehousing management.

Unit V (8 Sessions)

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking- concept, features and implementation, Outsourcing-basic concept, value addition in SCM-concept of demand chain management

SUGGESTED READINGS

1. G. Raghuram (I.I.M.A.)-Logics and Supply Chain Management Macmillan, 2000

2. Emiko Bonafield -Harnessing Value in the Supply Chain, Johnwiley : Singapors, 1999.
3. Dr. Gopal Krishnan-Material Management rearew, 2002 Pearson New Delhi.
4. R.G. Koragaonkar-JIT Manufacturing
5. B.S. Sahay, Macmillan- Supply Chain Management, 2000.

MBA 312: STRATEGIC MANAGEMENT

Max. Hours: 40

Unit I (10 Sessions)

Introduction: Strategic management (SM) , Business Policy (BP) and Business Plan; Basic concepts of SM; Impact of Globalisation and e-Com; Theories of organisational adaptation; Creating a learning organisation; Basic model of SM; Strategic decision making; Impact of Internet; Firm and its environment.

Unit II (6 Sessions)

Scanning the environment: Environmental scanning; Industry analysis; Competitive intelligence; Forecasting; Synthesis of external factors; ETOP Study.

Internal scanning: Organisational analysis; resource-based approach; value chain analysis; Scanning functional resources; Strategic audit;

Unit III (8 Sessions)

Strategy formulation: Situational analysis: SWOT analysis, TOWS Matrix; Corporate strategy; Strategies for growth and diversification; Process of strategic planning; Stages of corporate development; Portfolio analysis; Corporate parenting; Functional strategy; Core competencies; Strategic choice.

Unit IV (10 Sessions)

Strategy implementation and control: Organising for action; Developing programmes, budgets and procedures; How strategy to be implemented? Strategy implementation through structure, values, and ideologies; McKinsey's 7s framework; Acquisition of resources and competence; Organization life cycle; Management & Control, Activity-based costing; Strategic Information Systems

Unit V (6 Sessions)

Other strategic issues: Strategic issues in managing technology and innovation; Strategic issues in entrepreneurial ventures and small businesses; Strategic issues in not-for-profit organisations

SUGGESTED READINGS

- 1) Pitts R A and Lei D- *Strategic Management: Building and Sustaining Competitive Advantage* (Vikas, 3rd edition), 2003.
- 2) Thompson A and Strickland A J- *Strategic Management: Concepts and Cases* (Tata McGraw- Hill, 2002)
- 3) *Wheelen T L and Hunger J D- *Concepts in Strategic Management and Business Policy* (Pearson Education, 2004)
- 4) White C- *Strategic Management* (Palgrave, 2004)
- 5) Beamish P- *Asia-Pacific Cases in Strategic Management* (Tata McGraw-Hill, 2000)
- 6) David F R- *Strategic Management: Concepts and Cases* (Pearson Education, 9th edition) 2004.
- 7) Dess G- *Strategic Management: Creating competitive Advantage* (Tata McGraw- Hill, 2002) 2004 – M. Hill Internationa, N. York.
- 8) Hunger J D and Wheelen T L- *Essentials of Strategic Management* (Prentice-Hall, 3rd edition)
- 9) Johnson and Scholes- *Exploring Corporate Strategy: Text and Cases* (Prentice-Hall, 6th edition) 2000 4th ed.
- 10) Porter M- *Competitive Strategy* (Macmillan) 1998

MBA 313: MANAGEMENT INFORMATION SYSTEM (MIS)

Max. Hours: 40

Unit I (6 Sessions)

Introduction: MIS and information systems; Management support system and classifications

Unit II (10 Sessions)

Role of MIS: Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS: Internet, Intranet, Extranet; Enterprise communication and collaboration

Unit III (8 Sessions)

Decision support systems: MIS support for decision making; Decision support systems; Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimisation analysis, data mining for decision support

Unit IV (8 Sessions)

Developing MIS systems: System Development Cycle; System Analysis; System Design (DFD and ER diagrams)

Unit V (8 Sessions)

Applications: Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business: neural network, fuzzy logic, genetic algorithm, virtual reality; Executive Information System; Expert Support Systems; Security and Ethical challenges

SUGGESTED READINGS

- 1) Laudon K C and Laudon J P- *Management Information Systems: Managing the Digital Firm* (Prentice-Hall, 8th edition)

- 2) O'Brien J- *Management Information System* (Tata McGraw-Hill, 5th edition), Galgotia.
- 3) Oz E- *Management Information System* (Vikas, 3rd edition)
- 4) Jawedkar W S- *Management Information System* (Tata McGraw-Hill, 2nd edition) 2003.
- 5) Mudrick R G- *An information system for modern management 2001, 3rd, Pearson.*
- 6) Mahadeo Jaiswal, *Management Information System (Oxford University Press)*

MBA 314: SUMMER TRAINING REPORT AND VIVA

MBA 411: ENTREPRENURSHIP, ETHICS & CORPORATE GOVERNANCE

Max. Hours: 40

Unit I (6 Sessions)

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship

Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

Unit II (10 Sessions)

Creativity and Entrepreneurial Plan: **Idea Generation**, Screening and Project Identification, Creative Performance, **Feasibility Analysis**: Economic, Marketing, Financial and Technical; **Project Planning**, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

Unit III (6 Sessions)

Operation problems: Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Types of Uncertainty.

Institutional support for new ventures: Supporting organisations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs

Unit IV (8 Sessions)

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit V (10 Sessions)

Values and Ethics: Ethical Behaviour, Indian Ethos, Indian Value System and Values, Teaching from scriptures and tradition (Geeta, Ramayana, Mahabharata, Upanishadas, Vedas, Bible and Quoran)

Corporate Governance: Issues, need, corporate governance code, transparency & disclosure, role of auditors, board of directors and share holders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad, corporate social responsibility

SUGGESTED READINGS:

- 1) Couger, C- *Creativity and Innovation* (IPP, 1999)
- 2) Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
- 3) Velasquez- *Business Ethics- Concepts and Cases* (Prentice-Hall, 5th edition) 2002.
- 4) Kitson Alan- *Ethical Organisation* (Palgrave) 2001.
- 5) Reed Darryl- *Corporate Governance Economic Reforms & Development* (Oxford) 2004, London.
- 6) Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
- 7) Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)
- 8) Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
- 9) Hunger J D and Wheelen T L- *Strategic Management* (Addison-Wesley, 1999)
- 10) Singh P and Bhandarkar A- *Winning the Corporate Olympiad: The Renaissance Paradigm* (Vikas)
- 11) Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999)

MBA 412: INTERNATIONAL BUSINESS AND TRADE

Max. Hours: 40

Unit I (10 Sessions)

Growth of international business: Globalisation, its Effects, Benefits & Costs, Multinationals; Firm-specific and location-specific advantages, Role of MNC's in developing countries.

Environment of international business: economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions.

Unit II (8 Sessions)

International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment.

Unit III (6 Sessions)

International organisation and control: Organisational structures; Control procedures; Location of decision-making, Role of Subsidiaries, Organisational Control, Bartlett & Ghoshal's Model of TNCs.

Unit IV (8 Sessions)

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance Of Payment. Convertibility of Capital Account.

Unit V (8 Sessions)

Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Critical issues in trade.

SUGGESTED READINGS:

- 1) Aswathappa- *International Business* (Tata McGraw-Hill, 2002)
- 2) Daniels- *International Business* (Pearson Education) 2004.
- 3) Paul J- *International Business* (Prentice-Hall, 2004)
- 4) Deresky H- *International Business* (PHI, 2003)
- 5) Hill C W- *International Business* (Tata McGraw-Hill,2002.)
- 6) Varma M L- *International Trade* (Vikas, 2003)
- 7) Taggart- *The Essence of International Business* (PHI)

MBA 413: RESEARCH PROJECT REPORT AND VIVA**MBA 414: COMPREHENSIVE VIVA-VOCE****MBA-HR 1: PERSONAL GROWTH AND TRAINING & DEVELOPMENT****Max. Hours: 40****Unit I (7 Sessions)**

Understanding self and Others: Johari's Window and Transactional Analysis (TA)

Meaning of personality: What personality is? Personality pattern; Symbols of Self; Molding the personality pattern; Persistence and change

Unit II (8 Sessions)

Evaluation of personality: Sick personalities and Healthy personalities

24 Carats of Winning Personality

Unit III (9 Sessions)

Overview: Definition; Aim and philosophy of training; Trainers, Consultant and Organisational Climate for training; Component of training; Training skills

Learning and training: Learning theories; Organisational learning and Learning Organisation; Conditions for effective learning; Continuous learning and development

Unit IV (9 Sessions)

Identifying and analysing training needs: Identifying various stages of training benefits and disadvantages of training

Planning and designing: Training and development programmes planning and designing; Teaching aids for training. Training methods; On-the-job training; Off-the-job training

Unit V (9 Sessions)

Evaluation of T & D programme: Monitoring and evaluation of training programme; Follow up; Economics and effectiveness of training programme

SUGGESTED READINGS:

- 1) Friedman- *Personality: Classic Theories and Modern Research* (Pearson, 2nd edition) 2004.
- 2) Hurlock E- *Personality Development* (Tata McGraw-Hill)
- 3) Iyer V- *How to Develop a Powerful & Positive Personality* (Sterling Publishers)
- 4) Lynton R P and Pareek U- *Training for Organisations Transformation* (Sage)
- 5) Rainbird H- *Training in the Workplace* (Palgrave, 2000)
- 6) Singh R P- *Management of Training Programmes* (Anmol Publications) 2000
- 7) Pareek U- *Training Instruments for HRD and OD* (Tata McGraw-Hill, 2nd edition)
- 8) Rae L- *How to Plan & Design Training Programme* (Infinity Books) 2003.

MBA-HR 2: INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS**Max. Hours: 40****Unit I (8 Sessions)**

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Union; Employers' Organisation; ILO in IR; Industrial Relations machinery in India

Unit II (6 Sessions)

Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of liberalisation; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

Unit III (6 Sessions)

Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial unrest

Unit IV (12 Sessions)

Labour legislations: Historical perspective; Impact of ILO; Indian constitution; Important provisions are: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act

Unit V (8 Sessions)

Important Provisions of Industrial Dispute Act and Factories Act

SUGGESTED READINGS:

- 1) Monappa A- *Industrial Relations* (Tata McGraw-Hill, 2002)
- 2) Sinha- *Industrial Relations, Trade Unions, and Labour Legislation* (Pearson Education)
- 3) Srivastava S C- *Industrial Relations and Labour Laws* (Vikas, 4th edition) 2000.
- 4) Mamoria CB, Mamoria, Gankar- *Dynamics of Industrial Relations* (Himalayan Publication, 2003)
- 5) Bare Acts

MBA-HR 3: TEAM BUILDING AND LEADERSHIP**Max. Hours: 40****Unit I (8 Sessions)**

Overview of groups: Formation of group; Group dynamics; Group structure and Group cohesiveness; managing group and inter-group dynamics in organisation

Unit II (8 Sessions)

Team building process: Overview of teams: definition, types, stages of team development: storming, norming, forming and performing; Quality circles and self managed teams; Evaluating team's performance; teams and high performing organisations

Unit III (8 Sessions)

Goal setting for team: Defining roles; Responsibilities of team members, developing interpersonal skills; Interpersonal communication barriers and gateways to communication

Unit IV (8 Sessions)

Leadership and management of team: Sources of powers and influence; Leadership models and styles

Unit V (8 Sessions)

Leadership styles: Contingency approach to effective leadership; Situational leadership; Transformational leadership; Leadership in decision-making process; Leadership in times of change

SUGGESTED READINGS:

- 1) Gold N- *Teamwork: Multi-Professional Perspective* (Palgrave, 2004)
- 2) Ray D- *Teaming up* (McGraw-Hill, 2002)
- 3) Yukl- *Leadership in Organisations* (Pearson, 5th edition)
- 4) Hersey P; Blanchard K and Johnson D- *Management of Organisational Behaviour* (Prentice-Hall, 8th edition)

MBA-HR 4: NEGOTIATION AND COUNSELING**Max. Hours: 40****Unit I (8 Sessions)**

Concept and overview of negotiation: Types of Negotiation

Unit II (8 Sessions)

Important factors and emotions in negotiation: Communication; Creativity; BATNA; Role of emotions

Unit III (8 Sessions)

Preparation and process of negotiation: Stockholders; Consultants and Interests Study; Developing a strategy overall process

Unit IV (8 Sessions)

Emergence and growth of counseling: Factors contributing to the emergence; Defection approaches to counseling

Unit V (8 Sessions)

Counseling process and evaluation

SUGGESTED READINGS:

- 1) Cohen S- *Negotiating Skills for Managers* (Tata McGraw-Hill) 2003.
- 2) Rao S N- *Counseling and Guidance* (Tata McGraw-Hill)
- 3) Spangle M L and Isenhardt M W- *Negotiation* (Sage, 2002)
- 4) Rama Mohana Raok – *Services Marketing* (Pearson Education)

MBA-MK 1: MARKETING OF SERVICES

Max. Hours: 40

Unit I (6 Sessions)

Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing

Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service

Unit II (10 Sessions)

Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions

Unit III (8 Sessions)

Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit IV (8 Sessions)

Marketing the Financial Services: Deciding the service Quality, Understanding the customer expectation, segmenting, targeting, and positioning of Financial Services, Devising Financial Services Marketing Mix Strategies with special reference to Credit Cards, Home Loans, Insurance and Banking.

Unit V (8 Sessions)

Services in global perspective: International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organising for global marketing

SUGGESTED READINGS:

- 1) Baron S and Harris K- *Services Marketing: Text and Cases* (Palgrave, 2003)
- 2) Lovelock- *Services Marketing: People, Technology and Strategy* (Pearson Education, 5th edition) 2001.
- 3) Zeithaml- *Services Marketing* (Tata McGraw-Hill, 3rd edition) 1999.
- 4) S. L. Gupta – *Marketing of Services (Sultan Chand)*
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 6) Govind Apte- *Services Marketing* (Oxford Univ. Press)

MBA-MK 2: CONSUMER BEHAVIOUR AND ADVERTISING MANAGEMENT **Max. Hours: 40**

Unit I (8 Sessions)

Introduction: Defining Consumer Behaviour; Reasons for studying consumer behaviour, applying consumer behaviour knowledge; Understanding consumer and market segments; Environmental influences on consumer behaviour: Subcultures, social class, social groups, family, personal influences and diffusions of innovations

Unit II (8 Sessions)

Industrial determinants of Consumer Behaviour: Personality and self-concept; Motivations and involvement; Information processing; Learning and memory; Attitudes and changing attitudes

Unit III (8 Sessions)

Consumer decision process: Problem recognition; Search and evaluating; Purchasing processes, Post-purchase behaviour; Consumer behaviour models; Consumerism; Organisational buying behaviour

Unit IV (8 Sessions)

Advertising management overview: Meaning, nature and scope of Advertising; Advertising and other promotional tools; Role of advertising in promoters mix; Process of advertising; Customer and competitor analysis; STP strategies for advertising

Unit V (8 Sessions)

Campaign planning: Message creation; Copywriting; Role of creativity in copywriting; Media planning; Testing for advertising effectiveness; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development

SUGGESTED READINGS:

- 1) Batra; Myers and Aaker- *Advertising Management* (Prentice-Hall, 5th edition)
- 2) Desmond J- *Consuming Behaviour* (Palgrave, 2003)
- 3) Loudon D L- *Consumer Behaviour* (Tata McGraw-Hill, 4th edition) 1993
- 4) Schiffman and Kanuk- *Consumer Behaviour* (Prentice-Hall, 8th edition) 1995.
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 6) Blackwell et al- *Consumer Behaviour* (Vikas, 9th edition) Blackwell 2004.
- 7) Belch M A and Belch G E- *Advertising and Promotion – An Integrated Marketing Communication Perspective* (Tata McGraw-Hill) 2003. 6th ed.

MBA-MK 3: SALES AND DISTRIBUTION MANAGEMENT

Max. Hours: 40

Unit I (4 Sessions)

Introduction: Selling as a part of marketing; Sales management process; Role of sales manager; Concept of personal selling; Sales management and salesmanship; Theories of personal selling; Process of personal selling

Unit II (10 Sessions)

Goals in sales management: Goal setting process in sales management; Analysing market demand and sales potential; Techniques of sales forecasting; Preparation of sales budget; Formulating selling strategies; Designing sales territories and Quota

Unit III (10 Sessions)

Sales force management: Organising the sales force; Designing the structure and size of sales force; Recruitment and selection of sales personnel; Leading and motivating the sales force; Training and compensating the sales personnel; Sales contest; Evaluation and analysis

Unit IV (8 Sessions)

Introduction to distribution management: What is distribution channel? Importance of a channel; Types of channel; Primary and specialised distributors and participants; Distributors policies and strategies

Unit V (8 Sessions)

Channel management: Forces of distributing systems; distributors selections and appointment; Channel conflicts and resolutions; Training the distributors sales team.

SUGGESTED READINGS:

- 1) Donaldson B- *Sales Management: Theory and Practice* (Palgrave, 1998)
- 2) Sahu P K and Raut K C- *Salesmanship and Sales Management* (Vikas, 3rd edition)
- 3) Spiro- *Sales Management* (Tata McGraw-Hill)
- 4) Davar R S- *Salesmanship and Publicity* (Vikas, 16th edition)
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)

MBA-MK 4: RETAIL MANAGEMENT

Max. Hours: 40

Unit I (8 Sessions)

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets, Market structure and control; Planning and development

Unit II (10 Sessions)

Situational analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, nonstore-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies

Choosing a store location: Trading-area analysis; Site selection; Store design and layout; Display

Unit III (8 Sessions)

Managing retail business: Retail organisation and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality

Unit IV (8 Sessions)

Delivering the product: Retail Information Systems; Merchandise management and pricing: developing and implementing plans; People in retailing; Out-of-store retailing: different types

Unit V (6 Sessions)

International retailing: Internationalisation and Globalisation; Shopping at World stores; Going International; The Internationalisation process; Culture, business and international management

SUGGESTED READINGS:

- 1) Berman B and Evans J R- *Retail Management* (Pearson Education, 2002.)
- 2) Michael Lervy M and Weitz B W- *Retailing Management* (Tata McGraw-Hill, 2004)
- 3) Newman A J and Cullen P- *Retailing: Environment and Operations* (Vikas, 2002)
- 4) Varley R and Rafiq M- *Principles of Retail Management* (Palgrave, 2004)
- 5) Lamba- *The Art of Retailing* (Tata McGraw-Hill, 2001)

MBA-FM 1: INTERNATIONAL FINANCIAL MANAGEMENT

Max. Hours: 40

Unit I (6Sessions)

Global financial environment: Overview: IMF: objectives, functions. Euro currency market. Money market, capital market: Relationship with domestic markets. Role of Finance Manager in the Global context. Balance of Payments: understanding, analysis and interpretation.

Unit II (10 Sessions)

Foreign exchange Market: Nature, structure, types of transactions, exchange rate quotations, spot and forward; Arbitrage.
Foreign exchange market in India: nature, structure, operations, and limitations. **Exchange rate determination,** forecasting, theories: Purchasing power parity, Interest rate parity etc.

Unit III (10 Sessions)

Foreign Exchange risk exposure: Types of risk: Economic and translations. Accounting treatment: tax treatment of gains and losses. **Exchange Risk reduction: techniques:** applications and their limitations. Hedging, swaps, futures, options.
Relationship of Money market and foreign exchange market

Unit IV (8 Sessions)

Financial structure and International financing: Optimal financial structure and MNE and their foreign subsidiaries;
Eurocurrency markets; International debt markets; **Management of interest rate risk:** interest rate options, currency options etc.

Unit V (6 Sessions)

Foreign investment decisions: Multinational capital budgeting; International portfolio theory and diversification; Repositioning of funds; Working capital management in MNE
 FDI and FII in India:

SUGGESTED READINGS:

- 1) Apte- *International Financial Management* (Tata McGraw-Hill, 2002) 8th ed.
- 2) Eiteman et al- *Multinational Business Finance* (Pearson Education) 2004,
- 3) Shapiro- *Multinational Financial Management* (Prentice-Hall, 4th edition) 2002.
- 4) Sharan- *International Financial Management* (Prentice-Hall, 2nd edition) 2003.
- 5) Vij M-*International Financial Management* (Excel books) ,2003

MBA-FM 2: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**Max. Hours: 40****Unit I (6 Sessions)**

Overview of Capital Market: Market of securities: Stock exchange and New Issue Market their nature, structure, functioning and limitations. Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and their guidelines. Investor protection.

Unit II (10 Sessions)

Valuation of Equity: Measures of risk and return: calculation, trade off, systematic and unsystematic. Equity valuation models. Analysis of equity Investment: Technical and fundamental approaches- company, industry and economy analysis
 Nature of stock market: EMH and its implications for investment decision.

Unit III (10 Sessions)

Other Instruments: Bonds: nature, valuation. Bond theorem; Term structure of interest rates. Duration. **Derivatives:** Options and futures: meanings, trading, valuation

Unit IV (8 Sessions)

Portfolio analysis and selection: Portfolio: concept, risk and return. Beta as a measure of risk: calculation. Selection of portfolios; Capital market theorem and Arbitrage pricing theory.

Unit V (6 Sessions)

Portfolio Management and Performance evaluation: Performance evaluation of existing portfolio; Sharpe and Treynor measures. Finding alternatives and revision of portfolio; Portfolio management and mutual fund industry

SUGGESTED READINGS:

- 1) Chandra P- *Investment Analysis and Portfolio Management* Tata McGraw-Hill, 2004.
- 2) Fischer and Jordan- *Security Analysis and Portfolio Management* (Prentice-Hall, 6th edition) 1996.
- 3) Ranganatham- *Investment Analysis and Portfolio Management* (Pearson Education)
- 4) Pandian P- *Security Analysis and Portfolio Management* (Vikas)

MBA-FM3: MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES Max. Hours:40**Unit I (8 Sessions)**

Financial system and market: Constituents and functioning. RBI – Role and functions. Regulation of money and credit. Monetary and fiscal policies. Techniques of regulation. and rate. Foreign exchange market. Financial sector reforms in India. Financial services: nature, scope and uses etc.

Unit II (10 Sessions)

Banking: Commercial banks: Industry, constituents, performance, limitations etc. Determination of commercial interest rates: fixed and floating. Sources of funds and their utilization. Profitability vs. liquidity. Liability management. Management of capital funds- capital adequacy norms. Gap analysis. Non- performing assets. Strategies for making them viable.

Unit III (8 Sessions)

Securitisation : concepts, nature, scope and their implications. Auto loans, housing loans. Securitisation in India. **DFIs in India** (IDBI, ICICI, IFCI, NABARD, RRBs), State Level Institutions, Banks, NBFCs. Their status, working and strategies for commercial viability.

Unit IV (6 Sessions)

Insurance services: Life and General. Premium. Risk covered. Tax benefits. Return with risk coverage. **Mutual funds-** investment avenues. Returns and instruments.

Unit V (8 Sessions)

Leasing and Hire Purchase: Industry. Size and scope. Parties involved. Evaluation of Lease transaction. Types of lease and their implications. Hire purchase and lease- differences and implications for the business. Others: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money

SUGGESTED READINGS:

- 1) Fabozzi- Foundations of *Financial Markets and Institutions* (Pearson Education, 3rd edition)
- 2) Khan M Y- *Financial Services* (Tata McGraw-Hill) 1998.
- 3) Machiraju H R-*Indian Financial System* (Vikas, 2004)
- 4) Bhole L M- *Financial Institutions and Markets* (Tata McGraw-Hill, 3rd edition, 2003)

MBA-FM 4: TAX PLANNING AND MANAGEMENT

Max. Hours: 40

Unit I (8 Sessions)

Nature and scope of tax planning: Nature, Objectives of Tax management. Assessment of tax. Financial year. Assessee - types Residential status Non-resident Indians.

Unit II (10 Sessions)

Tax on individual income: Salaries. Standard deduction. Valuation of Perquisites Calculation of tax etc. Tax deductible at source.

Unit III (10 Sessions)

Corporate income tax: Tax concession and incentives for corporate decision. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganization: merger and amalgamation. Tax appeals; Revision & Review

Unit IV (6 Sessions)

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification

Unit V (6 Sessions)

Central Excise Act 1994 and Excise planning; Customer Protection Act 1962 and Customers planning. (working knowledge is required for these)

SUGGESTED READINGS:

- 1) Bhatia H L- *Public Finance* (Vikas) 1999, 20th ed.
- 2) Lakhotia R N- *How to Save Wealth Tax* (Vision Book) 2001, 9th ed.
- 3) Palkhiwala- *Income Tax* (Tripathi Publication)
- 4) Prasad Bhagwati- *Income Tax Law & Practice* (Vishwa Prakashan) 1997, 23rd ed.
- 5) Santaram R- *Tax Planning by Reports* (Taxman) 1978.
- 6) Singhania V K- *Direct Taxes, Law & Practice* (Taxman) 2002.

MBA-IT 1: DATA BASE MANAGEMENT SYSTEM

Max. Hours: 40

Unit I (8 Sessions)

Introduction To Database; Organisation Of Database; Components Of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Semantic Data Model; Advantages Of DBMS

Unit II (8 Sessions)

Basic File Structure Indexed: Sequential; Hashing And File Organisation; Relational Data Model; Relational Calculus; Tuple Calculus System; Structured English Query Language; Algebraic Operations

Unit III (8 Sessions)

Relational Database Design: Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition Of Relation Schemes; Query Processing And Optimisation SQL Queries

Unit IV (8 Sessions)

SQL; Oracle Lab; The Client / Server Database Environment

Unit V (8 Sessions)

Object Oriented Data Models; Network And Hierarchy Models; Security; Data Warehousing; Data And Database Administration; Distributed Databases

SUGGESTED READINGS:

- 1) Beynon-Davies P- Database Systems (Palgrave, 2003)
- 2) Hoffer- *Modern Database Management* (Pearson Education, 6th edition)
- 3) Alexis and Leon- *Database Management System* (Vikas, 2003.)
- 4) Majumdar and Bhattacharya- *Database Management System* (Tata McGraw-Hill) 1996.
- 5) Navathe E- *Fundamentals of Database Systems* (Pearson Education, 3rd edition)

MBA-IT 2: SYSTEM ANALYSIS AND DESIGN & SOFTWARE ENGINEERING Max. Hours: 40**Unit I (10 Sessions)**

Concepts of systems analysis: The system concept; Characteristics of system; Elements of system; Physical and abstract system; Open and closed system; Formal system, informal information system; Computer based information system and management information system, Decision support system; Problem solving skills; Interpersonal skills; Role of the Analyst; Mediation between conflicts

Unit II (8 Sessions)

Systems development life cycle; Stages of Systems development life cycle, Sampling; Interviewing and Questionnaires; Investigation; Interviewing; Observation

Modelling: Logical and physical data flow diagrams; Logical data models [Entities; Attributes; and Relationships]. Three views of a system;

Unit III (6 Sessions)

Introduction to systems design (logical versus physical design) : Objectives of design; Constraints on design; Concepts of Modelling.

Unit IV (8 Sessions)

Process models and their importance: Waterfall Model; Evolutionary Development; Rapid Application Development (RAD) Model; Prototyping Model; Incremental Development; Spiral Model; Comparison of models and approaches

Development methods and techniques: Structures Methods and Techniques (SA/SD), Object Oriented Analysis And Object Oriented Design (OOA/OOD)

Unit V (8 Sessions)

Software development life cycle: A comprehensive review of each life cycle phase including Requirements Analysis and Specification, Design, Implementation, Validation And Verification; Installation and maintenance and each Object Oriented Life Cycle phase including Inception, Elaboration, Construction and Transition; Covering concepts, different techniques used and Issues involved in each phase; Introduction of SDLC with SA/SD approach

SUGGESTED READINGS:

- 1) Hoffer- *Modern Systems Analysis and Design* (Pearson Education, 3rd edition) 2002.
- 2) Kendall and Kendall- *Systems Analysis and Design* (Prentice-Hall, 5th edition) 1995 3rd ed.
- 3) Whitten, J L. - *System Analysis & Design Method* (Tata McGraw-Hill) 2002, Galgotia
- 4) Awad E M- *System Analysis & Design* (Galgotia books) 2004.
- 5) Jalota, Pankaj- *An Integrated Approach to Software Engineering* (Narosa Publishing House) 2001 2nd ed.
- 6) Sommerville I- *Software Engineering* (Pearson Education, 2004, 6th edition)
- 7) Pfleeger *Software Engineering: Theory & Practice* (Pearson Education, 2nd edition) 2002.
- 8) Pressman R S- *Software Engineering: A Practitioner's Approach* (McGraw-Hill) 2001 New York.

MBA-IT 3: DATA COMMUNICATION AND NETWORK**Max. Hours: 40****Unit I (8 Sessions)**

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK

Features: Error detection and correction codes; Hamming codes; cyclic codes; Data compression

Unit II (8 Sessions)

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways

Cell Relay; Frame Relay; FDDI; ISDN; B-ISDN

Unit III (8 Sessions)

Services provided: Services; Protocols; Service Access Points; OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing

Concepts: Concepts of Port; Socket; ATM; Tunneling; Network Address Translation; Virtual Private Network

Unit IV (8 Sessions)

Network Operating systems: Unix; Linux; Windows; Novell Netware

Unit V (8 Sessions)

Communication: Mobile communication; Applications of mobile communications; Wireless communication

Technologies: Wireless technologies; Wireless LAN; WAP; XML; XML script

SUGGESTED READINGS:

- 1) Widjaja L G- *Communication Networks* (Tata McGraw-Hill, 2000)
- 2) Comer- *Computer Networks and Internets* (Pearson Education, 4th edition)
- 3) Stallings W- *Data Computer Communication* (Pearson Education, 7th edition 2003.)
- 4) Tanenbaum- *Computer Networks* (Prentice-Hall, 4th edition) 2004 .
- 5) Black- *Computer Networks* (Prentice-Hall, 2nd edition), 1999

MBA-IT 4: INTERNET AND VISUAL BASIC**Max. Hours: 40****Unit 1 (8 Sessions)**

Introduction to Internet programming: Client - Server model; Browsers - Graphical and Hypertext Access to the Internet; HTTP - Hypertext Transfer Protocol (how it actually works)

Creating Internet World Wide Web pages: HTML - Hypertext markup language; headers, body, html tags; Tables; Text, graphics, sounds, Building a form; Text fields and value, size, maximum length; Html buttons, radio, checkboxes, pre-checked; Selection lists; HTML resources - html converters and tools

Unit II (8 Sessions)

HTML forms programming: Introduction to CGI scripting; Action and Method - GET and POST; html form interface with cgi scripts; Automating processing such as info forms and email; Programming cgi interfacing via forms

Creating interactive executable content: Introduction to Java; Java class libraries, Java byte codes; Classes and objects

Unit III (8 Sessions)

Applets: Applet parameter passing; Class variables; Class methods; Object construction and destruction; Control structures; Basic Windows, mouse and buttons; Events, the Java event model; Basic I/O; Exception handling; System properties; JAR files, Java archive

Unit IV (9 Sessions)

Introduction to Visual Basic Integrated Development Environment: Using Menus, Command Buttons, Text Boxes, Labels, Image Control, Declaring Variables, Symbolic Constants.

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

Dialog Box Variables, if-then-else blocks, Select Cases and Looping Constructs

Function and sub Procedures, General and Event Procedures

Unit V (7 Sessions)

Design UI Applications; Showing and Hiding forms; Basic form events

Menu creation; Handling MDI parent/child forms; Navigating through forms; Connectivity with Database, Creativity and Manipulating Records.

Built-in function, User defined functions & Procedures Array

SUGGESTED READINGS:

- 1) Lehnert, W G- *Internet 101*(Addison-Wesley)
- 2) Hall M- *Core Web Programming* (Prentice-Hall, 1998)
- 3) Azam M- *Programming with Visual Basic 6.0* (Vikas) 2000
- 4) Cornell G- *Visual Basic 6* (Tata McGraw-Hill) 2000 5th ed.
- 5) Deitel and Deitel- *Visual Basic 6: How to program* (Pearson Education) 1999.