MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore For Affiliated Institutions

DEVI AHILYA VISHWAVIDYALAYA, INDOREMMASTER OF BUSINESS ADMINISTRATION (MBA)
CURRICULUM FOR FULL-TIME COURSES
FIRST YEAR
First Semester
SUBJECT CODE LIST OF SUBJECTS
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FT 102C Mathematics and Statistics for Managers 3-4
FT 103C Accounting for Managers 5-6
FT 104C IT and E-Business Fundamentals 7-8
FT 105C Business Environment 9-10
FT 106C Organization Behavior and Processes 11-12
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Second Semester
SUBJECT CODE LIST OF SUBJECTS
FT 201C Operation Research for Business Decisions 17-18
FT 202C Fundamentals of Operations Management 19-22
FT 203C Entrepreneurship 23-24
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FT 205C Fundamentals of Human Resource Management 27-28
FT 206C Fundamentals of Marketing Management 29-30
FT 207C Business Ethics & Indian Ethos in Management 31-32
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Third Semester
CORE
FT 301C Strategic Materials & Supply Chain Management
FT 302C Project Management
Students are required to choose two electives. Both electives will have same weightage.
SPECIALISATION
A. Marketing Management
FT 303M Product Policy Management
FT 304M Advertising and Brand Management
FT 305M Sales and Distribution Management
B. Financial Management
FT 303F Tax Planning and Management
FT 304F Financial Systems and Services
FT 305F Bank and Insurance Management
C. Human Resource Management
FT 303H Industrial Relations and Labour Law
FT 304H Human Resource Development & Audit
FT 305H Social Psychology

D. Information Systems Management
FT 303I Object Oriented Programming using C++
FT 304I Management Information System
FT 305I Relational Database Management Systems using ORACLE

E. Production and Operations Management
FT 303P Strategic Technology Management
FT 304P Product Innovation and Planning
FT 305P Work Study and Productivity
FT 306 MRP PHASE-1

Fourth Semester
FT 401C Corporate Governance & Global Business Environment
FT 402C Strategic Management
FT 406C MRP PHASE-2nd
FT 407C Compréhensive Viva-Voce

A. Marketing Management
FT 403M International Marketing
FT 404M Service and Retail Marketing
FT 405M Consumer Behavior and Rural Marketing

B. Financial Management
FT 403F International strategic Finance
FT 404F Financial Engineering & Risk Management
FT 405F Investment Analysis & Portfolio Management

C. Human Resource Management
FT 403H Compensation Management
FT 404H Business Process Transformation
FT 405 H Organizational Developments

D. Information Systems Management
FT 403I UNIX and Linux Operating System
FT 404I Visual Basic Programming
FT 405I Computer Networks

E. Production and Operations Management
FT 403P Production Planning and Control
FT 404P Total Quality Management
FT 405P Business Process Reengineering

FT-101C MANAGEMENT PRINCIPLES AND PRACTICES

Course Objective
The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases. Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course contents
1. Concept of Management
   Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management,
Developing Excellent Managers. Cross cultural issues in management.

**Case: Shui Fabrics.**

### 2. Planning


**Case: Planning for Diversified Activities in a Changing Environment**

### 3. Concept and Nature of Objectives:

Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.

**Case: Detroit and Toyota**

### 4. Strategies and Policies:


**Case: Coke versus Pepsi**

### 5. Organizing


**Case: Bajaj Auto**

### 6. Controlling:

Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

**Case: Controlling Information At Frito-lay, INC.**

### Text Readings


### Suggested Readings


### FT 102C MATHEMATICS AND STATISTICS FOR MANAGERS

**Course Objective**

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

**Examination**

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student (8 marks for internal test and 12 marks for cases / class participation). The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part IBusiness
Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well numerical and/or cases/ practical problem(s). All questions will carry equal marks.

Course Contents

PART I – BUSINESS MATHEMATICS

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).
2. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.
3. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.
4. Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.
5. Discounting, Compounding, and Annuity.

PART II – BUSINESS STATISTICS

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).
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1. Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,
2. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye’s Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
3. Correlation & Regression: Correlation (Karl Pearson’s and Spearman’s Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)

Text Reading
1 J.K. Sharma, “Mathematics for Management and Computer Applications”, New Delhi, Galgotia Publication,
3 S. Saha, “Business Mathematics and Quantitative Techniques”, Calcutta, Central Book Agency,
4 Anderson, Statistics for Business & Economics, 9th edition, Cengage Learning,India
6 S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
FT-103C ACCOUNTING FOR MANAGERS

Course Objective
The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation) The semester examination carrying 80 marks will have two sections A and B. Section A worth 20 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 60 marks will contain five practical/numerical problem(s), out of which a candidate is required to attempt any three. These questions would require the candidates to take decision on management problems considering quantitative and non-quantitative factors both and to defend their decisions. Relevant data leading to simple calculations for arriving at relevant figures will be given to them.

Course Content
Part I: Financial Accounting
1. Basic Accounting Concepts and Fundamental Conventions.
5. Bank Reconciliation.

Part II: Cost Accounting
1. Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.
2. Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.
3. Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

Part III: Management Accounting
4. Managerial Decision Making through Accounting Information.

Text Readings
3. Hansen, Management Accounting, 7th edition Cengage Learning, India
4. N. Ramchandran and Ramkumar Kakani, Financial Accounting for Management, New Delhi,

Suggested Readings
5. Louderback, Managerial Accounting 10th edition, Cengage Learning, India

FT-104C IT and E-Business Fundamentals

Course Objective
The objective of this course is to help students to understand the basics of Information Technology and eBusiness Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). An External viva-voce will be of 30 marks. The end semester examination will be worth 50 marks having theory and cases/practical problems. There will be 7/8 questions out of which a student will be required to any 5 questions.

Course Content
Prerequisites for Course
1. Introduction to Computer:
   Hardware: Input / output devices, storage devices and memory.
   Internet: Concepts & Services, Hardware and software requirements, type of Internet connections
2. Operating Systems
   WINDOWS XP: Basic Operations, utilities and features.
   UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, chmod, rmdir, who, who am i, banner, date, kill, etc.).
   (Students should be familiar with these concepts but there will be no questions from topics)
1. Application Software (MS-Office XP 2003)
   MS Word: word basics, formatting text and documents, introduction to mail merge & macros.
   MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects.
   MS PowerPoint : PowerPoint basics, creating presentation.
   MS Access: Database creation, screen/form design, report generation using wizard
3. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.
5. Payment Systems: Type of E-payment, digital token–based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment
7. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI

Text Readings
5. Elias M. Awad, Electronic Commerce, PHI Learning, 2009

Suggested Readings
1. Daniel Amor, “The E-Business (R) Evolution”, PHI Learning, New Delhi,

FT–105C BUSINESS ENVIRONMENT

Course Objective
To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

Course Contents
1. Business Environment

Case Study: Lucent in the Era of Economic Reforms

2. Economic Planning & Development
Indian Economic Systems–Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging
economies of world,

**Case Study: Mahindra and Mahindra**

3. **India and the world**

Liberalization and Privatization in India, Impact of Globalization in India, India’s Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India.

**Case Study: Global Expansion Strategy of Indian Firms in China**

4. **International Tread**


**Case Study: Finolex’s Focus on Exports**

5. **Strategies for going Global**


**Case Study: Softcore Consultancy Services**

6. **Theory of Demand, Firms & Market Structure**

Demand function, Income and substitution effects, Revealed preference approach and Demand forecast. Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control. Competition, Monopoly, Oligopoly and Non-Price Competition

**Case Study: Is Coca Cola in “Perfect” Business**

**Text Readings:**

**Suggested Books**

**FT-106C ORGANIZATIONAL BEHAVIOUR AND PROCESSES**

**Course Objectives**

Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

**Examination**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases. Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

**Course Contents**

1. **Foundations of Individual Behavior:**

The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues in OB.

**Case: Right Man, Wrong Job?**

2. **Motivation:**

Definition and concept, theories of motivation- Maslow’s Hierarchy of Needs, Herzberg’s Two Factor theory, ERG theory, Vroom’s Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.
Case: Frustrated at age 30.

3. Foundations of Group Behavior:
Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

Case: A virtual team at Nanavati Associates.

4. Leadership:
Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories—Ohio State Studies, Michigan Studies, and Managerial Grid, Contingency theories—Fiedler’s Model, Hersey and Blanchard’s Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.

Case: Narayanmurthi and Infosys

5. Conflict and Negotiation
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Case: The making of the Brooklyn Bluebirds.

6. Organizational Culture:
Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

Case: Amazon.Com : Innovation via the “Two –Pizza Team.”

7. Organizational Change and Stress Management:
Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management.

Case: Innovating innovation.

Text Reading
5. Hitt, Millar, Colella, Organizational Behaviour A Strategic Approach, Wiley India edition

Suggested Reading

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FT-107C BUSINESS COMMUNICATION

COURSE OBJECTIVE
The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

EXAMINATION
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations.
COURSE CONTENTS

I. Basics of Communication
- Defining Communication.
- Distinguishing between Business Communication and General Communication.
- Process of Communication explained through various Models; Importance of Feedback.
- Purpose of Organizational Communication.
- Introduction to Corporate Communication.

2. Communication Networks
- Channels of Communication - Formal : Upward, Downward, Lateral.
- Informal : Grapevine; Advantages and Disadvantages of the grapevine.
- Comparing Formal and Informal Channels for Communication Situations.
- Principles of Effective Communication.
- Verbal Communication : using words, addition and obsolescence of words from the dictionary.
- Language as a tool for Communication.
- Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage.
- Cultural differences in Non-Verbal Behaviour.

3. Factors affecting Communication
- Barriers to Effective Communication and ways to overcome them.
- Listening : Importance of Listening
- Types of Listening
- Barriers to Listening and overcoming them
- Listening situations
- Developing Listening Skills.

4. Business Writing
- Basic patterns of business letters.
- Cover letters, Sales and Credit letters, Applications, etc..
- Directness in good news and neutral situations.
- Indirectness in bad news and persuasive messages.
- Choosing appropriate channels and media for effective communication.

5 Office Management
- Writing the perfect resume; tailoring the content to suit the requirements.
- E-mails, Memos and Circulars.
- Writing Reports and Proposals.

6 Presentation Strategies
- Preparing for and conducting Presentations.
- Interviewing and being interviewed.
- Group Discussions.
- Speeches and Public Speaking.

Practicals :
- Case analyses, discussion and presentation.
- Role plays.
- Group discussions.
- Comprehension skills based on reading and listening using audio-visual media.

TEXT READINGS
1. Penrose, Business Communication for Managers, 5th edition, Cengage Learning, India

Suggested Readings
FT-108C BUSINESS LEGISLATION

Course Objective
The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course Contents
6. LAW OF PARTNERSHIP:
   - Definition and Nature of Partnership.
   - Formation of Partnership.
   - Rights, Duties and Liabilities of Partners.
   - Dissolution of Partnership Firm.

Text Readings
1. Avtar Singh, Mercantile Law, Eastern Book Company
5. Taxman’s General and Commercial Laws, 2009

Suggested Readings
- Rohini Aggrawal, Mercantile & Commercial Law, Taxmann, 2007
- Indian Contract act 1872
- Negotiable Instruments Act 1881
- Sale of Goods Act 1930
- Consumer Protection Act 1986
- Companies Act 1956
Second Semester
MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore
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FT-201C Operation Research for Business Decisions

Course Objective
The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A, worth 20 marks, will consist of three theory questions out of which student will be required to attempt any two questions. Section B, worth 60 marks will have five numerical/practical problems out of which a student will be required to attempt any four questions.

Course Contents
1: Quantitative Techniques and Operations Research
Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques, OR Models

2: Linear Programming

3: Transportation Model

4: Assignment Problem
Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation.

5: Dynamic Programming

6: Waiting Line Models
Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population)

7: Replacement Models

8: Game Theory & Markov Chain Analysis

9: Simulation & Computer Solutions
Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

Text Readings
3 H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions,
FT-202C FUNDAMENTALS OF OPERATIONS MANAGEMENT

Course Objective
The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/practical problems.

Course Contents
1. **Introduction to Production and Operations Management:**
   - Nature of Production / Operations Management
   - Production Function and its Environment
   - Functions of Production/Operations Manager
   - Organization of Production Function
   - Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving Productivity

2. **Facilities Planning:**
   - Product Selection and Design
   - Service Design
   - Process and Technology Selection
   - Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

3. **Layout of Manufacturing/service facility:**
   - Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix.
   - Materials handling concepts.

4. **Resources Requirement Planning:**
   - Capacity Planning
   - Concept and Application of Learning Curve.

5. **Production Planning and Control:**
   - Aggregate Production Planning - Chase strategy
   - Level production strategy
   - Mixed strategy
   - Materials Requirement Planning.

6. **Operations Scheduling:**
   - Production Activity Control for Mass Manufacturing (Assembly line balancing, batch processing and Job shop - n-jobs on single machine, n-jobs on Two/Three machines (Johnson’s Rule), 2-jobs on mmachines
   - (Graphical method – Aker’s Algorithm)

7. **Quality Management:**
   - Evolution of Quality Concept, TQM, Quality Gurus (Juran , Crosby, Deming)

8. **Emerging Trends in Operations Management:**
   - Business Process Reengineering (Principles and guidelines for implementation), Theory of constraints.
Text Readings (Latest Editions)
1. Evans, *Operations Management Concepts Techniques and Applications*, Cengage Learning,
5 S.N. Chary, *Theory and Problems in Production and Operations* Management, TMH

Suggested Readings (Latest Editions)
1. Norman Gaither, *Operations Management*, Cengage Learning, India,

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**FT- 203C Entrepreneurship**

Course Objective:
The objective of this course is to familiarise the students with the ground realities of starting & managing their own Entrepreneurial ventures.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course contents
Unit I: Introduction to Entrepreneurship

Case Study: - Entrepreneurship---Luck or Persistence

Unit II: Creating and Starting the Venture
Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

Case Study: - 180s

Unit III: The Business Plan

Case Study: -(1) Dealing with the Competition, (2) A New Spin On Music.(Kuratko)

Unit IV: Financing and Managing the new venture
Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising.

. Case Study: - Darshan Enterprises

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Unit V: New venture Expansion Strategies and Issues
Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Case Study: - Satyam and GE

Unit VI: Institutional support to Entrepreneurship
Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries
Case Study: Project Planning A Case Study (V.Desai)

Unit VII: Choice of organisation:
Sole proprietorship, partnership, joint stock co., and co-operatives

Unit VIII: Exit strategies and social responsibilities

Case Study: - Air Asia

Text Readings:
5. Rajeev Roy, Entrepreneurship, Oxford University press 2009

Suggested Readings:

FT-204C FUNDAMENTALS OF FINANCIAL MANAGEMENT

Course Objective
The Objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

Examination
Internal Marks: 20 by way of class participation of 8 marks and 2 class tests for 12 marks.
External exam: 80 marks. There will be two sections. Section A, theoretical, is worth 32 marks with 3 questions out of which student will attempt any 2. Section B will contain practical, numerical and case(s) having 5 questions and will be worth 48 marks and student will be require to attempt 3 questions with or without choice.

Course Contain
Unit 1: Introduction

Unit 2: Sources of Finance
Understanding about short term and long term sources of funds and their characteristics

Unit 3: Financial Statement Analysis
Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency. Understanding and computation of various tools of financial analysis-- such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

Unit 4: Statement of Changes in Financial Position
Concepts of Funds, and its Sources and Uses. Preparing and analyzing Fund flow statement and Cash Flow Statement for financial Decision

Unit 5: Leverage Analysis
Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision Making.
Unit 6: Operational Budgeting
Understanding the importance and process of Budgeting, Budget : Programme Budget, Fixed budget, Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based Budgeting, Rolling budget, Cash Budget and Operating budget.

Unit 7: Cost of Capital and Capital Structure Decision
Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

Unit 8: Investment Decisions

Unit 9: Understanding Working Capital

Unit 10: Dividend Decision

Text Readings
6 Chandra Bose Fundamentals of Financial Management, PHI, 2009

Suggested Readings

FT–205C FUNDAMENTALS OF MARKETING MANAGEMENT
Course Objective
The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course Contents
Unit-1 Marketing Concepts
Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

Case Study: Maruti Udyog limited I & II

Unit-2 Market Segmentation, Targeting, Positioning

Case Study: Indian Air force

Unit -3 Product Decision

**Case Study: Indian home products (P) Ltd**

**Unit-4 Pricing Decision**

**Case Study: Ajanta shoes company ltd**

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**Unit-5 Distribution Decisions**
Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems, Wholesaling and Retailing, introduction to Logistics,

**Case Study: Anand distributors (P) ltd**

**Unit-6 Promotion Decisions**
Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

**Case Study: Promotion of fairy Queen Express**

**Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers**

**Unit-8 Emerging Trends in Marketing**
An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

**Text Readings**

**Suggested Books**

**FT-206C FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**

**Course Objective**
The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

**Examination**
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

**Course Content**
1: HRM Concept
Case: Vindhya Steels Ltd
2: Human Resource Acquisition Process
Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organisational Effectiveness
4: Appraising and Improving Performance:
Case: Appraising the Secretaries at Sweetwater U
5: Maintenance of Human Resources:
Case: Swati Textile India Limited.
6: Knowledge Management & International HRM
Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer, knowledge management in multinational companies, knowledge management & International HRM.

Text Readings
1 Bohlander, Human Resource Management, 14th edition Cengage Learning, India, 2009

Suggested Readings

FT - 207C-BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES
Course Objectives
The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.
Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.
Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations
Course Contents
Section A

PART – I BUSINESS ETHICS

PART - II MANAGEMENT BY INDIAN VALUES
1. Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound.
2. Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Puranas, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts.
3. Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.
6. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.
7. Cultural Heritage of India and its relevance for Modern Management: Concept of ‘Pancha - Rina’ (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (purushartha chatushteyya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self.
8. Work Place Spirituality.

Section B

Cases in Business Ethics and Management by Indian Values.

Text Readings
1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
5 Murthy, Business Ethics, 2009, Himalaya Publishing House

Suggested Readings
1. Shashtri J.L., Ancient Indian Traditions and Mythology , 1st edi, Motilal Banarsidas, New Delhi
2 F. Max Muller, Sacred Books of East ,Motilal Banarsidas, New Delhi
3 S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,
4 Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.

FT-208C RESEARCH METHODOLOGY

Course Objective
The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and earn out business research using scientific methods and
prepare research report(s) / paper(s).

**Examination**
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

**Course Contents**

**Unit I: Introduction.**

**Unit II: Research Design:**
Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

**Unit III: Measurement Methods:**

**Unit IV: Data Analysis:**
Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships. statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

**Unit V: Sharing the Results.**
Reporting Research, Types of reports and Characteristics of a research report.

**Text Readings**

**Suggested Readings**
Third Semester Curriculum MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore for Affiliated Institutions 2009-2011

Third Semester

CORE
FT 301C Strategic Materials & Supply Chain Management
FT 302C Project Management

Students are required to choose two electives. Both electives will have same weightage.

SPECIALISATION

A. Marketing Management
FT 303M Product Policy Management
FT 304M Advertising and Brand Management
FT 305M Sales and Distribution Management

B. Financial Management
FT 303F Tax Planning and Management
FT 304F Financial Systems and Services
FT 305F Bank and Insurance Management

c. Human Resource Management
FT 303H Industrial Relations and Labour Law
FT 304H Human Resource Development & Audit
FT 305H Social Psychology

D. Information Systems Management
FT 303I Object Oriented Programming using C++
FT 304I Management Information System
FT 305I Relational Database Management Systems using ORACLE

E. Production and Operations Management
FT 303P Strategic Technology Management
FT 304P Product Innovation and Planning
FT 305P Work Study and Productivity
FT 306 MRP PHASE-1

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FT 301C STRATEGIC MATERIALS AND SUPPLY CHAIN MANAGEMENT

Objective:-
This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts, models and decisionmaking tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools in real-life situation.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and
B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/numerical.

**Course Contents**
1. Importance of materials management, Codification, Simplification, Value analysis, Value engineering, Vendor analysis.
2. Concepts and importance of a Supply Chain (SC). Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit,
3. Dynamics of supply chain: Supply Chain Interventions, Push-based, Pull-based and Push-Pull based supply chain. Network design and Operations in the Supply Chain,
4. Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures.
6. Transportation in SC environment: Design options for a transportation network,
7. Strategic Outsourcing and Strategic Alliances, Third party and fourth party logistics,
8. Retailer- Supplier partnerships (RSP), Supplier evaluation and selection. Use of best practices.
9. Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model

**Text Books**
Gopalakrishnan *Purchasing and Materials Management*, 1e TMH 2008
Upendra Kachru *Exploring the Supply Chain*, Excel Books, 2009
Agrawal *Supply Chain Management: Text and Cases*, 2010, Macmillan Publishers
Badi N.V. *Supply Chain Management*. 2010, Vrinda Publications

**Reference Books**
Simchi Levi *Designing and Managing the Supply Chain*, 3e TMH 2009
Sunil Chopra *Supply Chain Management: Strategy, Planning and Operation*, 4/e, Pearson, 2010

**FT 302C Project Management**

**Objectives:**
To develop understanding of project planning. To develop ability to monitor and control projects and risk involved. To become familiar with tools and techniques used in managing projects.

**Examination Scheme:**
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class
participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 32 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 48 marks will contain five numericals out of which students will be required to attempt any three questions.

**Course content:**
1. Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases.
2. Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.
3. Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner’s perspective. Project Appraisal.
5. Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications.
6. Time cost relationship, crashing for optimum cost and optimum time. Resource leveling. Introduction to project software and applications of MS Project.
7. Human Aspects of Project management: project manager’s skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

**Text Books**
Gido *Effective project management* 3rd 2008 Cengage Learning
Gray & Larson, *Project Management: The Managerial Process*, 3eTMH 2010
Sunil Abrol, *Cases in Project Management*, 2010, Excel Books,
Maylor- *Project Management*, 3/e, Pearson, 2010

**Reference Books**
Kloppenborg, *Contemporary project management* 1st 2008 Cengage Learning

**FT 303F Financial Systems and Services**

**Objectives**
The objective of the course ts to understand the role of Financial Services in Business organizations and to give an insight into The strategic, regulatory, operating and managerial issues concerning select financial services.
Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/numerical.

Course Contents
1. Introduction to Indian and Global Financial System: Structure and Characteristics.
4. Basel I and 2,
5. Mutual Funds and Pension Funds. Insurance Services, Bank assurance. Reinsurances, Venture Capital -Private Equity -strategic secrets to private equity. Investment strategies, Hedge funds,
8. Factoring and Forfeiting, IFRS -Issues and Challenges

Text Books
M.Y.Khan - Financial Services, 5e TMH 2009
Bharti Pathak-Indian Financial System 2/e, Pearson2010
Shanmugham,Financial Services , 1st Edn, 2009, Wiley
Bhole, L M ,Financial Institutions and Markets,5e TMH 2009
Gurusamy,Financial Markets and Institutions,3e TMH 2008

Reference Books
Gopalswamy,Capital Market ,2008 Macmillan Publishers
Gurusamy, S Merchant Banking and Financial Services, 3e TMH 2009
Justin Paul-Management of Banking and Financial Services, 2/e, Pearson2010
Jadhav Monetary Policy, financial Stability and Central Banking in India,2007 Macmillan Publishers
FT 304F Bank and Insurance Management

Course Objective
The objectives of this course are to explain to the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical.

Course Contents
5. Overview of Banking Industry: Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance, Capital Adequacy norms for banks, SLR, CRR, CAR.
7. Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, Solvency. ALM by Banks: Classification of Assets, GAP Analysis Asset Reconstruction Company.
8. Recent Development: BIS- its Role and Importance, Universal Banking, EBanking, Mobile Banking.

Text Books
ICSI. Banking and Insurance Law &Practices, Taxmann’s Publication
Reference Books
IIB , Bank Financial Management ,2010 Macmillan Publishers
Hull-Risk Management and Financial Institutions, Pearson,2010
Black-Life and Health Insurance, 13/e, Pearson,2010
Timothy Koch & MacDonald, “Bank Management”, New York, Dryden Press,
Vasant Joshi and Vinay Joshi, “Managing Indian Banks”, Response Books
Justin Paul-Management of Banking and Financial Services, 2/e, Pearson,2010

FT 305F Tax Planning and Management

Course Objective
The objective of this course is to enable students to develop an understanding of direct
and indirect taxes and to enable them to calculate and plan taxes.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class
participation). The semester examination carrying 80 marks will have two sections A and
B. Section A worth 20 marks will have 4 theory questions out of which students will be
required to attempt any two questions. Section B carrying 60 marks will contain five
numericals out of which students will be required to attempt any three questions.

Course Contents
1. Introduction to Direct Taxes, Income Tax, Wealth Tax.
2. Important Provision of Income Tax Act
3. Basic Concepts: Assessment Years, Previous Years, Person, Income, Gross
Total Income, Capital and Revenue Receipts and Expenditure, Residential Status
and Incidence of Tax, Tax Free Income
4. Income From Salary: Meaning, Taxability of Allowances and Perquisites,
Permissible Education, Treatment of PF, Gratuity, Tax Planning.
5. Income From Business and Profession: Basis of Charge, Scheme of Provisions,
Deductions Expressly Allowed, Expenses Allowed Under Restriction,
Depreciation, Tax Planning.
6. Income From House Property: Tax Planning,Income From Capital Gains and
other Sources: Tax Planning
7. Deduction: Deduction Allowed From Total Income, Rebates and Relief.TDS: Tax
Deduction at Source, Advance Payment of Tax, Filling of Returns,
8. Tax Planning in Relation to NRIs.

Text Books
Dr,Vinod Singhania/Monica Singhania, Students’ Guide to Income Tax, Taxmann’s
V.K. Singania, “Direct Tax Law”, New Delhi, Taxman Publications.2010  
Jain & Jain Tax Planning and Management/ Income Tax, 2010, Pathmakers Bangalore  
Lal- Income Tax, Pearson, 2010  

Reference Books  
Lal-Direct Taxes, Pearson, 2010  
Sukumar Battacharya, “Indian Income Tax: Law & Practice”, New Delhi, Indian Law House  

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FT 303M Product Policy Management  

Objective:-  
Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas.  

Examination Scheme:  
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/ Numerical  

Course Contents  
1. Introduction to Product policy Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process  
3. Analysis of product line and product mix decisions.  
5. Strategic management of brands and their equities.  
8. Test market planning, evaluation, and introduction strategies.  

Text Books  
Lehman Russel - Product Management, 4e TMH 2009  
U C Mathur, Product and Brand Management Excel Books, 2010  
Saaksvuori, Product Lifecycle Management, 2ed, 2009, Wiley  
Baker & S Hart- Product Strategy and Management, 2/e, Pearson 2010  
Ulrich, Karl, Product Design and Development, 3e TMH 2009
Reference Books
Ramanuj Majumdar, “Product Management in India”, New Delhi, Prentice Hall, India

FT 304M Advertising and Brand Management

Objective
The purpose of this course is to familiarize the students with the role of advertising in the context of promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Course Contents
1. Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising.
2. Demand creation role of advertising in primary and secondary demand. How advertising works” Hierarchy of effects model, advertising objectives, routes to persuasion.
3. Customer behaviour and advertising: segmentation, motivation analyses, and value proposition.
4. Advertising Objectives: goals and objectives. DAGMAR
5. Advertising message: message objectives, recall, attitude, emotions and feelings Message tactics: creative approaches, copy writing Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and cyberspace,
6. Media strategy: budgeting, approaches and allocation. Media planning types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pre and post launch research. Advertising in the evolving marketing environment
7. Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; brand vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal.
8. Brand positioning; choice of context, parity and differentiation. repositioning.
Brand equity: brand assets and liabilities, equity creation and management.

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Text Books
Belch, Belch, *Advertising & Promotion: An Integrated Marketing Communication Persp.*, 7e TMH 2009
Kazmi & Batra *Advertising & Sales Promotion*, Excel Books, 2010
Sengupta - *Brand Positioning*, 2e TMH 2008

Reference Books
Keller, *Best Practice Cases in Branding*, 3/e, Pearson 2010
Batra - *Advertising Management*, 5/e, Pearson 2010
Jefkins - *Advertising*, 4/e, Pearson 2010
Lane-Kleppner's *Advertising Procedure*, 16/e, Pearson 2010
Wells - *Advertising: Principles and Practice*, 7/e, Pearson 2010

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FT 305M Sales and Distribution Management

Objectives
The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Course Contents
1. Personal Selling: The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives, Types of Sales Jobs.
4. Operatioal Sales Management: Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.
5. Sales promotion’s impact on sales; Evaluation of sales promotion experiments; Choice and purchase timing models: Manufacturer promotion planning process; Retailer promotion planning process; Strategic issues In designing promotional strategies; Substantive findings and issues on coupons, trade dealings, and retail promotions.
6. Distribution: Design of Distribution Channel, Management of Channels, Managing
Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems.
8. Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.

Text Book
Havaldar, Krishana - *Sales & Distribution Management*, 2e TMH 2009
Spiro, Stanton - *Management of a Sales Force*, 11e TMH 2008
Tanner - *Sales Management*, Pearson, 2010

Reference Books
Ingram, Laforge, Avila, Schwepker and Williams, “*Sales Management*”, Thomson
Watuba R. Thomas, “*Sales Management-Texts and Cases*”, Business Publication
Johnson, Kurtz and Scheving “*Sales Management, Concept practice& cases*, MacGrawHill

FT 303H Industrial Relations and Labour Law

Objective
Industrial Relations play an important role in organizations. Organisational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases

Course Contents
1. Industrial Relations: Concept & Scope;
2. Industrial Relations Perspectives: Conflict model Vs. Collaboration model.
3. Globalisation and the emerging socio-economic scenario and Their impact on Industrial Relations. I.R and the State: Role of state.
5. Discipline and Disputes: Negotiation, Mediation, Arbitration - Works Committee. Conciliation, Board of Conciliation, Court of enquiry.
6. Labour Court, Industrial Tribunal, National Tribunal; Role of Judiciary & its impact on industrial relations.
8. Employee Empowerment, worker participation in Management and Their impact on Quality of Work Life and Industrial Relations.

Text Books
Sen – *Industrial Relation in India* 2/e, 2009 Macmillan Publishers
Monappa, Arun - *Industrial Relations*, 1e TMH 2007
Taxmann’s, *Labour Laws*, 2010, Taxmann’

Reference Books
Joseph. J. *Industrial Relations Towards a Theory of Negotiator Connectedness* New Delhi: Response Books

FT 304H Human Resource Development & Audit
Objective
The objective of the Human Resource Development Course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role. The course strives to facilitate the understanding of how concepts and theories can be put into practice in a variety of organizations. The content of the course is also designed to familiarize students with the role of line managers and HR specialists in HRD.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.


**Course Contents**

1. HRD Concepts: Definition, Evolution, HRM & HRD. Challenges & Goals of HRD.
2. HRD Function: HRD department structure, functions, and staffing
3. HRD Professionals: Roles and Competencies,
7. Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers (blue collar employees)
8. HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

**Text Books**

- French, Bell - *Organizational Development and Transformation*, 6e TMH 2008

**Reference Books**


**FT 305H SOCIAL PSYCHOLOGY**

**Course Objectives**

The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

**Examination Scheme:**

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or
more cases

Course Contents
5. Interviews, Application Blanks and References: the interview, Application blanks and biographical inventories, References and background investigations.
7. Safety Psychology: Safety management and safety psychology, Differential accident liability.

Text Readings
Howitt - Social Psychology: Conflicts & Continuities, 1e TMH 2008
Baron, Social Psychology, 12/e, Pearson, 2010
Taylor, Social Psychology, 12/e, Pearson, 2010
Jex, Organizational Psychology: A Scientist Practitioner Approach, 2009 Wiley

Reference Books
Robert A. Baron and Donn Byrne, “Social Psychology: Understanding Human Interactions”, New Delhi, Prentice Hall of India, 7th Ed

FT 303I Object Oriented Programming using C++

Course Objective
The objective of this course is to help students to understand the concepts of Object Oriented programming using C++ and their use in organization and processing complex business information.

Examination Scheme:
The faculty member will award internal marks out of 20 (10 marks for the internal performance of the student and 10 marks for viva voce). The semester examination carrying 80 marks will have 7 questions out of which students will be required to attempt any 5 questions.

Course Contents
2. Programming with C++: General forms of a C++ programme, I/O with cout and cin, different operators, scope resolution operator, Data types, For while, do-while, if-else, switch and conditional statements, Classes and objects: structure and classes, unions and classes, constructors and destructors, Automatic, external and static data members and member function.

3. Arrays & Pointers: arrays of objects, Pointer to object, the this pointer, Function: General form, Prototypes, returning, passing objects to functions returning objects, friend function, recursion, and references.

4. Inheritance: Multilevel and Multiple Inheritance, Constructor, Destructor and Inheritance, Private, Public and Protected access specifies, function and operator overloading.

5. Functions & Templates: Virtual function, pure virtual function, polymorphism, generic functions, generic types, overloading of templates and functions, standard parameters with template functions, applying generic functions, and generic class.

6. File and Exception handling: Introduction to templates and Exception handling, File Classes, Opening and Closing a file, Reading and writing a text file, detecting EOF

Text Books
Thampi, Mantha, *Object oriented programming in C++*, 2010, dreamtech press
E Balagurusamy, *Object Oriented Programming With C++*, 4e TMH 2009
Kamthane, *Object-Oriented Programming with ANSI and Turbo C++*, 2010,
Bhave, *Object-Oriented Programming with C++*, 2010, Pearson

Reference Books
Bjarne Stroustrup, “The C++ Programming Language”, Addison-Wesley, NewYork,
Scott Meyers, “Effective C++”, Addison-Wesley, New York,
Walter Savitch, “Problem Solving with C++”, Addison-Wesley, New York,

FT 304I Management Information System

Course Objective
The objective of this course is to help the student acquire the basic knowledge of information system so as to enable them to make more efficient use of information for decision making.

Examination
The faculty member will award internal marks out of 20 (10 marks for the internal performance of the student and 10 marks for viva voce). The semester examination carrying 80 marks will have 7 questions out of which students will be required to attempt any 5 questions.

Course Contents
1. The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information
Needs, System Approach in Planning Organizing and Controlling MIS.
5. System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

**Text Reading**

Sushila Madan, *Management Information System*, 2010, Taxmann’s
Kumar & Gupta *Management Information Systems* 2010, Excel Books

**Reference Books**

McLeod-Management Information Systems 10/e, Pearson
O'brien, James, *Management Information System (SIE)*, 9e TMH 2009
Davis, Keith, *Management Information Systems*, 2e TMH 2009

**FT 305I RDBMS using ORACLE**

**Course Objective**

The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

**Examination Scheme:**

The faculty member will award internal marks out of 20 (10 marks for the internal performance of the student and 10 marks for viva voce). The semester examination carrying 80 marks will have 7 questions out of which students will be required to attempt any 5 questions.

**Course Contents**

2. Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Introduction to SQL, Data Definition language, Data Manipulation
Language, Query Language, Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.

3. SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop. .Endloop, while loop etc. working master detail relationship, writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages.

4. Advanced Database Concepts: Data mining, data warehousing-design, basic principles, OLAP, transaction management, failure & recovery.

Text Readings

Reference Books
Ramez Elmasri & Shamkant B. Navathe, “Fundamentals of Database Systems”, Addison-Wesley, New Delhi,
Ivan Bayross, “SQL / PLSQL”, BPB Publications, New Delhi,
C.J. Date, “An Introduction to Database Systems”, Addison-Wesley, New Delhi

FT 303P Strategic Technology Management

Objective
Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

Examination Scheme
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Course Contents
1. Technology Issue and Implications: Concepts and Definition, Aspects and
Issues,
2. Technology Change: Implication
3. Technology Development and Acquisition: Forecasting and Decasting, Identifying
4. Technological Change, Generation and Development and Technology Transfer..
5. Technology Absorption and Diffusion: Absorption: Accommodate and Management
6. Technological Change, Evaluation and Assessment and Diffusion

Text Books
Khalil, Tarek, *Management of Technology*, 1e TMH 2009
Burgelman, Robert, *Strategic Management of Technology & Innovation*, 4e TMH 2009
White, *The management of Technology and Innovation* 1st 2008 Cengage Learning

Reference Books
Stoneman, *Economic Analysis of Technological Change*, Oxford Univ. Press
Rohtangi, K. Rohtangi and B. Bowonder, *Technology Forecasting*, TMH Publications,
IGNOU *Notes on Technology Management (MS-94)*, Meerut, IGNOU Pub,

FT 304P Product Innovation and Planning

Objective
Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas. The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be
required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical

Course Contents
4. Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control, Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).
6. Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.
7. Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling.

Text Books
Saaksvuori, Product Lifecycle Management, 2nd edn, 2009, Wiley

Reference Books
Jhamb, “Production Planning and Control”, Pune: Everest Publications,
Hari Raghur Rama Sharma, “Production Planning and Control Concepts and Application”, New Delhi: Deep and Deep Publications,
FT 305P Work Study and Productivity

Objective
The objective of the course is to expose students to the of productivity and various techniques of time and motion study, and help them develop abilities and skills required for the enhancement of value and productivity.

Examination Scheme
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/Numerical

Course Contents
1. Concepts and Definition of Productivity, Productivity Improvement Factors (Both Internal and external to the Organization)
2. Work Content of a Job, Management Techniques to Reduce Work Contents and Ineffective Time.
4. Introduction and Selection of Jobs, Flow Diagram, String Diagram, Flow Process Chart, Multiple Activity Chart, Travel Chart ..
5. Principles of Motion Economy, Classification of Movements, Micro Motion' Study,Sim-o-chart.
6. Purpose, Use Techniques and Procedure of Work Measurement, Time Study, Selecting Jobs to be
7. Studied and Making a Time Study, Rating, Allowance, Techniques of Work, measurement, Activity

Text Readings

Fourth Semester Curriculum MBA (Full Time) 2 Yrs.
Program of D.A.V.V., Indore For Affiliated Institutions 2009-2011

Fourth Semester
FT 401C Corporate Governance & Global Business Environment
FT 402C Strategic Management
FT 406C MRP –2nd phase
FT 407C Compréhensive Viva-Voce
A. Marketing Management
FT 403M International Marketing
FT 404M Service and Retail Marketing
FT 405M Consumer Behavior and Rural Marketing

B. Financial Management
FT 403F International strategic Finance
FT 404F Financial Engineering & Risk Management
FT 405F Investment Analysis & Portfolio Management

C. Human Resource Management
FT 403H Compensation Management
FT 404H Business Process Transformation
FT 405H Organizational Developments

D. Information Systems Management
FT 403I UNIX and Linux Operating System
FT 404I Visual Basic Programming
FT 405I Computer Networks

E. Production and Operations Management
FT 403P Production Planning and Control
FT 404P Total Quality Management
FT 405P Business Process Reengineering

FT 401C Corporate Governance & Global Business Environment

Course Objective
The objective of this course is to acquaint the participants with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes to good governance, and contemporary changes in the global business environment.

Examination
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
2. Nature of International Business, Multinational Corporations , International Business Theories, Liberalization: Tariff & Non–tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment,
3. Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment
7. Business Ethics; Corporate Social Responsibility World Economic Growth and the Environmental Issues; Future of International Business , E-Business

Text books
FT 402C Strategic Management

Course Objective
The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
3. SWOT Analysis, General, Industry and International Environmental Factors; Analysis of environment, Diagnosis of Environment – factors influencing it; Environmental Threat and opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting; techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).
7. Strategy Evaluations and Control, Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

Text books
Kazmi Azhar Strategic Management and Business Policy, 3e, 2009 Tata McGraw Hill
Lomash & P.K. Mishra Business Policy & Strategic Management Vikas Publication
Alpana Trehan Strategic Management 1st edn 2010 Dreamtech,
Parthasarthy, Fundamentals of Strategic Management, 2008, Wiley India

Reference Books
Pankaj Ghemawat-Strategy and the Business Landscape, 2/e, Pearson
Thompson Strickland, Crafting & Executing Strategy (SIE), 16e2011 Tata McGraw Hill
Haberberg Strategic Management, 2010 Oxford Press
Wheelen/Rangarajan, Concepts in Strategic Management and Business Policy, 9/e Pearson

FT 403M International Marketing

Course Objectives
The objectives of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination.
Internal component shall be evaluated based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
3. Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.
5. Export Documentation and Procedures and Institutional support for export promotion in India.

Text Books
course Objective
The objectives of the course are to expose students to the nature of retail and services markets and develop abilities to help them apply marketing concepts in these markets.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
7. Retail Service Quality: Quality audit. Managing People Retail : HRM, CRM, IT in Retailing & Future trends

Text Books
Zeithmal, Bitner, Service Marketing (SIE), 4e Tata Mcgraw Hill
Hoffman, Marketing of Service 1st 2008 Cengage Learning
Cullen, Retailing: Environment & operation, 1st 2008 Cengage Learning
A Sivakumar Retail Marketing Excel Books
C Bhattachrya Ravi Shanker, Services Marketing, Excel Books
FT 405M Consumer Behaviour and Rural Marketing

Course Objectives
The objectives of this course are to help students gain an understanding of various aspects of Consumer Behaviour and their applications & rural marketing as an integral part of marketing management, and developed an understanding of rural marketing.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
4. Individual Determinants of Consumer Behavior: Demographics Psychographics,
5. Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family. Family life-cycle group and personal influence, word of mouth communication, opinion leadership. Future of consumer behaviour.
6. Rural Marketing: Concept, importance and scope of rural marketing. Understanding rural market, rural environment, infrastructure and rural trade practices, Rural consumer behaviour, factors affecting consumer behaviour and psychology of rural customers,
7. Product, branding and packaging, Distribution in the rural markets, types of rural channels, selection and management of channels, factors influencing channel decisions, retailing, transportation, warehousing, Promotion in Rural Markets: role of advertising, sales promotion, publicity, and personal selling in rural markets.

Text Books
Shri Prakash Theory of Consumer Behaviour Vikas Publication ,2010
Hawkins, David, Consumer Behavior , 11E Tata Mcgraw Hill
Dogra, B.L Rural Marketing 1e, Tata Mcgraw Hill
Blackwell, Consumer Behavior 1e 2008 Cengage Learning
Gopalaswamy,T P Rural Marketing- Environment, Problems& Strategies Vikas
Kashyap, The Rural Marketing Book (Text & Practice), Wiley
FT 403F International strategic Finance

Course Objective
The objectives of this course is to provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
2. The Foreign Exchange markets- Functions of the Foreign Exchange Market, The Foreign Exchange rates -direct and indirect quotations. Spot market and forward market - forward premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory,
4. Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm - determining capital structure components, Cost of Capital for MNCs VS Domestic Firms,
5. Multinational Capital Budgeting - Problems and issues in foreign investment analysis. Techniques of capital budgeting - NPV, IRR, APV.

Text Book
Apte, PG International Financial Management 5e, Tata Macgraw Hill
Madura International Financial management 1st, 2008 Cengage Learning
Shapiro, Multinational Financial Management, 8ed, Wiley India
FT 404F Financial Engineering & Risk Management

**Course Objective**
The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

**Examination Scheme:**
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

**Course Contents**
2. Interest rate Swaps - rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps.
3. Creating value with risk management- financial distress and investment, risks in banking credit risk, foreign exchange risk, political risk and country risk, liquidity risk
4. Financial Engineering; Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase
6. Exotic options: Compound, binary, barrier and Asian options, options involving several assets. Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. credit default swaps.

**Text Books**
Hull. J. C *Options Futures and Other Derivatives* 7ed,2009 PHI New Delhi
Varma, Jayanth, *Derivatives and Risk Management* 1eTataMcgrawHill
Stulz *Risk management and Derivatives*,1st ,2008 Cengage Learning
FT405F Investment Analysis & Portfolio Management

Course Objective
The objective of this course is to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

Text Books
Bodie & Mohanty, Investments: An Indian Perspective, 8, Tata Mcgraw Hill
Reilly, Investment Analysis and portfolio management 2009 Cengage Learning
Bhalla. V.K Investment Management. 2008 Sultan Chand New Delhi:
FT 403H Compensation Management

Course Objective
The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
3. Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees’ service benefits, ESOPs, Flexible benefits and Benefit Surveys.
7. Designing compensation for Chief Executives, senior managers, knowledge workers etc.

Text Books
Milkowich, Newman Compensation(SIE )9eTata Mcgraw Hill
Armstrong.& Murlis Reward Management A Handbook of Salary administration. London Kegan Paul
Bhattacharyya, Compensation Management, Oxford Press
Tapomoy Deb Compensation Management, Excel Books

Reference Books
Garry Dessler, Human Resource Management, 11e, Pearson Education
B D Singh Compensation and Reward Management Excel Books
Henderson. Compensation Management in a Knowledge Based World New Pearson Edu
FT 404H Business Process Transformation

Course Objectives
The objective of the course is to study business transformation through managing people with special emphasis on innovation, Creativity, team building, TQM and BPR

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
1. Innovation and Creativity: Theories of innovation and creativity, Managing People Side of innovation, Resistance To innovation, the Creative Process, Releasing creativity, Creative Techniques of Problem Solving, the Creative Environment, Creative Organization, Creativity Training, Introduction To Learning Organizations, Architecture of Learning Organization.
7. Knowledge Management: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge officer in organization.

Text Book
Grover Business process Transformation, 2010, PHI Learning
Poirier Business process management Applied 1st 2008 Cengage Learning
Evans, Total Quality management 1st 2009 Cengage Learning
Tapan Panda Knowledge Management Excel Books

Reference Books
Kavita Singh Organisation Change and Development Excel Books

FT 405H ORGANISATIONAL DEVELOPMENT

Course Objectives
The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD programmes.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination.
Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents
1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation
3. OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
5. Emerging Trends in OD with special emphasis on future organizations.
7. Organisation Development Planned change strategy Managing Change in Times of Turbulence.

Text Books
Kavita Singh Organisation Change and Development, Excel Books
Wendell L. French and Cecil N. Bell Jr., Organization Development Prentice Hall

FT 403I UNIX and Linux Operating System

Course Objective
The objective of this course is to help students to understand the concepts of Multi-user, Multitasking Operating System Unix and related issues and their use in organization and processing complex business information.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents:
3. Shell and Shell Programming: The Bourne shell: Sh, proceeding a command by its path, combining commands, pattern matching, echo, pipes, tees, shell variables, shell scripts.
Programming with the Shell: System variables, the profile conditional execution, script termination, if, case, while-until, for, et shifts statements.


5. Communicating and Scheduling: Bulletin Board, Message of the day, Two way communication, Insulation from the other users, using Mailbox, Address all users, Delay, Execute in shell script later, running jobs periodically.

6. System Administration: Super user, security, user services, floppy disk management, operation, file system administration, backups.


Text Books:
Ambawade & Shah Linux Lab: Hands on Linux, 2011, Dreamtech Press
Sumitabha Das, Unix Concepts and Application, New Delhi, Tata McGraw Hill
Forouzan, Unix and Shell Programming. 1st 2009 Cengage Learning
Bach, Design of the UNIX Operating System, PHI Learning

Reference Books
Mike Mcgrath Linux in easy steps, 2010 Dreamtech Press
Diaz, Introduction to Unix/Linux With DVD 1st 2009 Cengage Learning
Stevanse, Unix Programming, PHI Learning
Peter Norton, Guide to Unix, New Delhi BPB Publication
Promod Koparkar, Unix for you, New Delhi, Tata McGraw Hill.

FT 404I Visual Basic Programming

Course Objective
The objective of this course is to help students to understand the visual Programming and concepts of front-end tool using visual basic and their use in organization and processing complex business information.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents
1. Introduction to Visual Basic: enhanced features, introduction to graphical user interface, introduction to front end tools. Event driven programming, object and controls. Attributes and events of objects, form events and properties, and using control: text box control, command buttons, list box, combo box and Scroll bars, working with control array.
2. Managing Projects: control structures, scope and life time of variables, arrays, static array, Dynamic array, User defined data type, Collections understanding projects, structure of visual basic application, variables, methods, procedures, functions.
3. Working with Forms: loading, showing and hiding a form, controlling forms, creating menus using menu editor, menu control array, creation of objects during run time. MDI (Multiple Document Interface)
4. Files: sequential file, random file, Binary file, File controls: Drive list box, directory list box, and file list box.
5. Creating graphical applications: timer object, mouse events, drags and drop event, image box and picture box, shape control.
6. Active X control: common dialog box, grid control, tool bar & status bar, animation control, tree view control, list view control, image list control, Tabstrip, SSTab control, Slider and Progress bar control.
7. Database Management: Introduction to MS-Access & Oracle 8i, Properties of Data controls, Navigating Database through data control, using DB combo & dblist with data control, using DB grid with data control, data control and SQL.
8. ADO: Creating application using ADO, understanding ADO, hierarchy using methods and properties of ADO objects, ADO and SQL, Introduction to client server environment connecting to oracle with data control.
9. Crystal Report 8.0: Creating simple reports, using crystal reports control, simple application with crystal reports, properties of crystal report query.

Text Books
Steven Holzner Visual Basics ,Net Programming Black Book, Dreamtech Press
Zak Visual Basics 2008 1st 2008 Cengage Learning
Mohammed Azam Programming With Visual Basic 6.0 Vikas Publication

Reference Books
Peter Norton, A guide to Visual Basic, Techmedia, New Delhi

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Allert Visual C++ Programming 1st 2009 Cengage Learning
Evangelos Petroutsos, Mastering VB 6.0, BPB Publications, New Delhi

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FT 405I Computer Networks
Course Objective
The objective of this course is to help students to understand the concepts of Data Communication and Computer Networks and related issues and their use in organization and processing complex business information.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination.
Internal component shall be of 20 marks based on continuous evaluation. The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Content
1. Computer Networks: Introduction, Distributed Systems, Network Goals & its Applications, Protocol Hierarchies, network architecture, design issues for the layers, simplex, half-duplex, full-duplex, interfaces and services, connection oriented and connection less services, service primitives.
3. Physical Layer: Concepts of data transmission, transmission media, guided and unguided media, digital and analog transmission, transmission impairments, Multiplexing- TDM,
WDM, FDM, Switching techniques- circuit, packet and message, Cellular Radio, wireless transmission, Modems, DSL, cable modem, ISDN- introduction, ISDN channels, ISDN layers, services, and Communication Satellites.

4. Data Link Layer: Framing, error control, flow control, unrestricted simplex, simplex stop-and-wait protocol, sliding window protocols, HDLC, SLIP, PPP.

5. Network Layer: Internal organization, routing, congestion, routing-shortest path, multipath, congestion control algorithms, preallocation of buffers, choke packets, deadlocks and Services of network layer.


Text Books
Gallo Computer communication & networking technologies 1st 2009 Cengage Learning
Andrew S Tanenbaum, Computer Networks, PHI, New Delhi
ISRD Group Data Communications & Computer Networks TataMcgrawHill, 2010
Rajneesh Agarwal & B Tiwari Data Communication & Computer Networks Vikas Pub. 26

Reference Books
Miller Delmar Introduction to Data & Network Communications Cengage, 2010
William Stallings, Data and Computer Communication, Prentice Hall India,
A. Shay, “Understanding Data Communications and Networks”, Vikas Publishing
S. Keshav, “An Engineering Approach to Computer Networking”, Addison- Wesley

FT 403P Production Planning and Control

Course Objective
The course is design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents
1. Introduction to Production Planning and Control: Need of PPC, Functions of PPC, Factors Influencing PPC in the Organization, Manufacturing Methods and Managerial Policies and Pre-requisites of PPC.
2. Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and
Control,
3. Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).
5. Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.
6. Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling, Assignment Techniques (Assignment - Model).

Text Books
Jhamb, Production Planning and Control, Pune: Everest Publications.
Hari Raghu Rama Sharma, Production Planning and Control Concepts and Application, New Delhi: Deep and Deep Publications,

FT 404P Total Quality Management

Course Objective
The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes’ assurance to service assurance.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents
1. Concept of Total Quality and its evolution, Components of a Total Quality Loop.,
2. Quality of Design; Taguchi’s Loss Function,
3. Quality of Purchasing; Supplier Qualification
4. Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling,
5. Statistical process control, Process Capability Studies, difference between inspection and quality control, application of quality control in industries.
6. Concepts & Application of 6 – Sigma Quality: Comparison between 3-sigma & 6- sigma quality, DMAIC approach to 6-sigma implementation application to service industry, link between 6- sigma & DOE.
7. ISO 9000 and ISO 14000 Series and SPC, Quality Circles

Text Books
Mitra A., Quality Control Applications, Pearson Education.
Basterfield, Total Quality Management, Pearson Education
Logothitis, Total Quality Management, PHI.
FT 405P Business Process Reengineering

Course Objective
The objectives of this course are to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

Examination Scheme:
Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents
1. Introduction to BPR: Concept, Philosophy of BPR, Fundamental tenets of BPR, Benefits & pitfalls of BPR, Drivers to BPR.
2. Process reengineering framework: Opportunity assessment, planning the process reengineering project.
3. Organizing for process reengineering.
5. Planning and implementing the transition: Planning the transition, implementing the transition, tracking and measuring process performance.
6. Tools and techniques used in BPR: Case tools, Workflow systems, Imaging technology, Floware, Business design facility tools, and Change management tools.
7. Risk and impact measurement.

Text Books
Lon Roberts, Process Re-engineering: The Key to Achieving Breakthrough Success, Tata McGraw Hill,

FT406C COMPREHENSIVE VIVA-VOCE

Objective
The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

Examination
Every student will be required to undergo comprehensive viva-voce at the end of fourth semester of MBA (FT). A panel of external and internal examiners conduct the comprehensive viva-voce examination. The external examiner appointed by the University and the internal examiner will be appointed by the Director / Head of the respective institute.

Contents
The viva-voce shall normally cover the subjects taught in all the semesters of MBA Programme.

FT407C MAJOR RESEARCH PROJECT

Objective
The objectives of Major Research Project are to develop the understanding of the given
problem and to enhance the analytical and problem solving ability and implementation capabilities of research processes.

**Examination**

The Major Research Project (MRP) shall be compulsory. University will constitute an expert committee consisting of a professor and reader from UTD management institute to review and approve the synopsis. The respective colleges shall submit duly approved synopsis within 15 days from the completion of MBA III semester examination. Students will be required to submit the final MRP Report in the hard bound form in the number specified by the University fifteen days before beginning of IVth Semester examination. Major Research Project (MRP) will carry a maximum of 100 marks - out of which, 50 marks will be for the report and its contents and 50 marks will be for the presentation/viva-voce. A panel of external and internal examiners will jointly award both of these components of marks. The University shall appoint the external examiner and the Director/Head of the Institution shall appoint the internal examiner. A panel of external and internal examiners shall evaluate the student’s performance.