

MANAV BHARTI
UNIVERSITY

MBA COURSE
STRUCTURE
2009

MANAV BHARTI UNIVERSITY

MBA COURSE STRUCTURE

CODE

SEMESTER- I

- MB101** Principle of Management
- MB102** Organizational Behaviour
- MB103** Accounting for Management
- MB104** Quantitative Techniques
- MB105** Managerial Economics
- MB106** Seminar on Executive Communication
- MB107** Workshop on Computers for Management
- MB108** Viva-voce

SEMESTER-II

- MB201** Business Environment
- MB202** Production and Material Management
- MB203** Human Resource Management
- MB204** Marketing Management
- MB205** Financial Management
- MB206** Research methodology
- MB207** Workshop on Information Technology
- MB208** Viva-Voce

SEMESTER -III

- MB301** Operations Research
- MB302** Corporate Legal Environment
- MB303** Major-I
- MB304** Major-II
- MB305** Major-III/ Minor-I
- MB306** Management Information Systems
- MB307** Presentation of Training Report
- MB308** Viva-Voce

SEMESTER- IV

- MB401** Strategic Management
- MB402** Evaluation & Implementation of Project
- MB403** Major-IV
- MB404** Major-V
- MB405** Major-VI/ Minor-II
- MB406** Final Research Project
- MB407** Viva-Voce

SPECIALIZATION COURSE STRUCTURE

CODE SUBJECT

MARKETING

- MB501** Marketing Research
- MB502** Consumer Behaviour
- MB503** Advertising Management
- MB504** Services Marketing
- MB505** Product & Brand Management
- MB506** Sales, Channel & Logistics Management
- MB507** International Marketing

FINANCE

- MB521** Financial Services
- MB522** Advanced financial management
- MB523** Management of banking & financial institutions
- MB524** Direct Tax Planning
- MB525** International Finance
- MB526** Management Control Systems

OPERATIONS

- MB541** Quality Management
- MB542** Production Planning & Control
- MB543** Inventory Management
- MB544** Purchasing Management
- MB544** Purchasing Management
- MB545** Technology Management
- MB546** Manufacturing Policy & Implementation

HUMAN RESOURCE

- MB561** Organisation Development
- MB562** Training & Development
- MB563** Advanced Industrial Psychology
- MB564** Industrial Relations
- MB565** Social Security & Labour Laws
- MB566** Performance & Compensation Management
- MB567** International Human Resource Management

INFORMATION TECHNOLOGY

- MB581** Programming in C/ C++
- MB582** Relational Database Management System
- MB583** Software Engineering
- MB584** Advanced Decision Support System
- MB585** Introduction to Computer Network
- MB586** E-Commerce & IT Enabled Services

INTERNATIONAL BUSINESS

- MB591 International finance**
- MB592** International marketing
- MB593** International Business Environment
- MB594** Export & Import Management
- MB595** International Logistics & Supply Chain Management
- MB596** Foreign exchange management

Note: (1) A team of two examiners will evaluate the Final Research Project. There will be one external and one internal examiner, each evaluating out of 100 marks. The institute will select and invite an external examiner for the evaluation.

(2) The viva-voce examination in all the four semesters will be conducted as provided for in the ordinances for M.B.A.

There will be six to eight week training in any commercial or noncommercial Institute after 2nd semester

COURSE STRUCTURE FOR SPECIALIZATION

Student will have option to select either :

- 1) Super Specialization
- 2) Major & Minor combination (4+2)

MAJOR/ MINOR COMBINATION

In III Semester

Two subjects of major specialization

One subject of minor specialization

In IV Semester

Two subjects of same major specialization

One subject of same minor specialization

MARKETING

Marketing Research MBA III Semester

Consumer Behaviour MBA IV Semester

FINANCE

Advanced financial management MBA III Semester

Management of banking & financial Institutions MBA IV Semester

OPERATIONS

Production Planning & Control MBA III Semester

Quality Management MBA IV Semester

INFORMATION TECHNOLOGY

Programming in C/ C++ MBA III Semester

E-Commerce & IT enabled services MBA IV Semester

HUMAN RESOURCE MANAGEMENT

Organisation Development MBA III Semester

Industrial Relation MBA IV Semester

INTERNATIONAL BUSINESS

International finance MBA III Semester

Export and Import Management MBA IV Semester

MANAV BHARTI UNIVERSITY

PRINCIPLES OF MANAGEMENT (MB-101)

Introduction of management: Meaning, definition, nature, purpose and scope of management. Level of management Functions of a manager, an overview of planning, organizing, staffing, directing and controlling. - Comparative study: Comparative study of main features of Japanese Management and Z Culture of American Companies.

Evolution of management thought. Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Maslow, Herzberg, Likert and McGergor. Systems Approach: Key concepts in systems - Closed system versus open system. Subsystems, System Boundary. McKinsey's 7-S Approach..

Planning: Meaning, definition, Types of plans, steps in planning, and process of planning. Nature of objectives, setting objectives. Concept and process of Managing by Objectives. Nature and purpose of strategies and policies. Strategic planning process. SWOT analysis, Portfolio matrix

Decision-Making: Meaning, definition, Importance and steps in Decision Making; Traditional approaches to Decision-making; Decision making under certainty - programmed decisions; Introduction to decision-making under uncertainty, non-programmed decisions; decision tree Meaning, definition, decisions; Brain storming; Creativity - creative problem solving.

Organizing: Meaning, definition, Concept of organization, process of organizing, bases of departmentation, Authority & power - concept & distinction. Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict, Delegation - concept of delegation; elements of delegation - authority, responsibility, accountability. Reasons for failure of delegation & how to make delegation effective. Span of Management - concept, early ideas on span of management

Coordination- Concept and importance of coordination; factors which make coordination difficult; techniques or methods to ensure effective coordination.

Control: Meaning, definition, Concept, planning-control relationship, process of control - setting objectives, standards, measuring performance, correcting deviations. Human response to control. Dimensions or Types of Control -(a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control

Recommended Text Books

Sr Author Books Publisher

1 Harold Koontz & Heinz Weihrich Essentials of Management Tata McGraw Hill

2 Stoner, Freeman, Gilbert Jr. Management Prentice Hall

MANAV BHARTI UNIVERSITY

ORGANISATIONAL BEHAVIOUR (MB-102)

Introduction: Meaning of organization, Definition of OB, organization effectiveness, ,nature of OB, contributing discipline to OB. Challenges and Opportunities for OB.

Foundations of Individual behaviors-Meaning of Individual behaviors biographical characteristics, ability, and learning. Values, Attitudes and Job Satisfaction ,Personality and Emotions Perception

Motivation – Meaning, Types, Techniques, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept,

Foundations of Group Behaviour-Group formation, development and structure, group processes, Group Decision-Making techniques, work teams.

Interpersonal Skills-Transactional Analysis, Life Positions, Johari Window.

Leadership: Concept, theories, Styles and their application

Power and Politics : Power and Politics in organization

Organisational Change & Development: Meaning of OD ,Innovation, Creating learning organization,

Emotional Intelligence –Concept

Organisational Culture,Cross-Cultural Behaviour

Conflict Management, Stress Management, Crisis Management

Recommended Text Books

Sr. Author Title Publisher

1. Robbins Organisation Behaviour Pearson Education Asia
2. Luthans Organisation Behaviour Tata McGraw Hill
3. Udai Pareek Understanding Organisation Behaviour Oxford Publishing House

Reference Books

Sr. Author Title Publisher

- 1 Hersey,Blanchard& Johnson,Management of Organisational Behaviour,Prentice Hall India
2. Newstrom& Davis Organisational Behaviour: Human Behaviour at WorkTata McGraw Hill
- 3 Rallinson,Broadfield& Edwards .OB & Analysis Addison Wesley
- 4 Aswathappa Organsiation Behaviour Himalaya

MANAV BHARTI UNIVERSITY

ACCOUNTING FOR MANAGEMENT (MB-103)

Introduction of accounting –Accounting and its function, concepts and conventions in accounting, accounting cycle, double entry system, books of original entry, ledger posting and balancing, cash book, sales book, purchase book

Branches of accounting: Financial, Cost and Management Accounting and their interrelationships, trial balance and preparation of final accounts (including manufacturing accounts) relating to sole proprietor .elementary introduction of final accounts of a company

Depreciation:- concepts, methods of depreciation

Financial Analysis — Concepts and objectives. Tools of Financial Analysis- ratio analysis, common size financial statements, trend analysis, fund flow and cash flow statements.

Cost Accounting — Meaning, Scope and Classification of costs, Absorption costing, marginal costing, break-even analysis, use of cost data in managerial decision-making.

Cost Control Techniques - Preparation of budgets and their control, Zero base budgeting. Standard costing and variance analysis, Responsibility accounting.

Introduction to recent developments in cost management: Price level accounting, human resource accounting, Social Accounting.

Recommended Text Books

S.No Author Title Publisher

- 1 Pandey Management Accounting Vikas
- 2 Maheshwari Financial Accounting Vikas

Reference Books

S.No Author Title Publisher

1. Horngren, Sundem Introduction to Management Prentice Hall India & Stratton Accounting
2. R.K, Lele, Jawahar Accounting Theory Himalaya Lal Publishing House
3. L.S. Porwaa Accounting Theory Tata McGraw Hill
4. A.K.Vashisht, J.S Management Accounting Unistar Books Pasricha Pvt.Ltd.
5. S.P.Jain, K.L. Cost Accountmg Principles Kalyani PublishersNarang & Practices
6. Bhattacharyya, Costing for Management Vikas Publishing JohnDearden House

MANAV BHARTI UNIVERSITY

QUANTITATIVE TECHNIQUES (MB-104)

Data Analysis: Measure of Central Tendency

Measures of Dispersion: Range Quartile Deviation, Mean Deviation, and Standard Deviation

Skewness and Kurtosis

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation, time Series Analysis, index Numbers, Theory of Probability

Theoretical Distributions: Binomial, Poisson and Normal Distribution

Theory of Estimation

Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test

Introduction: Mathematics and statistics in Business Decisions, Theory of Sets

Logarithms: Laws of operations, Log tables, compound interest, depreciation and annuities.

Equations: Linear, Quadratic & Simultaneous Equations

Matrix Algebra, Binomial Theorem

Principles of Mathematical Induction, Arithmetic Progression & Geometric Progression

Recommended Text Books

S.No Author Title Publisher

1. Levins, Krehbiel & Business Statistics Pearson

Berenson "

2 Levin&Rubin Statistics for Management Prentice Hall

3. Sancheti & Kapoor Business Mathematics Sultan Chand

4. Gupta Statistical Methods Sultan Chand

MANAV BHARTI UNIVERSITY

MANAGERIAL ECONOMICS (MB- 105)

Introduction to Managerial Economics: Meaning, scope and nature of Managerial Economics, role of Managerial Economics in business decision making, business firms and its objectives, Economic theory and Managerial Economics with basic economic principles, Difference between Micro and macro Economics

Demand analysis: Determinates of demand, types of demand, law of demand, and elasticity of demand, demand function, Demand forecasting, forecasting methods
Production and cost analysis: production function, . Iso-quant and iso-costs factors , Returns to scale factor, least cost and combination of input, Concept of cost and its types, cost output relationship in short and long period, break even charts, law of variable proportion

Pricing and output decisions in various markets: market structures, price determination and firm equilibrium under perfect competition, monopolistic, oligopoly and monopoly

Price practice: Price determination, methods of pricing, cost plus pricing, marginal cost pricing, average cost pricing, price determination rule , target pricing, going rate pricing and transfer pricing

National income accounting: Conceptual framework, problem in computation, gross national product and welfare, computation function, saving and investment function, determination of national income, classic and Keynesian macro economic models
Theory of multiplier: Concept of static and dynamic multiplier, balanced budget Multiplier , Govt expenditure multiplier , fiscal multiplier

Macro economic policy: Monetary and fiscal stabilization policy, inflation and unemployment tradeoff.

Recommended Text Books

S.No Author Title Edition Publisher

1. K.K. Dewett Modern Economic Theory 21st S.Chand

2 (a) D.M. Mithani Managerial Economics: Theory & Applications 1st Himalaya

2 (b) H.L. Ahuja Macro Economics – Theory & Policy 7th S. Chand

Reference Books

S.No Author Title Edition Publisher

1. Mote, Paul, Gupta Managerial Economics 1st Tata McGraw Hill

2. D.N. Dwivedi Managerial Economics 6th Vikas

MANAV BHARTI UNIVERSITY

SEMINAR ON EXECUTIVE COMMUNICATION (MB-106)

INTERODUCTION: Meaning and important of communication in business, the process of communication, models of communication, types of information-order, advise, suggestion, motivation, persuasion, warning and education.

Channels of communication, their effectiveness, limitations.

Media of communication, barriers of communication, approaches to effective communication, tools of communication, Dictation, sentence, paragraph, punctuation and report writing. Group communication through committees, conference and other formal communication with public at large, interviews, seminar, symposia and conferences.

Specific business communication: essentials of effective business communication structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters. Process for drafting Effective Business Message

Letter writing: Good news, Bad news, Informative news, Persuasive news, Memorandum drafting E-mail writing Report writing – Short & Long Formal Reports Strategies to improve - reading skills, speaking skills, listening skills Guidelines to effective public speaking ,Developing job application – Covering letter, Resume, Interviewing: Negotiating the job offer

Recommended Text Books

S.No. Author Title Publisher

1 Lesikar, Petit & Lesikar's Basic Business Tata McGraw

2 Flatley Communication Hill

Reference Books

S.No. Author Title Publisher

1 Poe & Fruchling Basic Communication AITBS

2 Taylor English Conversion Practice Tata McGraw

3 Diwan & Aggarwal Business Communication Excel

4 Baugh, Frayer &

Thomas

MANAV BHARTI UNIVERSITY

WORKSHOP ON COMPUTERS FOR MANAGEMENT (MB-107)

Introduction to Computers: Classification ,components of computer system.Introduction to High level and low level languages.Problem Analysis, flow charting and algorithm.

Software: system s/w, application s/w. Basic concepts of operating systems

Tally: Basics, Creating Companies, Various Accounts & Transactions, Ledgers, Balance Sheet, Ratio Analysis

Introduction to www, Internet and intranet, difference between Internet and intranet, sending and reading e-mails, fax.

Practical on Internet access to:

- Create E-mail address
- Perform transactions
- Send & receive messages
- Use of search engines

MS-Office 2000

Word processing: MS-Word, word basics, formatting text and documents, working with header and footer, footnotes, endnotes, tables and sorting, graphics, mail merge and macros.

Spreadsheets and their uses in business, Excel basics, rearranging worksheets, excel formatting techniques, using functions, chart features and working with graphics in excel.

Power Point: Basics, working with texts and graphics in Power Point.

Delivering information with Microsoft Mail.

Text Books:

Sr. Author Title Publisher

1 P.K.Sinha Fundamental of Computers BPB

2 Leon & Leon Internet for Everyone Leon Tech World

3 Curtin, Foley, Sen &
Martin

Information Technology Tata MCGraw Hill

4 Ron Masfield MS-Office Tech Publication

MANAV BHARTI UNIVERSITY

BUSINESS ENVIRONMENT(MB. 201)

Introduction: Meaning, definition of business environment and its emergence in the 21st Century, The concept of environment, components of environment: economic, political, legal, social technological & international. Need to scan the business environment and techniques of scanning the business environment.

Political Environment: Three political institutions- Legislature, Executive and Judiciary. Fundamental rights and Directive Principles of state policy. Rationale and extent of state Intervention, center and state relationship and others, constitutional problem related to business

Economic environment: Economic systems, economic planning in India, objectives, strategies and evaluation of current five year plan. Industrial policy and industrial licensing. New economic policies ,financial structure of Indian economy

Legal Environment: company regulatory legislations in India, MRTP, FEMA, EXIM in light of liberalization policies. SEBI guidelines relating to capital issues.

Public sector in India: concepts, philosophy and objectives, performance, problems and constraints. Privatisation. Joint sector and co-operative sector in India.

Social environment: social responsibility of business, consumer movement & Consumer Protection Act 1986, The Environment Protection Act 1986.

Technological environment: Impact of technology on business. Technological policy, import of technology, appropriate technology, problems in technology transfer.

International environment: Emergence of globalisation. Control of foreign direct investment, benefits and problems from MNCs. WTO, its role and functions, implications for India. Trading blocks.

Recommended Text Books

S.No Author Title Edition Publisher

1. Aswathappa Essential of Business Environment 7th Himalaya
2. Sengupta Government & Business 6th vikas

MANAV BHARTI UNIVERSITY

PRODUCTION & MATERIAL MANAGEMENT (MB. 202)

Product Design & Development - Meaning, Product Design and its Characteristics; Product Development Process (Technical); Product Development Techniques.
Process Selection - Project, Job, Batch, Mass & Process types of Production Systems;
Product - Process Mix

Facility Location - importance; Factors in Location Analysis; Location Analysis Techniques, Facility Layout - Objectives; Advantages; Basic Types of Layouts

Capacity Planning - Concepts; Factors Affecting Capacity. Planning, capacity Planning Decisions. Production Planning & Control (PPC) - Concepts, Objectives; Functions

Work Study - Productivity; Method Study; Work Measurement.

Materials Management - Concepts, Objectives,

Functions Purchasing Management - Objectives; Functions; Methods; Procedure

Stores Management - Types of Stores; Functions; Coding Methods

Value Analysis - Concepts

Inventory Management - Concepts; Classification; Objectives; Factors Affecting Inventory Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level; ABC Analysis

Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

Quality Management - Quality Concepts, Difference Between Inspection, Quality Control, Quality Assurances, Total Quality Management; Control Charts; acceptance Sampling

Recommended Text Books

S.No Author Title Edition Publisher

1. Nair Production & Operation
Management

1st Tata McGrawHill

2. Adam & Ebert Production & Operation
Management 5th Prentice Hall India

MANAV BHARTI UNIVERSITY

HUMAN RESOURCE MANAGEMENT (MB-203)

Introduction of human resource management: Meaning, scope, objectives functions, policies & roles and importance of Human Resource Management, challenges in personnel management, importance of human relation in organization, organizing the personnel and human resources department, HRM & HRD a comparative, analysis,. Human Resource Management practices in India.

Human Resource Planning: Definition, Objectives ,HRP process and importance, Methods of HRP, Approaches of HRP, Job analysis, description, specification & job evaluation ,Recruitment, selection, placement and induction process.

Human Resource Development: Concept, Employee training development Career Planning & development, Performance management concept & process, performance appraisal, Potential appraisal

Job Compensation: Wage & salary administration ,Factor affecting wage and salary policy in the organization, incentive plans & fringe Benefits ,Promotions, demotions, transfers, separation, absenteeism & turnover.

Quality of work life (QWL): Meaning, origin, development and various approaches to QWL, techniques for improving QWL.

Quality circles: concept, structure

Job satisfaction and morale.

Health, Safety & Employee welfare.

Human Relations: definition, objectives & approaches to human relations, Employee grievances and discipline, participation & empowerment, Introduction to collective bargaining
HR Audit.

Recommended Text Books

Sr. Author Title Publisher

1. V.S.P.Rao Human Resources Management Excel
- 2 C.B.Memoria Personnel Management Himalya
- 3 Edwin B.Flippo Personnel Management Tata McGraw Hill
- 4 Dale Yoder Personnel Management & Industrial Relation
- 5 Arun Monappa& Saiyadain
Personnel Management Tata Mc Graw Hill
- 6 V.P.Michael HRM & Human Relations Himalays
- 7 R.S.Dwivedi HRD in Indian Companies McMillan India

MANAV BHARTI UNIVERSITY

MARKETING MANAGEMENT(MB 204)

Marketing and its application: Marketing Concepts and orientations, Marketing Tasks, Marketing in modern context.

Marketing planning and organization: Strategic Planning, Marketing System & Marketing Environment, Marketing Planning & Marketing Process. market segmentation Marketing Information System : Concept and Components.

Understanding consumers: Consumer Behaviour : Factors influencing consumer buying behavior, Buying process.

Product management :Product Decisions: Product Mix, Differentiation & Positioning, New product development, Consumer adoption process, Product Life Cycle and strategies, Packaging, Labeling, Branding.

Pricing Decisions: Objectives, Factors affecting pricing decisions, Pricing Methods, Pricing Strategies.

Distribution strategy: Nature and types of Marketing Channels, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Physical distribution.

Promotion strategy : Communication process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Managing the Sales force. Introduction to strategic management. Introduction to E-Commerce. Organising for marketing, Marketing Implementation & Control.

Recommended Text Books

S.No Author Title Edition Publisher

1. Kotler Marketing Management 10th Prentice Hall India

Reference Books

S.No Author Title Edition Publisher

1. Saxena Marketing Management 1st Tata McGraw Hill
2. Stanton, Etzel & Walker Fundamentals of Marketing 10th Tata McGraw Hill
3. Ramaswamy & Namakumari Marketing Management 2nd McMillan
4. Gandhi Marketing – A Managerial Introduction TMH
5. Kotlar & Armstrong Principles of Marketing 8th Prentice Hall India

FINANCIAL MANAGEMENT (MB-205)

Introduction: Evaluation of Financial-management, scope and objectives of financial management, function of financial management.

Capital Budgeting : Definition and concept of capital budgeting ,Importance of Capital Budgeting, process , Project formulation & Project Selection Introduction to various capital Budgeting Techniques; Payback Period Methods, Average rate of return , Net Present Value methods, IRR, Benefit-Cost ratio, capital Rationing .Source of Long Term funds: Equity shares , Preference share , Debentures, public deposits, factors affecting long term funds requirements.

Cost of Capital: A importance, definition , measurement of cost of capital

Lease financing: Concepts, types. Advantages and disadvantages of leasing

Capital structure : Determinants of Capital Structure, Capital structure theories, oprating and financial leverage

Working capital : Concept factors affecting working capital requirements, determining working capital requirements , Sources of working capital. working capital management

Dividend decision: Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy (1) Relevance and irrelevance of dividend decision, Walter model & Gordon models(2)dividend policy in practice :Dividend payout in ratio , stability in dividends ,legal contractual and internal constraints: owner consideration & capital market consideration types of dividends, stock dividends .

Corporate Restructuring : Reasons and factors affecting Mergers, Acquisitions, takeover and sell-offs.

Recent Developments—Introduction to concepts of EVA, MVA and CAPM.

Recommended Text Books

S. No. Author Title Publisher

- 1 I.M. Pandey Financial Management Vikas publishers
2. Khan & Jain Financial Management Tata McGraw Hill
3. Prasanna Chandra Financial Management Tata McGraw Hill
(Theory & Practice)

Reference Books

S. No. Author Title Publisher

1. James C. Van Financial Management & Pearson Education Horne Policy Asia
2. james C. Van Fundamentals of Financial Pearson Education Horne & john M. Management Asia
3. Brealy & Myres Principles of Corporate Tata McGraw Hill Finance
4. John J. Hampton Financial Decision Making Prentice Hall India Concept, Problem & Cases
5. P.V.Kulkarni Financial Management Himalaya

MANAV BHARTI UNIVERSITY

RESEARCH METHODOLOGY (MB 206)

Introduction to Research methodology: Meaning of Research, Definition, Nature and scope of research methodology, Limitations, and Types, Objectives of research, Research Process

Research Designs: Exploratory, Descriptive and experimental
Defining a research problem

Data types : Nature and measurement
nominal, ordinal, interval & ratio data

Data Collection: Secondary Data, Primary Data, and Methods of Collection.

Scaling Techniques: Concept, Types, Rating, scales & ranking Scales
Scale construction Techniques, Multi Dimensional Scaling.

Sampling Designs: Concepts, Types and Techniques
Designing Questionnaire, Interviewing.

Report writing : Contents of report
Tabulation, Coding, Editing.

Executive Summary

Bibliography format

Presentation of report and acceptance Problem

Recommended Text Books

Sr. Author Title Publisher

1 Cooper &Schindler ,Business Research Methods

Tata McGrawHill

2 Goods & Hatt Methods in SocialResearch

Tata McGraw Hill

3 Kothari Research Methodology Vishwa Prakashan

MANAV BHARTI UNIVERSITY

WORKSHOP ON INFORMATION TECHNOLOGY (MB-207)

Information Technology: Introduction, New Developments, Information Systems, Software and data, application of IT in Business & Industry, Home Education & Training, Entertainment & Arts, Science, Engineering and Math.

MS Access: database, adding, deleting and moving records;
Querying: creating, saving and editing; creating and using forms, creating and printing reports.

Communication – The Electronic Web : Network Applications : Fax, voice, Information Services, Person to person Communication, Group Communication;

Computer Network & Communication : Network types, Network topologies Network Communication Devices Physical Communication Media
Network Protocol (TCP/ IP)

Range of Application: Scientific, Business, educational, Weather forecasting & Remote Sensing Decision Support System, Inventory, Railways etc

MS Access: Creating database, adding, editing and moving records
Querying: Creating, Saving and Editing; Creating and using forms; Creating and Printing Reports; Managing Data and Files.

Internet: HTML, FTP, GOPHER, News group, Tel net. , creation of table, frame include image in table colours

Text Books:

Sr. Author Title Publisher

- 1 P.K.Sinha Fundamental of Computers BPB
- 2 Leon & Leon Internet for Everyone Leon Tech World
- 3 Curtin, Foley, Sen & Martin
Information Technology Tata MCGraw Hill
- 4 Ron Masfield MS-Office Tech Publication

MANAV BHARTI UNIVERSITY

OPERATIONS RESEARCH(MB 301)

Introduction to OR: Meaning of operation research/management science, Managerial Decision Making and OR

OR Models: Principles and Types.

Linear Programming: Definition, assumption ,Problem Formulation of LPP, Graphical Solution of LPP ,Simplex methods.

Duality:Economic interpretation of the optional simplex solution ,Dual form of the problem ,The primal –dual relationship in general form ,analysis of the dual form ,Dual simplex methods sensitivity analysis:1)Right hand side values 2) Objective functions coefficients(3)constraints coefficients.

Transportation Models: Determination of initial solution by north-west corner/least-cost/vowel approximation methods. Determination of optimal solution using stepping stone methods/Modi methods ,Transshipment Problem, Traveling Salesman Problem, Assignment and their solution

Inventory management: Replacement Models, determination of EOQ, writing lines

Queuing Theory : Models (M/M/1) : (FcFs/∞); (M/M/1) : (FcFs/N);

(M/Ek/1): (FcFs/∞) and (M/M/C/) : ((FcFs/N).

Game Theory: Two person ,zero sum games, Maximin and Minimax principle, Role of dominance ,Two person, Zero sum games with mixed Strategies

PERT-CPM: Meaning of PERT-CPM, model of PERT-CPM

Decision Making: Decision making environment, decision under uncertainty-Laplace, maximax ,maximin ,hurwies and regret criteria ,decision making under risk –expected opportunity loss/expected value of perfection information criteria, decision tree analysis

RECOMMENDED TEXT BOOK

1 J K Sharma Quantitative Techniques for Managerial Decisions. 1st Macmillan

2 N D Vohra Quantitative Techniques In Management 2nd Tata McGraw Hill

3 S.D.Sharma Operations Research 12th Kedar Nath RamNath & Co

4 V.K.Kapoor Operations Research 7th Sultan Chand

5 Lee, Moore, Taylor Management Science

6 S.M.Lee (et.Al) Management Science

Reference Books

S.No Author Title Edition Publisher

1. Tulsian & Pandey Quantitative Techniques 1st Pearson Edn.

2. Hillier & Lieberman Introduction to Operations Research 7th Tata McGraw Hill

3. J. K. Sharma Operations Research McMillan

4. H.A.Taha Operations Research

5. C.K.Mustafi Operations Research

MANAV BHARTI UNIVERSITY

CORPORATE LEGAL ENVIRONMENT (MB-302)

Law of Contract: Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. Introduction to the concept of agent and different types of mercantile agents.

Sale of Goods Act: Meaning, Formation of contract, Meaning of condition and warranties. Difference between Transfer of Property and Possession, Right of and Unpaid Seller.

Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques. Dishonor of cheques and liability of banker and drawer.

Law of Insurance: Fundamentals Elements of Insurance. Basic features of law relating to carriers (Air, Road, Rail and Shipping)

Company law: Characteristic of Company, distinction between company and partnership. Kinds and Formation of Company, Meeting. Winding Up by court.

Taxation: Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, Customs, Central and state sales tax.

Recommended Text Books

S.No Author Title Publisher

1, Chawla, Garg & Mercantile Law Kalyani
Sarin

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MANAV BHARTI UNIVERSITY

MANAGEMENT INFORMATION SYSTEM (MB 306)

Introduction: What is MIS, MIS sub system, Role of computer in MIS Definition & Significance, Evolution, MIS Support for Programmed and Non-Programmed Decision Making, Model of Decision Making.

Structure of MIS: Based on Management Activity & Organisational Function, Conceptual & Physical Structure of MIS.

Systems Concept: Definition of a System, Types of Systems, Sub-System, and Systems Concepts & Organisation.

Information Concept: Definition of Information, Information Presentation, Quality of Information.

Decision Support Systems: Characteristics of DSS, Decision Support & Structure of Decision Making. Decision Support & Repetitiveness of Decisions. Classes of DSS, DSS Users, GDSS, Characteristics of GDSS.

Organisation & Information Systems : Relationship, Salient Feature of Organisation, Effect of organisation on Information Systems and Vice Versa.

Advanced Information Systems: Knowledge Work Systems, Executive Support Systems, Expert Systems Artificial intelligence.

ERP: An Introduction, Application Examples of Information Systems.

Introduction to CRM, Business intelligence, supply chain management, Business process re-engineering, Business Process management.

Social and legal aspects in computerization: social dimension in computerisation, computer virus, computer crimes, Legal dimension in computerisation

Recommended Text Books

S.No Author Title Edition Publisher

1. Laudon & Laudon Management Information Systems: Organisation & Technology 7th Pearson
2. Goyal Management Information Systems: Managerial Perspectives McMillan

Reference Books

S.No Author Title Edition Publisher

1. Alter Information Systems: Management Perspective 3rd Pearson
2. Murdick, Ross & Claggett Information Systems for Modern Management 3rd Prentice Hall

MANAV BHARTI UNIVERSITY

STRATEGIC MANAGEMENT(MB 401)

Introduction: Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).

Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions. Corporate Restructuring.

Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Strategic Analysis and choice—Corporate level analysis (BCG, GE Ninecell, Hofer's product market evolution and Shell Directional policy Matrix).

Industry level analysis ; Porters's five forces model. Qualitative factors in strategic choice

Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.

Recommended Text Books

S.No Author Title Edition Publisher

1. Kazmi Business Policy & Strategic Management 2nd Tata McGraw Hill
2. Thomson & Strickland Strategic Management: Concept & Cases 12th Tata McGraw Hill

Reference Books

S.No Author Title Edition Publisher

1. Ghemawat Strategy & The Business Landscape 1st Pearson Education Asia
2. Ghoshal, Piramal & Budhiraja World Class in India 1st Penguin
3. Wheelen & Hungee Strategic Management & Business Policy 6th Addison-Wesley
4. Johnson & Scholes Exploring Corporate Strategy 4th Prentice Hall India
5. Jauch & Glueck Business Policy & Strategic Management 5th Tata McGraw Hill
6. Pearce & Robinson Strategic Management 3rd AITBS

MANAV BHARTI UNIVERSITY

EVALUATION & IMPLEMENTATION OF PROJECT (MB 402)

Introduction of Project and project management: Definition, characteristics, importance, types, steps in identification of projects, project life-cycle, Project management, meaning and scope.

Project appraisal: Technical appraisal, Environmental appraisal, Economic & market appraisal including market survey for forecasting future demand and sales. Managerial appraisal.

Financial appraisal: project cost estimation & working capital requirements, sources of funds, appropriate composition of funds (capital budgeting), preparation of projected financial statements viz. Projected balance sheet, projected income statement, projected funds & cash flow statements. Preparation of detailed project report. Project finance. Need & techniques for ranking of projects : payback method, accounting rate of return, internal rate of return, net present value method, net terminal value method, multiple internal rate of return.

SCBA - meaning, rationale, approaches to SCBA SCBA by FI's : UNIDO approach, L-M approach, social appraisal of projects in developing countries with special reference to India.

Implementation of projects: Project scheduling & control, problems of project Implementation, Role of project manager, project audit.

Recommended Text Books

S.No Author Title Edition Publisher

1. Prasanna Chandra Projects, Preparation, Appraisal Budgeting & Implementation 4th Tata McGrawHill

Reference Books

S.No Author Title Edition Publisher

1. Maylor Project Management 2nd Pearson
2. Chong & Brown Managing Project Risk 1st Pearson
3. Ghattas & McKee Practical Project Management 1st Pearson
4. Narendra Singh Project Management

MANAV BHARTI UNIVERSITY

MARKETING RESEARCH (MB-501)

Introduction: Meaning of Marketing Research & MIS, Marketing Decision Support System, scope of market research, Research function, Problem formulation, choice criteria models, Research Process

Research Design: Exploratory, Descriptive, and Experimental Designs
Methods of Data Collection, Scaling Techniques and questionnaire design.
Data Preparation, Basic methods of collecting data.

Data Analysis: Discriminant Analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis, questionnaire planning and execution, Multi Dimensional Scaling, sampling and sampling design, Basic concepts, Steps in sampling process

Applications of Marketing Research: Sales Analysis, Market Potential Analysis, Sales Forecasting Market Segmentation

Product Research: New Product Development Process, Test Marketing

Advertising Research: Media Research, Copy Testing

Pricing Research : Skimming and Penetration Pricing

Distribution Research : Warehouse Research, Retail Location Research
Brand Positioning, International Marketing Research, Motivation Research

Recommended Text Books

S.No Author

1. Naresh Malhotra
2. Boyd, Westfall & Stasch
3. Luck & Rubin

Title Publisher

Marketing Research: Applied Orientation.
Pearson Education. AITBS Prentice Hall India

Reference Books

S.No Author

1. Tull & Hawkins
2. Green, Tull & Albaum G.C. *Research for Marketing*

MANAV BHARTI UNIVERSITY

CONSUMER BEHAVIOUR (MB-502)

Introduction of Consumer behavior: Scope , importance and interdisciplinary nature.

The consumer research process , quantitative and qualitative research

rational vs emotional buying motives. Dynamic nature of motivation.

Role of personality in understanding consumer diversity. Product personality and brand personification . Self-image , vanity and consumer behavior .

Consumer Perception : Absolute and differential threshold , subliminal perception.

Perceptual selection , organization and interpretation.

Positioning Perceived price, quality and risk . Manufacturer's image .

Recognition and recall.

Buying process :Attitudinal and behavioral measures of brand loyalty.

Cognitive dissonance theory and attribution theory .

Influence of Design of persuasive communication .

Influence of consumer behavior:– Friendship , work, Celebrity and family. Impact of social class, culture , subculture and cross – culture factors on consumer behavior .

The process of opinion leadership and motivation behind opinion leadership. Diffusion and adoption process of innovations. Profile of consumer innovators.

Consumer decision making process: Routinised response , limited and extensive problem solving behavior . Howard-Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making . Consumer gifting behavior . relationship marketing .

Consumer Vis –a-Vis Industrial Buying Behaviour.

Recommended Text Books

S. No. Author Title Publisher

1. Schiffman & Consumer Behaviour Pearson Kanuk Education Asia

2. Laudon & Bitta Consumer Behaviour Tala McGraw 3.

Nair Consumer Behaviour Himalaya William Wells John Burneff Advertising (Principles & practices)Batra, Myers &Aaker Advertising Management PrenticeHall

Reference Books

S. No. Author Title Publisher

1. Engell, Kollat & Consumer Behaviour Dryden Press Blackwell

Chunawalla & Rathor Foundations of Advertising Himalaya

MANAV BHARTI UNIVERSITY

ADVERTISING MANAGEMENT(MB-503)

Introduction of Advertising: Meaning, definition, Objectives, Scope and Social Implications. Advertising as a communication Process, Communication Models: AIDA Model, Laivdige – Stenier Model, Role of Advertising in Marketing Mix.

Danger approach: Introduction, Planning and Managing, Advertising Budget, Marketing Strategies.

Media: Types of Media, Media Planning, Media Selection, and Multi-Media Strategies. Creative styles. Guidelines for copywriting, Copywriting for print, Audio, TV and outdoor media. Advertising layout.

Evaluation of Advertisements: Measuring Advertising Effectiveness.

Advertising Agencies: Structure, Functions and Client Relationship.

Laws and Ethics of Advertising in India ASCI, Consumer protection and MRTP.

Sales promotion : Tools, Impact, Advantages & Disadvantages Comparison of different promotion tools Guidelines for selecting appropriate tool and analysis of application of certain tools in select industries.

Personal Selling : Role, Advantages & Disadvantages over other promotion tools

Publicity : Role of publics and publicity. Publicity management

Advertisement Vs sales promotion: Synergy & Trade-off

Recommended Text Books

1 Advertising (Principles & practices)Batra, Myers & Aaker

2 Advertising Management Prentice Hall

MANAV BHARTI UNIVERSITY

SERVICES MARKETING (MB-504)

Introductions :Growth of service sector economy, Service Characteristics, Service Classification,Service Marketing Triangle, Service Marketing Mix, Quality Gaps Model. Consumer Behaviour in Services, Customer Expectation of Service, Customer Perception of Service. Understanding Customer expectation and Perception through Marketing Research.

Relationship Marketing - Concept, Benefits and Strategies.Market Segmentation and Targeting.Service recovery.

Service Development and Design: New Service Types, Supplementary Services, Developing Positioning Strategy,Positioning Maps Servicescape Types, Servicescape effects on behavior Importance and Strategies for effective delivery through Employees, Intermediaries and Participation.Managing Demand, Managing Capacity, Waiting Line Strategies Services Marketing Communication Mix, Communication Strategies Factors related to Pricing, Pricing approaches, Pricing Strategies Service Quality and Productivity, Quality Gaps, Prescriptions for closing Quality Gaps, Customer Service Function.Services Management Trinity, Interactional Conflicts, ts: Product Concept Product Mix concepts, Product Classification.

Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting. Product Market Strategies Internal Marketing

Recommended Text Books

Sr. Author Books Publisher

1. Zeithmal, Valarie A Services Marketing Tata McGraw Hill
2. Lovelock, Christopher H. Services Marketing Pearson Education

Reference Books

Sr. Author Books Publisher

1. Verma H.V. Marketing of Services
2. Payne A. The Essence of Service Marketing Prentice Hall
3. Woodruff, Helen Services Marketing
4. Kotler, Philips & Andreason Marketing of Non-Profit

MANAV BHARTI UNIVERSITY

PRODUCT & BRAND MANAGEMENT (MB 505)

Introductions of product: Product Concepts: Product Mix concepts, Product Classification.

Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting. Product Market Strate.

Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation.

Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation.

New Products: New Product Categories, Organization for Product Management.

New Product Development Process: Concept Generation, Concept Screening, Concept Testing, Marketing Strategy Development, Product Development, Product Use Testing, Test Marketing & Product Launching.

Designing the Offer: Perceptual Mapping, Conjoint Analysis, Pricing the Offer: Price Elasticity of Demand, Costs, Pricing Strategies. Concept of Product Testing. Test Marketing. Product Launch.

Branding Decisions: Branding Brand Name Brand Characteristics, Brand Strategy Decisions. Brand Image, Brand Identity, Brand Personality. Brand Positioning and Repositioning, Brand

Equity Brand Building: Brand Building Process. Brand Licensing and Franchising. Packaging and Labeling

Recommended Texts

Sr. Author Books

- 1 C. Merle Crawford New Product Management
- 2 Donald Lehmann Product Management
- 3 Subroto Sengupta Brand Positioning

Suggesting Reference:

Sr. Author Books

- 1 William Moore Product Planning & Management
- 2 Ries & Trout Positioning: The Battle for your Mind
- 3 David A. Aaker Managing Brand Equity
4. Urban, Hauser, and Dholakia, N. Essentials of New Product Management

MANAV BHARTI UNIVERSITY

SALES, CHANNEL & LOGISTICS MANAGEMENT (MB-506)

Introductions: Objectives of Sales Management, Selling process, Personal Selling objectives, Determining Sales Related Marketing Policies.

Basic types of sales organization structures: Relationship of sales department with other departments in the organization. Managing Distribution system
Motivating Sales Personnel Compensating Sales Personnel, Sales Contests.

Controlling the Sales Force: - Setting Standards, Comparing Standards to Performance, Control, Sales Budget, Sales Quotas, Sales Territories.

Introduction to CRM & Relationship Marketing

Retailing : Location , In house branding Vs multi branding strategy; Issues & challenges

Merchandising : Multi branding Vs exclusive stores Space management
Retail Chain management; Issues, challenges & Advantages
Role of Information technology & IT Decisions

Franchising : Issues, challenges, advantages & disadvantage
Guidelines for effective franchisee system Introduction, concept & significance, functions, interface with production & marketing.

Logistics functions & cost physical distribution, transportation, inventory control, warehousing, packaging, material handling, order processing, location analysis. Neglect of physical distribution function in India & its cost.

Logistics information system: need, components, design, role of information in Logistics. Transportation modes, mode choice, inter-modal transport, containerization, routing. Logistics organization. International Logistics. Introduction Supply chain management

Role of IT in logistics

Books Recommended

Sr Author Title Publisher

1. Manning & Reece Selling Today Pearson
2. Bowersox Close & Hat Trick: Logistics Management
3. Ballou :. Basic Business Logistics
4. Stock & Lambert : Strategic Business Logistics
5. Khanna: Physical Distribution Management
6. Cundiff; Govoni & Still Sales Management Prentice Hall
7. David Jobber & Geoff Lancaster Selling & Sales

MANAV BHARTI UNIVERSITY

INTERNATIONAL MARKETING (MB 507)

Introductions: Meaning and scope of international marketing, difference between domestic and international marketing. Direction & composition of Indian exports. International marketing tactics, reasons for entering export marketing and organisation of an export department.

International economic environment: world trade tariff and non-tariff restrictions, role of WTO and trading blocks, international monetary system. SAARC, SAPIA & Trading pattern in South Asia. Indian export and import policy export promotion organizations, export incentives. The procedure and practices of processing of an export order, producing for exports, export quality control; export finance, shipment and procedures thereof. Export documents, processing of an export order, organisation and structure of export and import houses. The selection of export markets, planning of export marketing strategy-product, pricing, promotion, and distribution channel. International marketing research.

Recommended Text Books

S.No Author Title Edition Publisher

1. Keegan Global Marketing Management 7th Pearson Education Asia
2. Cherunilam International Trade & Export Management 7th Himalaya

Reference Books

S.No Author Title Edition Publisher

1. Onkvisit & Shaw International Marketing Analysis & Strategy 3rd Prentice Hall India
2. Cherunilam International Marketing 1st Himalaya

MANAV BHARTI UNIVERSITY

FINANCIAL SERVICES (MB-521)

Introduction: Financial Services Meaning, types and their importance.

Merchant Banking - Origin and development of merchant banking in India scope, organisational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t Merchant bankers.

Mutual funds and AMCs- concept, origin and growth of mutual funds, constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual funds schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. State of mutual funds in India.

Leasing-concept and development of leasing, business difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee.

Factoring - development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

Plastic Money — Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations. Factors affecting utilisation of plastic money in India.

Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects.

Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Call money market: introduction, meaning, participation, location, volume of call loans, call rates, recent developments.

Treasury bill market-introduction, 91 days, 182 days treasury bill market, Commercial

Bill market - introduction, bills of exchange, size of market, schemes, rates, factors

Behind interdevelopment Market for CPs and CDs : introduction, interest rate determination, Discount market and market for financial guarantees.

Depository: Introduction, Concept, depository participants, functioning of depository systems, demat, remat, process of switching over to depository systems, benefits, depository systems in India, SEBI regulation.

Recommended Text Books

Sr. Author Books Publishers

1 E.Gordon & K. Natarajan Financial Markets & Services Himalaya Publishing House

2 Lalit K.Bansal Merchant banking & Financial Services Unistar Books Pvt.

Reference Books

Sr. Author Books Publishers

1. Edited by Ravi Puliani, Mahesh Puliani SEBI Manuals Bharat Law House

2. M.Y.Khan Financial Services Tata McGraw Hill

3. H.R.Machiraju Merchant banking – Principles & Practices
New Ag International Pvt.Ltd.

4. L.M.Bhole Financial Institutions & Markets Tata McGraw Hill

MANAV BHARTI UNIVERSITY

ADVANCED FINANCIAL MANAGEMNT (MB-522)

Capital budgeting under risk and uncertainty, Risk concept ,measures of risk standards an deviation ,and co-efficient of variations decisions tree

Working capital management:Meaning and definition ,theories of working capital management ,Need of working capital, Determinats of working capital, management of working capital, financing of working capital

Management of cash: Objectives ,Need of cash management, cash management, cash management tools, cash budget

Mangemnt of receivable and inventory ,credit terms ,credit policies ,collection policies,objectives of inventory management, inventory management techniques'

Lease financing: introduction, financial evaluation, lesser and lesser accounting aspects Merger and amalgamations, take over code ,legal and procedural aspect of merger decision

Financial current aspects: Sources of long term finance ,external and internal sources of finance

Reference Books

JAMES C VAN HORNE: financial management and policy

Ezra soloman and pringle: introduction to financial management

MANAV BHARTI UNIVERSITY

MANAGEMENT OF BANKING & FINANCIAL INSTITUTIONS (MB-523)

Introduction of Financial Institutions: Definition, Types, and Role of Financial Institution in Economic Development.

Commercial Banks: Evolution, Management and Organizational setup, Assets & Liabilities, Theories of Liquidity Management, Management of Primary & Secondary Reserve, Management of Loans.

Reserve Bank of India: Organisation, Management, Role & functions., Credit Control.

Development Banks in India: Types, functions, growth, structure & working of development banks.

Mutual Funds: Evaluation, SEBI regulations, & different types of schemes. Deposit Insurance: Concept & working of Deposit Insurance Introduction to DICGC

REFERENCE BOOKS:

R,M, Srivastva : Management of financial Institution

Madhu Vij : Management of Financial Institutions in India

R.N. Aggarwal : Financial Liberalization in India

Machiraju : Indian Financial System

LM. Bhole : Financial Markets & Institution

MB 514

MANAV BHARTI UNIVERSITY

DIRECT TAX PLANNING (MB-524)

Introduction: Concepts of tax planning, tax evasion & tax avoidance, importance & scope of tax planning. Basic definitions under income tax act & determination of residential status.

Individual Taxation: Computation of income under different heads of income & clubbing provisions. Set off and carry forward of losses. Deductions out of GTI. Rates of tax & computation of tax liability. Tax planning relating to individuals (in general) and tax planning relating to employee's remuneration. Exempted incomes.

Corporate Taxation: Computation of income under different heads of income, Set off and carry forward of losses, Deductions out of gross total income, Rates of tax, computation of tax liability and MAT provisions. Introduction to TDS and payment of Advance Tax.

Tax planning relating to following areas: Ownership pattern, Location of Business, Nature of Business, Dividend policy, issue of bonus shares, inter corporate dividends, Amalgamation and merger of companies. Managerial decisions like make or buy, own or lease, close or continue, export or local sales, replace or repair, Foreign collaborations and joint ventures. Double Taxation Avoidance Agreements.

Tax planning under Wealth Tax Law.

Recommended Text Books

Sr. Author Books Publishers

1 Girish Ahuja & RaviGupta

a) Corporate Tax Planning & Management

b) Systematic Guide to Income Tax Bharat Law House Pvt. Ltd.

2 Dr. Vinod K. Singhanian, Kapil Singhanian, Monica Singhanian

a) Direct Taxes Planning & Management

b) Students Guide to Income Tax Taxmann's Publication Pvt. Ltd.

MANAV BHARTI UNIVERSITY

INTERNATIONAL FINANCE (MB-525)

Introduction: International Finance : concept & role of international finance manager in multinational corporations. International Financial environment: international transactions & financial market, trade & Spatial flow, inflation Tax change control & currency devaluation, ex-proprietary action etc. Different types of risks: country risk analysis Foreign direct investment & foreign institutional investment foreign collaboration trends since liberalisation.

Financial operations of multinational corporation: sources & investment: short, medium & long term national currency financing foreign currency financing, regional & national development finance, private investment companies, **Multilateral financial institution** : WB/IMF, ADB. Export & import financing: role of commercial banks. Basic instruments, private non-bank sources of finance.

Financial innovation & risk sharing: introduction, futures markets in growing world, financial future trading, role of financial futures, swap markets, basic swap structure, interest rate, fixed rates currency, currency coupon, types.

International stock exchanges: New York , London, Luxemburg, third world and Asian stock exchanges: working and their influences, the securities market, bond market, foreign portfolio investment.

developments in international finance: country funds, ADR, GDR, EURO issues, ECBj their process of issue, benefits, limitations & specific guidelines issued by FIPB. International financial investment strategies and regulations for Indian Companies. FEMA.

Recommended Text Books

Sr. Author Books Publishers

1. V. Sharan International Financial Ma Prentice Hall India

2 Maurice D. Levi International Finance McGraw Hill Inc

Reference Books

Sr. Author Books Publishers

1 Madhu Vij International Finance Excel Books

2 P.G. Apte International Financial

Management

Tata McGraw Hill

3 V.K. Bhalla Management Text & Cases Anmo

MANAV BHARTI UNIVERSITY

MANAGEMENT CONTROL SYSTEM (MB-527)

Management Control System : Basic concepts, nature and scope, Control environment Concept of goals and strategies. Behavioral considerations.

Responsibility Centers: Revenue and expense centers, Profit centers, Investment centers. Transfer Pricing: Objectives and methods.

Budgeting: Budget preparation, Types of budgets. Behavioral aspects of budgets. Variance analysis and reporting. Performance analysis and measurement. Impact on management compensation.

Modern control methods :JIT, TQM and DSS. Control in service organizations.

Recommended Text Books

Sr. Author Books Publishers

1 Robert N. Anthony & Vijay Govindrajana Management Control systems
Tata McGraw Hill

Reference Books

Sr. Author Books Publishers

1 Joseph A. Maciariello/Calvin J. Kirbi Management Control Systems
Prentice hall of India Pvt. Ltd.

2. P. Saravanavel Management Control Systems (Principles & Practice)
Himalaya Publishing House

3. Kenneth A. Merchant Modern Management Systems : Text & Cases
Pearson Education Asia

4. Horngren, Foster, Datar Cost Accounting Prentice Hall

MANAV BHARTI UNIVERSITY

QUALITY MANAGEMENT (MB-541)

Introduction of Quality management - Concepts, Role of Quality in Changing Business Conditions, Contributions of Deming, Juran Philip Crosby, Kaizen, Trade off between Quality Costs and Schedules, Quality Costs and its Analysis, Life Cycle Costs, Difference between Inspection, Quality Control, Quality Assurance and Total Quality Management, Quality Problems and Causes, Pareto Analysis, Ishikawa Cause and Effect Diagnosis.

Quality Control - Control of Quality, Statistical Process Control, Control Charts, Acceptance Sampling. Strategic Quality Management Quality Management in Marketing Quality Management in Designing Quality Management in Manufacturing Quality Management in Suppliers Quality Management System

Total Quality Management - Concepts, Organization for Quality, Developing a Quality Culture.

Quality Certification - Quality Assurance, ISO 9000 Series Concepts and Procedure

Recommended Texts:

Sr. Author Books

- 1 . Juran, J.M. & Gryna, P.M. Quality Planning & Analysis
2. Logothetis, N. Total Quality Control

Suggesting

Sr. Author Books

1. Chandra Quality Circles
2. Bounds Total Quality Management
3. Eugene Grant Statistical Quality Control

MANAV BHARTI UNIVERSITY

PRODUCTION PLANNING & CONTROL (MB-542)

Production Planning & Control: Meaning, Importance, Objectives, Functions

Types of Production Systems.

Production Procedure: Production Cycle, Planning & Control in the Production Procedure.

Production Organization: Organization Structure, Sections of Planning & Control Department. Product Selection, Process Selection, Plant Location, Plant Layout, Operations Capacity Planning.

Production Order: Process Charts, Production Master Programmes, Operation & Route Sheets, Breakdown of the Production Order & preparation of various Cards.

Production Planning: Operations Planning and Scheduling Systems, Aggregate Planning Process, Strategies for Aggregate Planning, Disaggregation of Aggregate Plans, Master Production Schedule (MPS), Material Requirement Planning (MRP), Rough Cut Capacity Planning.

Production Control: Machine Loading; Infinite and Finite Loading, Gantt Load Chart, Visual Load Profiles; Detailed Scheduling: Gantt Scheduling Chart, Forward and Backward Scheduling, Forms Schedules, Inputs of Schedule, Drawing a Job Schedule, Factors influencing Scheduling, Procedure Scheduling, Reducing Scheduling Problems; Dispatching; Expediting; recording Progress; Input /Output Control.

Production Control for Mass Production: Design of Production Line, Assembly Line Balancing. Production Control for Batch production: Inventory Control for Single and Multiple Products, Line of Balance.

Production control for Job Shop Production: Jumbled Flow in a Job Shop, Job Sequencing for Machine Limited Scheduling Systems, Job Sequencing for Men and Machine Limited Scheduling Systems.

Recommended Texts:

Sr. Author Book

1. L.N. Aggarwal & Parag Diwan Management of Production System
2. Adam & Ebert Production & Operations Management
3. Dilworth James B. Production & Operations Management
4. Eilon Samuel Elements of Production Planning & Control
5. N.G. Nair Production and Operations Management

Suggested References:

Sr. Author Books

1. P. John Collary Jr, Robert D. Landel, Robert Fair Production Operation Planning & Control
2. Busbridge Principles & Production Control

MANAV BHARTI UNIVERSITY

INVENTORY MANAGEMENT (MB-543)

Inventory: Concept, Inventory Classification, Functions of Inventory, Advantages and Disadvantages of Inventory.

Inventory Control: Objectives, Factors affecting Inventory, Control Policy, Inventory Costs, Material Requirement Planning (MRP), MRP Objectives & Methods, MRP System Components, Limitations and Advantages of MRP. Factors affecting Stock levels, Maximum and Minimum Level, Order Point, Re-order Level, Perpetual Inventory System, Lead Time, Economic Order Quantity (EOQ), BASIC EOQ Model, Safety or Buffer Stock, Feedback Inventory Information System.

Selecting Inventory Control Techniques: ABC Analysis, HML Analysis VED Analysis, SDE, GOLF,FSN SOS XYZ Classification .Just in Time (JIT)

Inventory Models: Static, Dynamic and Deterministic Models

Probabilistic Models: Determination of EOQ under various conditions of Demand and Lead-Time Analysis.

Stores Management: Store Objectives, Receiving Procedures and Control, Identification of Materials,Stores system and Procedures Classification and Codification, Standardisation, Storing of Materials, Stores Location and Layout, Preservation, Issue Control, Stores Documentation. Stock Valuation Methods and Stock Verification.

Material Handling : Choice of Equipments, Evaluation of Material Handling, Cost Reduction Methods.

Traffic : Transportation cost, Shipping terms, Model of transportation, Loss and damage of Freight Demurrage, Transportation Strategy and Cost Reduction.

Waste management : Sources of Surplus, Disposal of Surplus, Buying Surplus Material

Recommended Texts:

Sr. Author Books

1. Gopal Krishan & Sandelya Inventory Management
2. Narasimhan. McLeavey, Billington Production Planning & Inventory Control
3. Dobler & Burt Purchasing and Supply Management
4. Adam & Ebert Production and Operations Management
5. L.N.Aggarwal & Parag Diwan Management of Production System

Recommended References:

Sr. Author Books

1. Buffa & Taubert Production Inventory Systems : Planning & Control
2. Marge J.F. Production Planning & Inventory Control

MANAV BHARTI UNIVERSITY

PURCHASING MANAGEMENT (MB-544)

INTERODUCTION : Role, Profit Centre Concept, Objectives Make or Buy Decisions
Materials Planning

Materials Codification: Evolution of Codes, Classification, Methodology, Advantages
Standardization: Definition, Specification, Advantages, Techniques

Value Analysis: Concept, Organisation for Value Analysis, Application, Techniques,
Steps for Value Analysis

Spares Part Management: Inventory Problems, Inventory Control, Categorization,
Pricing Factors Purchasing Functions, Relationship pf Purchasing Department with other
Departments, Procurement, Supply Management Activities, Purchasing Objectives and
Policies Operating Procedures, Purchasing Cycles

Supply Sources: Importance of Source Selection, Vendor Development & Maintenance,
Vendor Rating, Competitive Bidding, Selecting the Source.

Pricing Principles: Economic Consideration in Determining the Right Price, Price
Analysis, Discounts.

Cost Analysis: Elements of Affecting Costs, Sources of Cost Data, Direct & Indirect
Costs, Target Costing.

Negotiation: Objectives, Process, Techniques, Price Negotiation Contract Management.
Import Substitution Public Buying

Traffic: Transportation Cost, Shipping Terms, Modes of Transportation, Loss and
Damage of Freight, Demurrage, Transportation Strategy and Cost reduction

Recommended Texts:

1. Dobler & Burt : Purchasing & Supply Management
2. P. Gopala Krishan : Purchasing & Materials Management

References:

1. L.N. Aggarwal & Parag Diwan : Management & Production Systems
2. N.G. Nair : Production & Operations Management

MANAV BHARTI UNIVERSITY

TECHNOLOGY MANAGEMENT (MB-545)

Introduction of Management of Technology: Meaning , Various aspects and Issues, Strategic Considerations, Technological change and Innovation, Impact of Technological Change on Employment and Productivity, Social consequences.

Technology Forecasting, Technology Development, Acquisition and Transfer. Technology Absorption and Diffusion, Evaluation/Assessment of competing Technologies, Foreign Diffusion, Collaboration and Strategic Technological Alliances.

Law regarding protection of trade intellectual property rights, patents, trade marks;

TRIPS and W.T.O. - its impact on Indian Economy.

Technological environment in India - Technology policy, role of various government, organisations such as DST, CSIR in development and dissemination of technology. Technology development at organisation level, role of information system, quality systems and market feedback.

REFERENCES:

1. Sharif Nawaz : Management of Technology Transfer APCTT Bangalore. and Technology
2. Fredruck Betz : Managing Technology, Prentice Hall
3. Mauk Dugdson : Technology Strategy and the Firm, Longman Publications
4. UN-ESCAP : Technology for Development, ESCAP Secretariat.

MANAV BHARTI UNIVERSITY

MANUFACTURING POLICY & IMPLEMENTATION (MB-546)

Production function: Production function & the organisation, Five Ps of production, Production Strategy, Planning & Controlling the Operations - Product Selection Linking the product with marketing, Planning the Operation, Setting up Production System, Controlling the Production.

Manufacturing System Design: Organisation of Manufacturing Operation, job batch and flow production methods; Group Technology - coding composite component, Product flow analysis, Group Technology and Just-In-Time.

Just-In-Time Manufacturing: JIT manufacturing, People Involvement, total Quality Control, Advantage of JIT Manufacturing, Elements that support JIT flow. The KANBAN System, Optimised Production Technology (OPT).

Manufacturing & Service Strategies: Manufacturing as a competitive advantage, Corporate Strategy & Manufacturing Strategy, Production Planning and Inventory Control in Manufacturing Strategy.

Theory of Constraints & Synchronous Manufacturing: Introduction, Theory of Constraints, The Goal of Performance Measures, Synchronous Manufacturing, Speed to Market, Bench Marking, Simultaneous Engineering, Reverse Engineering. Technology Audit, Strategic Alliances.

Technological Innovation in Manufacturing: Automated Design Support, Computer Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer Integrated Manufacturing (CIM). Artificial Intelligence (AI), Automation in Services.

REFERENCES:

1. Narasimhan Mcleavey, Billington : Production Planning & Inventory Control
2. James B. Dilworth : Production & Operations Management
3. Muchbevan Dekland & Lecky : Production & Operations Management

MANAV BHARTI UNIVERSITY

ORGANISATION DEVELOPMENT (MB-561)

Introduction to OD: Definitions, Meaning & its distinguishing characteristics.

Historical background: various stages, second-generation OD and extent of application, values, assumptions and beliefs in OD.

Foundations of OD; Models and theories of planned change, Systems theory, Participation and empowerment, Teams and teamwork, Parallel learning structures, A normative-reductive strategy of changing, Applied behavioral science, Action research
Managing OD Process: Diagnosis, The Six-Box Model, Third Wave Consulting, Nature of OD intervention, Analysis of discrepancies, Phases of OD program, Model of Managing change, creating parallel learning structures. Action Research and OD
Action research: a process and an approach

OD Interventions: An overview, team interventions, intergroup and third party peace making interventions, comprehensive interventions, structural interventions.

Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate interventions, depth of -"intervention, on being absorbed by the culture, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, implications of OD for the client.

Power, Politics and OD: Power defined and explored, theories about the sources of social power, Organisational politics defined and explored, the role of power and politics in the practice of OD.

Training Experience: T-groups, Behavioral Modeling and Career anchors.

The future of OD: Fundamental strengths of OD, OD's future: Leadership & value, Knowledge about OD, OD training, inter-disciplinary nature of OD, diffusion of technique, integration practice.

OD in Indian Organisations.

Recommended Text Books

S.No Author Title

1. Richard Beckhard Organisation Development Strategies & Models
2. Wendell L. French Organisation Development
Cecil H. Bell
3. Blake, Robert & Building a Dynamic Corporate through Grid OD
Mounon
4. Thomas H, Patten Organisation Development through Team Building
- 5 Edgar F. Huse Organisation Development & Change
- 6 Burke W.W. Organisation Development principles & Practices

MANAV BHARTI UNIVERSITY

TRAINING AND DEVELOPMENT (MB-562)

Introduction of training and development: Meaning, definition, importance, benefit, Training and Development Process and significance, Principles of Learning, difference between training and development, education, Identification of Training Needs, Evolving Training Policy. Training and Development Systems, Training Methods, Training Centers, Role of External Agency in Training and Development, Training for Change, Resistance in Training, Developing Effective Trainers, Designing training Programme.

Management development: Meaning, Approaches to Management Development, Methods of Development, Designing the Development Programme, Team Building Exercises, Management Games

Evaluation of Training and Development: Criteria, Problems and Steps involved in Evaluation. Emerging Issues in Training and Development in India.

Suggested Readings:

Author Title Publisher

1 Armstrong M.A. Handbook of Human Resource Management Practice Kogan Page, London

2 Dayal, I Manpower Training in Organisations Prentice Hall of India, New Delhi

3 Craig, Robert Training and Development Handbook McGraw Hill, New York

4 Lynton, R. and U. Pareek Training and Development Irwin Doresy, Howwood

MANAV BHARTI UNIVERSITY

ADVANCED INDUSTRIAL PSYCHOLOGY (MB-563)

Introduction: Meaning, Definition Nature, Scope, and Problems & Objectives. Individual Differences and their Evaluation, Role of Heredity, Environment, Types of Individual Differences.

Psychological tests: Psychological test in industries, their Utility, Reliability and Validity

Attitudes: Meaning, Characteristics, Factors that Influence Development of Attitudes, Implication for organization, components of attitude, sources of attitude

Industrial Morale : Meaning, Characteristics, Factors that Influence Morale, Measures of improving Morale.

Monotony: Fatigue and Stress: Meaning, Impact, Causative Factors.

Motivation: Meaning, Types, Applications in industry - MBO, Job design.

Work Environment: The Arousal Hypothesis - Noise, Illumination, Color, Vibration, Miscellaneous Factors.

Human engineering: Work study, time study, motion study

Learning: Definition, theories, classical conditioning operant conditioning
Text Books

S.No Author Title Publisher

1. M.L. Blum & J.C. Industrial Psychology - Its CBS
Naylor Theoretical & Social Foundations
2. Ghosh & Ghorpade Industrial Psychology Himalaya

Reference Books

Sr Author Title Publisher

1. Miner Industrial/Organisation TataMcGraw Psychology Hill
2. Schultz & Schultz Psychology & Work Today Pearson
3. Riggio Industrial/ Organisational Prentice Hall
Psychology
4. Dubrin Applying Psychology: Prentice Hall
Industrial & Organisation Effectiveness

MANAV BHARTI UNIVERSITY

INDUSTRIAL RELATIONS (MB –564)

Industrial Relations – meaning and significance of industrial relation factor determining the industrial relation, Essential of IR ,Significance of IR,IRs growth of industrial relation, IR and human resource approaches to human relation, Theories and Evolution ,Systems approach to IR-Actors, Context, Web of Rules & Ideology.

Trade union: Definition of trade union, Labour movement and the trade unions ,Need for trade union ,Rise and growth of trade unions, Impact of trade unions on wages,Trade unions movement in india and other s country USA, Germany ,England and Russia Tripartite and bipartite bodies ,Anatomy of industrial disputes Conciliation, arbitration and adjudication. Grievance Handling

Collective Bargaining : Concept , meaning & purpose, function of collective bargaining, condition of the success of collective bargaining Approaches, techniques & strategies to Collective Bargaining Process of Collective Bargaining

Worker participation in management in India: Meaning of worker participation ,Objective of worker participation ,Essential of worker participation in management, Impact of CB and workers participation in management on IR ,Industrial relations in UK & USA, Japan & Russia

Labour laws: The Trade unions Act, 1926 { with amendments }

The Industrial Disputes Act, 1947 { with amendments }

Factories Act { with amendments }

Reference:

Sr. Author Title Publisher

1. Johan.T.Dunlop Industrial System
2. Arun Monappa Industrial Relations Tata McGraw Hill
3. Mamoria &Mamoria,Dynamic of Industrial Relations in India,Himalaya,Publishing House
4. Blain Pane International Encyclopedia of Industrial Relations
5. Clark Kler Labour & Management in Industrial,Society

MANAV BHARTI UNIVERSITY

SOCIAL SECURITY & LABOUR LAW (MB-565)

Introduction : The concept and scope of social security.

Social assistance and social insurance

Evolution of social security.

Law relating to social security: Payment of wages Act, 1936

Minimum Wages Act, 1948

Payment of Bonus Act, 1965

Workman's Compensation Act, 1923

Maternity Benefit Act 1961

Employees State Insurance Act, 1948

Provident Fund & Miscellaneous Provisions Act, 1951

Gratuity Act, 1972

I.L.O and social security

The concept of labour welfare : definition, scope and objectives, welfare work and social work. Evolution of labour welfare, classification of welfare work, agencies for welfare work. Welfare activities of govt. of India; welfare work by trade unions Labour Welfare work by voluntary social organizations.

Labour administration: agencies for administering labour welfare laws in India

Sr. Author Title Publishers

1. Hallen Dynamic of Social Security

2. A.M.Sharma Social Security & Labour Welfare Himalaya Publishing House

3. I.L.O. Social Security International Labour Office

4 T.N.Bhagoliwal Economics of Labour & Social Welfare

5. B.D.Rawat Labour Welfareism in India – Problems and Prospectus.

MANAV BHARTI UNIVERSITY

PERFORMANCE & COMPENSATION MANAGEMENT (MB-566)

Introduction to Compensation Management: Compensation Philosophies, Determination of inter and intra industry Compensation Differentials
Process of Compensation Management, Compensation and its components, Pay Structure, Internal Equity and External Equity in Compensation Systems, Compensation Ratio.

Performance management: Concept and Process of Performance Management, Performance Appraisal, Potential Appraisal, Methods of Performance Appraisal, Performance Based Pay,

Skills and Competency, Concept and Types of Incentive Systems.
Statutory Provisions governing different components of Reward System, Institutions related to Reward System: Wage Boards, Pay Commissions.
Suggested Readings :

Author Title Publisher

1. Richard Henderson Compensation Management Prentice Hall
2. Armstrong, Michel and Murks Hellen Reward Management – A Handbook of Salary Administration
Kogan Paul, London
3. Bergess Lenard R Wage and Salary Administration
Charles E Merrill, 1984, London
4. Sud D.C. Incentives Industry Tata McGraw Hill

MANAV BHARTI UNIVERSITY

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (MB 567)

Meaning: Definition of IHRM ,Approaches of IHRM ,Managing Human Resources in a foreign subsidiary, Cultural & behavioral differences in different countries, cross cultural studies of Hofstede, Kluckhohn Stoodbeck; Ethicalrelativity versus ethical absolutism.

IHR planning & staffing: Practice & problems

Compensation Systems: Multinational compensation systems, factors affecting compensation systems.

Training & development: General practices, approaches & short-comings.

Appraising performance of subsidiary staff: Appraisal systems, acceptance & resistance.

Expatriates: Determination of needs, selection process, attributes contributing to success &failure, special issue of female expatriates, expatriate re-entry.

Accommodating & training of the family members: Education & vocational guidance, amenities & facilities.

1. Anne Will Harzing & : Industrial Human Resources Management
J. V. Ruyssevellt (editors)
2. Pieper R. : Human Resource management:
An International Comparison Watter de Cruyter New York
3. Hofstede : Cultures Consequences
4. Gesteland : Cross-cultural Business Behavior. Viva
5. Harris&Moran : Managing Cultural Differences Gulf Publishing

MANAV BHARTI UNIVERSITY

PROGRAMMING in C / C++ (MB-581)

Section A

Problem solving with Computers: Algorithms and Flowcharts. Data types, constants, variables, operators, data input and output, assignment statements, conditional statements.

Section B

Iteration, arrays, strings processing, defining function, types of functions, function prototype, passing parameters, recursion. Storage class specifiers, pre-processor, header files and standard functions.

Section C

Pointers: Definition and uses of pointers, pointer arithmetic, pointers and array, pointers and functions, pointer to pointer. Structures, union, pointers to structures, user-defined data types, enumeration.

Section D

Evolution of OOP, OOP Paradigm, advantages of OOP, Comparison between functional programming and OOP Approach, characteristics of object oriented language – objects, classes, inheritance, reusability, user defined data types, polymorphism, overloading.

Section E

Classes, member functions, objects, arrays of class objects, pointers and classes, nested classes, constructors, destructors, inline member functions, static class member, friend functions, dynamic memory allocation. Inheritance, single inheritance, types of base classes, types of derivations, multiple inheritance containers, member access control.

Section F

Function overloading, operator overloading, polymorphism, early binding, polymorphism with pointers, virtual functions, late binding, pure virtual functions, opening and closing of files, stream state member functions, binary file operations, structures and file operations, classes and file operations, random access file processing.

References:

Sr. Author Books Publisher

- 1 Dietel & Dietel C-How to Program Pearson Education
- 2 Kerningham & Ritchie The C Programming Language
- 3 Kenetkar Let us C BPB
- 4 Lafore, Robert C++
- 5 Gottfried B Theory and problems of programming i

MANAV BHARTI UNIVERSITY

RELATIONAL DATA BASE MANAGEMENT SYSTEM (MB-582)

SECTION-A

Overview of DBMS, Basic DBMS terminology, data independence. Architecture of DBMS, Distributed databases, structure of distributed databases, design of distributed databases, Introduction to - data mining, data warehousing

SECTION-B

Introduction to data models: entity relationship model, hierarchical model: from network to hierarchical, relational model, object oriented database, object relational database, comparison of OOD & ORD, comparison of network, hierarchical and relational models.

SECTION-C

Relational model: storage organizations for relations, relational algebra, relational calculus, functional dependencies, multivalued dependencies, and normalization.

SECTION-D

Relational query language: SQL, database integrity, security, concurrency, recovery, client/ server architecture, and technical introduction to oracle.

References:

Sr. Author Title Publisher

1. Desai An Introduction to Database System Galgotia
2. Ullman & Widom First course in Database Systems Pearson Education
3. Data Introduction in Database System
4. Korth & Silberschatz Database System Concept
5. Bayros Commercial Application Development using ORACLE Developer 2000
6. C.J. Data An Introduction to Database Systems Narosa publishers
7. Ullman Principles of Database Systems Galgotia
8. D. Kroenke Database Processing Galgotia
9. Henry F. Korth, Abraham Database System Concepts McGraw hill
10. Navee Prakas

MANAV BHARTI UNIVERSITY

SOFTWARE ENGINEERING (MB-583)

SECTION-A

Software: Characteristics, Components Applications, Software Process Model: Waterfall, Spiral, Prototyping, Fourth Generation Techniques, Concepts of Project Management, Role of Metrics And Measurement.

SECTION-B

S/W Project Planning: Objectives, Decomposition Techniques: S/W Sizing, Problem Based Estimation, Process Based Estimation, Cost Estimation Models: COCOMO Model, The S/W equation, System Analysis: Principles of Structured Analysis, Requirement Analysis, DFD, Entity Relationship Diagram, Data Dictionary.

SECTION - C

S/W Design: Objectives, Principles, Concepts, Design Mythologies: Data Design, Architecture Design, Procedural Design, Object – Oriented Concepts.

SECTION – D

Testing Fundamentals: Objectives, Principles, Testability, Test Cases: White Box & black box Testing, Testing Strategies: Verification & Validation, Unit Test, Integration Testing, Validation Testing, System Testing.

Reference:

Sr. Author Title Publisher

1. Roger Pressman Software Engineering“– A Practitioner’s Approach McGraw Hill
2. R.E.fairley Software Engineering Concepts McGraw Hill
3. Jalota An Integrated Approach to Software Engineering Narosa Publishing House
4. Elias M.Award System Analysis and Design

MANAV BHARTI UNIVERSITY

ADVANCED DECISION SUPPORT SYSTEMS (MB-584)

Decision-making: Concept, Process, Simon's model. Programmed versus nonprogrammed decisions, quantitative tools.

Decision models: Decision making under assumed certainty, risk & uncertainty.

Introduction to DSS: Characteristics and Objectives: Comparison with EDP/MIS.

Levels of Decision Support System: Specific, Generator and tools - Forecasting packages, Statistical packages; Relationship. Role of Decision Support Systems and its application.

Components of Decision support Systems : Data Subsystem, Model Subsystem, and Userinterface, DBMS, Quantitative models and modeling in DSS , Group Decision support Systems, Expert system and its integration with DSS. Executive Support Sys,tem. Create Applications Using EXCEL

Data Warehousing: Concepts, database structure, getting data into the data warehouse. Data

Mining: Automated Analysis, constructing a data warehouse system.

REFERENCES:

1. Turban & Aronson : Decision Support System & Intelligent System
2. Micheal W. Davis : Applied Decision Support
3. R. Jaya Shanker : Decision Support Systems
4. Sprague and Watson : Decision Support Systems : Theory and Practice
5. J.L. Bennett : Building Decision Support Systems
6. Efreem G. Mallach : Decision Support & Data Warehouse System

MANAV BHARTI UNIVERSITY

Introduction to Computer Networks (MB-585)

Section A : Network and Networking: Basic & overview; Network protocols and standards – OSI, TCP, IP, FTP, TELENET, AIM, WAP etc. Satellite Based Information Network.

Section B: Network Services: Electronic Mail, File Transfer, Teleconferencing, Computer-Mediated Conferencing, Facsimile Transmission, Tele Text, videotext, etc. ISDN and Intelligent Network Security.

Section C: Introduction to data communication, analog Vs Digital Communication, Band Width limitation, data rate of a channel, Error detection and correction; nature of errors, parity check, CRC, hamming code, Modulation; Multiplexing: SDM, FDM, TDM, STDM.

Section D: Introduction to computer networks and application; network hardware, network software, OSI reference model, TCP/IP model, network standardization, physical layer: circuit switching, packet switching, message switching, terminal handling, telephone system, modems, connections, transmission media.

Section E: Internet working, Network layer in Internet IP Protocol, IP Address, TCP/ IP Service Model, TCP Connection management.
Sr. Author Books Publisher

1. A.S.Tannenbaum Computer Network Prentice Hall
- 2 D.E.Cormer Computer Networks and Internet Addison Wesley
- 3 D.E.Cormer & D.L Stevens Inter networking with TCP-IP Design, Implemenation and Internals, Vol-2Prentice Hall
- 4 D.Bertsekas & R.Gallagar Data networks Prenntice Hall
- 5 W.R. Stevens UNIX Network Programming Prentice Hall

MANAV BHARTI UNIVERSITY

E-COMMERCE & IT ENABLED SERVICE (MB-586)

SECTION – A

Internet Basics: What is internet. What Special About Internet?

Dial Up Connection/Direct Connection; Slip or PPP

WWW: The Client Site, Server Site, Web Pages in HTML, Environment Variables, Difference Between HTML and DHTML, ECOM and Portals.

SECTION – B

Internet Internals: Transmission Control Protocol/ Internet Protocol (TCP/IP), FTP, HTTP, WAIS (Wide Area Information Service), TELNET, Internet Addressing, IP Address, Electronic Mail Address, URL, E-Mail Basic.

Domain Name System: Name for Machine, Flat Name Space, Hierarchical Names Internet Domain names, Domain Name Revolution.

SECTION-C

HTML (hypertext marking language) Basic HTML and tags, Language description, usability, static creation of HTML web pages. Creating tables, forms and their advantages.

SECTION-D

ASP (Active Server Pages)

Introduction to ASP technology. How to create dynamic web pages. Understanding ASP objects model, processing data using session variables. What is the purpose of global asa file. Data base connectivity through ADO's.

SECTION – E

E-Business models, BPO, Electronic Business system, E-Business security, Introduction to CMM

Note: A team of two examiners will evaluate the Final Research Project.

There will be one external and one internal examiner, each evaluating out of 100 marks. The institute will select and invite an external examiner for the evaluation.

Reference :

Sr. Author Books Publisher

1 Ravi Kalkota Frontiers of E-Commerce, Addison Wesley

2 K.Bajaj & D.Nag E-Commerce, The Cutting Edge of Business, Tata McGraw Tata Mc Graw

3 Green Stein Electronic Commerce Tata Mc Graw hill

MANAV BHARTI UNIVERSITY

INTERNATIONAL FINANCE (MB-591)

Introduction: International Finance : concept & role of international finance manager in multinational corporations. International Financial environment: international transactions & financial market, trade & Spatial flow, inflation Tax change control & currency devaluation, ex-proprietary action etc. Different types of risks: country risk analysis Foreign direct investment & foreign institutional investment foreign collaboration trends since liberalisation.

Financial operations of multinational corporation: sources & investment: short, medium & long term national currency financing foreign currency financing, regional & national development finance, private investment companies,

Multilateral financial institution : WB/IMF, ADB. Export & import financing: role of commercial banks. Basic instruments, private non-bank sources of finance.

Financial innovation & risk sharing: introduction, futures markets in growing world, financial future trading, role of financial futures, swap markets, basic swap structure, interest rate, fixed rates currency, currency coupon, types.

International stock exchanges: New York , London, Luxemburg, third world and Asian stock exchanges: working and their influences, the securities market, bond market, foreign portfolio investment.

developments in international finance: country funds, ADR, GDR, EURO issues, ECB's their process of issue, benefits, limitations & specific guidelines issued by FIPB. International financial investment strategies and regulations for Indian Companies. FEMA.

Recommended Text Books

Sr. Author Books Publishers

1. V. Sharan International Financial Ma Prentice Hall India

2 Maurice D. Levi International Finance McGraw Hill Inc

Reference Books

Sr. Author Books Publishers

1 Madhu Vij International Finance Excel Books

2 P.G. Apte International Financial Management Tata McGraw Hill

3 V.K. Bhalla Management Text & Cases

MANAV BHARTI UNIVERSITY

INTERNATIONAL MARKETING (MB 592)

Introductions: Meaning and scope of international marketing, difference between domestic and international marketing. Direction & composition of Indian exports. International marketing tactics, reasons for entering export marketing and organisation of an export department.

International economic environment: world trade tariff and non-tariff restrictions, role of WTO and trading blocks, international monetary system. SAARC, SAPIA & Trading pattern in South Asia. Indian export and import policy export promotion organizations, export incentives. The procedure and practices of processing of an export order, producing for exports, export quality control; export finance, shipment and procedures thereof. Export documents, processing of an export order, organisation and structure of export and import houses. The selection of export markets, planning of export marketing strategy-product, pricing, promotion, and distribution channel. International marketing research.

Recommended Text Books

S.No Author Title Edition Publisher

1. Keegan Global Marketing Management 7th Pearson Education Asia
2. Cherunilam International Trade & Export Management 7th Himalaya

Reference Books

S.No Author Title Edition Publisher

1. Onkvisit & Shaw International Marketing Analysis & Strategy 3rd Prentice Hall India
2. Cherunilam International Marketing 1st Himalaya

MANAV BHARTI UNIVERSITY

INTERNATIONAL BUSINESS ENVIRONMENT (MB593)

1. International Business Environment - Globalization - Forces, Meaning, dimensions and stages in Globalization - Kenchi Ohmae Model - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler - Trading Environment of International Trade - Tariff and Non-tariff Barriers - Trade Blocks - Rise of new economies like Japan, South East Asia and China
2. Country Risk Analysis - Political, Social and Economic - Cultural and Ethical practices - Responsibilities of International Business - Economic crisis of Brazil, Mexico, India, South East Asia and Argentina
3. Managing Multinational Enterprises - Problems and Potential - Multinational Service Organizations - Indian companies becoming Multinationals - Potential, Need and Problems
4. Introduction to International Financial Management - Balance of Trade and Balance of Payment - International Monetary Fund, Asian Development Bank and World Bank - Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade
5. Bilateral and Multilateral Trade Laws - General Agreement on Trade and Tariffs, (GATT), World Trade Organization - Seattle and Doha round of talks - Dispute settlement mechanism under WTO - Problems of Patent Laws - International convention on competitiveness
6. International Marketing - Entry strategies - Market selection - Barriers
7. Global sourcing and its impact on Indian Industry - Globalization

RECOMMENDED BOOKS:

1. The International Business Environment by Anant K. Sundaram / J. Stewart Black-Prentice Hall
2. International Business environments and Operations John D Daniel, Lee H Radebaugh, Daniel P Sullivan- Pearson Education, 10th ed,2004

REFERENCE BOOKS:

1. International Management Managing Across Borders and Cultures Fourth Edition by Helen Deresky – PHI
2. Dynamics of successful International Business Negotiations by Robert T. Moran, William G. Stripp – JAICO
3. The International Environment of Business by Gerald M. Meier – Oxford press, 2006

MANAV BHARTI UNIVERSITY

EXPORT & IMPORT MANAGEMENT (MB 594)

International Commercial Terms – Need, Groups, Ex-works, FOB, FAS, CFR, CIF.

Quality Systems – ISO 9000 series, Patenting, Project, Import and Export (Contract, Trunking, Civil Construction, Services), EPZs, EOUs, TPs & SEZs.

Export Documentation- Customs Act., Ware housing, Tariffs, Refund and Recoveries of customs, Rebates and Special facilities.

Air and Sea Shipments – Procedure, Liner Freight, Containerization, Cargo claims.

Export of software, Fruits and vegetables, Floricultural products.

Provision and restrictions for import and export in India {Starting an export Business and Export Pricing, Location Prospective buyers and selecting overseas agents. Developing Export Strategy Marketing Plan and Export Marketing Mix , IS/ISO9000 and new ISO 14000 series International standards for quality system and role export Import (EXIM) Bank of India. General Provision of Import , Import restrictions ,Import Pricing ,Supplier Selection or Identification General Provisions form exchange control or Exchange Control formalities ,Letter of Credit ,Import Document and customers clearance procedure for imported goods and customers tariff act 1975 and the customers valuation rules.}

Books Recommended

(1) Nabhi's How to import –

(2) Ministry, Commerce and Industry, Hand Book of Procedures, Volume I & II, GOI, New Delhi,

(3) Guide to Export Policy, Procedures and Documentation - Mahajan

4) Business Logistics Management - Ballun, R.H

(5) The New Export Marketer -Young G.

(6) Practical Guide to the Foreign Trade of India -Arora R.S.

MANAV BHARTI UNIVERSITY

INTERNATIONAL LOGISTICS & SUPPLY CHAIN MANAGEMENT (MB595)

1. INTRODUCTION

International Logistics and Supply chain management: meaning and objectives, importance in global economy, Characteristics of global supply chains, Supply chain relationship to business performance, -Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain

2. SUPPLY CHAIN STRATEGY

Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy

3. TRANSPORTATION:

Strategic importance of transport in global logistics, logistical objectives of transport, International Ocean Transportation, International Air Transportation, and International Land Transportation: types, characteristics and salient features, intermodal transportation in international operations, factors influencing mode and carrier selection decision,

4. OUTSOURCING AND LOGISTICS SERVICE PROVIDERS]

Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, role in Global logistics, types of services, considerations for hiring 3PL and 4 PL service providers. Concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management

5. CUSTOMER SERVICE

The marketing and logistics interface, customer service and customer retention, Service driven logistics systems, customer service priorities and standards, customer service strategy

6. PLANNING GLOBAL SUPPLY CHAIN

Planning the global supply chain, Network design for global supplychain management, Risk management in the global context, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains

7. GLOBAL TRADE ENVIRONMENT

a. Global trade environment: various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade, Term of Payment, International Currency, INCO terms, Logistical packaging, containerization.

8. NETWORK DESIGN :

Decisions in Network design-strategic importance, location of plant, warehouse, facilities; capacity and number of warehouses: Factors influencing network design decisions,

9. INVENTORY FLOW AND MODELING:

Approaches to Inventory Management in Global Supply Chain Management;; Distribution Resource Planning; Symptoms of poor Inventory Management, Modeling in Supply chain: inventory models, safety stock determination for service level, and lead time; forecasting models, routing problem

10. COORDINATION IN SUPPLY CHAIN:

Importance of Coordination in Supply Chain, Bullwhip Effect, Effect of lack of Coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain

11. INFORMATION TECHNOLOGY IN SUPPLY CHAIN:

Role and Importance of IT in Supply Chain Management, IT solutions for Supply Chain Management, Supply Chain Information Technology in Practice

12. PERFORMANCE MEASUREMENT AND TRENDS

Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends in International supply chain management

Books Recommended:-

1. Douglas Long International Logistics: Global Supply Chain Management Springer-Verlag New York, LLC;2004
2. Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998
3. Alan Branch Global Supply Chain Management in International Logistics Routledge 2007
4. Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006. Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers 1998

MANAV BHARTI UNIVERSITY

FOREIGN EXCHANGE MANAGEMENT (MB596)

Management of Foreign Exchange with special reference to India: Meaning of the Term "Foreign Exchange", Exchange Market, Statutory basis of Foreign Exchange, Evolution of Exchange Control, Outline of Exchange Rate and Types, Import Export Overview. (4)

India's Forex Scenario: BOP crisis of 1990, LOERMS, Convertibility. (4)

Introduction to International Monetary Developments: Gold standard, Bretton Woods system, Fixed-Flexible Exchange Rate Systems, Euro market. (4)

Finance Function: Financial Institutions in International Trade. (4)

Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank. (2)

Methods of IN Trade Settlement: Open Account, Clean Advance, Documentary Credit, Documentary Collection. (4)

Documentary Credits (Letter of Credit): Types of LC – Parties, Mechanism with illustration. (4)

Documents involved in International trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. (4)

INCOTERMS: C.I.F., F.O.B., C.I.P. (4)

Financing of Imports by Opening of Letter of Credit: Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit. (4)

Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship (4)

Finance, Export Methods how to start export, E.C.G.C. and other formalities

Uniform Custom Practices of Docu Credits – 93 Revisions, I.C.C. Paris Publica 500 Clauses 1 to 49 with case studies / illustration. (4)

Uniform Rules Collection – 97 Revision: Clauses 1 to 22 with case studies/ illustration.

Introduction to Exchange Rate Mechanism: Spot- Forward Rate, Exchange Arithmetic.

Deriving the Actual Exchange Rate: Forwards, Swap[s, Futures and Options. (4)

Guarantees in Trade: Performance, Bid Bond etc. (2)

External commercial Borrowings: Buyers Credit, Suppliers Credit, Forfeiting / Factoring, Country Risk Monitoring Model.

