

MBA

SYLLABUS

TWO YEARS MBA (FULL TIME) PROGRAMME

Academic Session: 2023-2024

**INSTITUTE OF MANAGEMENT
PT. RAVISHANKAR SHUKLA UNIVERSITY, RAIPUR**

Programme Outcomes of MBA	
On the successful completion of MBA programme the student will be able to understand about:	
In the area of General Management	
PO 1	Conceptual and practical knowledge required to work efficiently in industry
PO 2	Problem Solving Skills among them
PO 3	Cross-Functional skills among them
PO 4	And develop the ability and knowledge with respect to business situations
In the area of Human Resource Management	
PO 4	HR competencies and functional knowledge
PO 5	Develop skills required for human resource planning
PO 6	Skills required for human resource development
PO 7	Skills required for managing industrial Relations
In the area of Financial Management	
PO 8	And Develop ability to understand and prepare financial statements
PO 9	And Develop the ability to take financial decisions
PO 10	And Develop the ability to deal with financial problems
PO 11	And Develop the ability to take investment and funding decision
In the area of Marketing Management	
PO 12	And train about the marketing skills required in business
PO 13	And Develop the ability to apply fundamentals into practical situations
PO 14	And Develop the ability to prepare marketing strategy
PO 15	And Develop the ability to deal with marketing problems and generating solutions
In the area of System	
PO 16	And Develop the ability to design and run business system
PO 17	And Develop the ability to maintain database via DBMS
PO 18	And Develop the ability to do business process reengineering
PO 19	And Develop the ability to implement ERP in an organisation

**INSTITUTE OF MANAGEMENT
PT. RAVISHANKAR SHUKLA UNIVERSITY, RAIPUR**

**TWO YEAR M.B.A. (FULL TIME) PROGRAMME
COURSE STRUCTURE
Academic Session: 2023-24**

FIRST SEMESTER

MARKS

	External	Internal	Total
111 Management Concepts and Process	70	30	100
112 Organisational Behavior	70	30	100
113 Quantitative Methods	70	30	100
114 Managerial Economics	70	30	100
115 Accounting for Managers	70	30	100
116 Information Technology with	70	30	100
117 Environment and Management	70	30	100
118 Business Legislations	70	30	100
119 Industry Based Project & Viva-I	70	30	100

			900

SECOND SEMESTER

121 Managerial Communication	70	30	100
122 Management Science	70	30	100
123 Human Resource Management	70	30	100
124 Financial Management	70	30P	100
125 Marketing Management	70	30	100
126 Production Management	70	30	100
127- Research Methodology	70	30	100
128 Business Ethics & Indian Ethos	70	30	100
129 Industry Based Project& Viva -II	70	30	100

			<u>900</u>

THIRD SEMESTER**MARKS**

231 Organizational Effectiveness & Change	70	30	100
232 International Business	70	30	100
233 Management Information System	70	30	100

- **Specialization -Group A: MARKETING (COMPULSORY)**

234 Marketing Research & Consumer Behavior	70	30	100
235 Sales & Advertising Management	70	30	100
236 Industrial & Service Marketing	70	30	100

- **Specialization Group B (*Any One Group is to be Opted*)**

FINANCE

237F. Security Analysis and Portfolio Mgt.	70	30	100
238F. Management of Financial Services	70	30	100

HUMAN RESOURCE MANAGEMENT

237H. Human Resource Development	70	30	100
238H. Legal Framework of HRM	70	30	100

SYSTEM

237 S. System Analysis & Design	70	30	100
238 S. RDBMS & SQL Concepts	70	30	100

239 TRAINING REPORT & VIVA	70	30	100
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900

FOURTH SEMESTER	MARKS		
241. Strategic Management	70	30	100
242. Retailing Management	70	30	100
243 Corporate Social Responsibility	70	30	100

• **Specialization- Group A : MARKETING (COMPULSORY)**

244 International Marketing	70	30	100
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• **Specialization -Group B :(Any One Group is to be Opted)**

FINANCE

245F. International Financial Mgt.	70	30	100
246F. Project Planning, Analysis & Mgt	70	30	100

HUMAN RESOURCE MANAGEMENT

245H. Compensation Management	70	30	100
246H. Mgt. of Industrial Relations	70	30	100

SYSTEM

245S. Business Process Re-Engineering & ERP	70	30	100
246S. Fundamentals of Computer Architecture	70	30	100

600

Note:

1. Specialization Group B has three functional specializations in the area of Finance HRM and System. Out of these three specializations, any one as a whole is to be opted. First two papers from the opted specialization are to be studied in the third semester and remaining two papers are to be studied in the fourth semester.
2. Comprehensive viva will be based on all the subjects studied during all the semesters.

MBA - FIRST SEMESTER (Session: 2022-2023)

MANAGEMENT CONCEPTS AND PROCESS (FT-111)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the fundamentals of management.
SO2.	To know historical evolution of management thoughts.
SO3.	To understand approaches of management.
SO4.	To understand key managerial functions and their application

- Concepts, nature, scope , significance, functions and principles of management ,historical evolutions of management thoughts Management Process, System Approaches to Management
 - Planning-concepts, components and steps involved in planning process, MBO, Individual and Group Decision Making.
 - Organizing- principles , centralization, decentralizations, delegation, employees' empowerment, line & Staff Authority, Different types of organization structures, staffing.
 - Directing and Coordinating Assumptions in directing, Principles of Directing, .
 - Controlling, nature, scope, functions, steps and control techniques.

Suggested Readings:

1. Stoner and Freeman, **Management**, Prentice Hall, N. Delhi.
2. Koontz, O' Donnell Wechrich, **Principles of Management**, McGraw Hill, New York.
3. Peter F. Drucker, **The Practice of Management**, Allied Publishers.
4. Massie, **Essentials of Management**, AITBS, New Delhi.
5. Terry and Franklin,**Principles of Management**, AITBS, New Delhi.
6. Agrwal, R.D.**Organisation and Management**- TMH, New Delhi

ORGANISATIONAL BEHAVIOUR (FT-112)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand human behavior in an organisation
SO2.	To understand behavioural theories and their application in an organisation
SO3.	To deal with conflict, stress and trade unions
SO4.	To motivate employees for their performance

- Understanding Human Behavior, Individual Differences, Personality, Attitudes, Values, Emotional Intelligence.
- Intra-personal Processes: Sensation, Perception, learning, Motivation. Inter-personal Process, stress management.
 - Leadership, Socialization, Counselling, Mentoring.
 - Group Behavior-Intra-group and processes and behaviour,team Development and Team Functioning.
 - Conflict Management- Intra and Inter personal conflict.

Suggested Readings:

1. Luthans Fred, **Organisational Behaviour**.,New York, McGraw Hill.
2. Robbins S.P., **Organisational Behaviour**, New Delhi, PHI.
3. Singh, Dalip, **Emotional Intelligence at Work**, Response Books, Sage
4. Davis Keith, **Human Behaviour at Work**, TMH, New Delhi
5. Pareek Udai, **Organisational Behaviour**, Oxford, IBH, Mumbai
6. Hersey Paul and Blanchard, **Management of Organisational Behaviour**, Prentice Hall of India, New Delhi.
7. Uma Shekharan, **Organisation Behaviour**, TMH, New Delhi.
8. Dwivedi, R.S. **Human Relations and Organisational Behaviour**, Galgotia, New Delhi

QUANTITATIVE METHODS (FT-113)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the application of quantitative methods in business
SO2.	To understand frequency distribution & their analysis
SO3.	To apply the concept of probability in business
SO4.	To use various quantitative techniques for decision making

- Mathematical basis of Managerial Decision: Functions A.P. & G.P. and their Managerial Applications, Matrices, Markov chains.
- Frequency Distributions and their Analysis - Measures of Central Tendency and Dispersion.
- Probability Theory and Probability Distributions – Binomial, Poisson, Normal and exponential
- Correlation and Regression Analysis (Linear)
- Index Numbers, Time Series Analysis and Forecasting.

Suggested Readings:

1. Chadha, N.K. **Statistics for Behavioural and Social Scientists**, Reliance Publishing House, Delhi.
2. Gupta, S.P. and Gupta M.P. **Business Statistics**, New Delhi, Sultan Chand.
3. Kazmier, L.J. and Pohl, N.F. **Basic Statistics for Business and Economics**, New York, McGraw Hill.
4. Levin Richard I and Rubin David S. **Statistics for Management**, New Jersey, Prentics Hall Inc.
5. Terry, Sineich, **Business Statistics by Examples**. London, Collier Macmillan Publishers.
6. Roy, **“Business Statistics”**, Pustak Bhawan, Allahabad.
7. Sharma, J. K. **Business Statistics**, Pearson Education Pte. Ltd.

MANAGERIAL ECONOMICS (FT-114)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To know the fundamental concepts in managerial economics
SO2.	To know the different demand situations, estimation of demand , elasticity of demand and their role in pricing decisions
SO3.	To understand different cost concepts and behavior their implications
SO4.	To understand the price output decisions under different market conditions

- Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.
- Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus. Law of Returns and Production Functions and cost output relations, Market structure.
- Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition, Price Discrimination, Types of price discrimination.
- Balance of Payment, Concept and measurement of National Income, Gross Domestic Savings, Gross Domestic Capital Formation.
- Nature and Concept of Profit, Theories of Profit, Business Fluctuations and Trade Cycles, Impact of Trade Cycle on Society.

Suggested Readings:

1. Adhikary, M. **Business Economics**, New Delhi, Excel Books.
2. Baumol, W.J. **Economic Theory and Operations Analysis**, New Delhi, Prentice Hall Inc.
3. Chopra, O.P., **Managerial Economics**, New Delhi, Tata Mcgraw Hill.
4. Keat Paul G & Philips K.Y. Young, **Managerial Economics**, Prentice Hall, New Jersey.
5. Koutsoyiannis, A. **Modern Micro Economics**, New York, Macmillan.
6. Milgrom, P and Roberts J. **Economics, Organisation and Management**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Mehta P.L., Analysis, **Problems & Cases**, Sultan Chand & Sons, New Delhi.

ACCOUNTING FOR MANAGERS (FT-115)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the fundamental concepts and principles of financial accounting & prepare financial statements.
SO2.	To understand the application of different financial tools in business
SO3.	To understand the application of cost accounting and management accounting in business
SO4.	To understand the application of costing and budget in business concerns

- Financial Accounting – Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income
- Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis, The Statement of Cash Flows
- Management Accounting – Concept, Need, Importance and Scope; Basic Concepts in Cost Accounting – Material, Labour, Overheads, Job and Process Costing.
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget.
- Costing for Decision-making, Standard Costing, Cost Volume Profit Analysis, Responsibility Accounting.

Suggested Readings :

1. Anthony R N and Reece J S. **Accounting Principles**, Homewood, Lllinois, Richard D. Irwin.
2. Bhattacharya S K and Dearden J. **Accounting for Management** : Text and Cases. New Delhi, Vikas.
3. Heitger, L E and Matulich, Serge. **Financial Accounting**. New York, McGraw Hill.
4. Hingorani, N L. and Ramanathan, A.R. **Management Accounting**., New Delhi, Sultan Chand.
5. Horngren, Charles etc. **Principles of Financial and Management Accounting**. Englewood Cliffs, New Jersey, Prentics Hall Inc.
6. Needles, Belverd, etc. **Financial and Managerial Accounting**. Boston, Houghton Mifflin Company.
7. Vij, Madhu. **Financial and Management Accounting**. New Delhi, Anmol Publications.

Information Technology (FT-116)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To gain an understanding of computers, hardware, software, system software and application software
SO2.	To understand basics of data processing, data hierarchy & data file structure
SO3.	To learn about DBMS concepts & integration of application.
SO4.	To learn about various types of computer networks, e-commerce, e-business, cyber security, artificial intelligence etc

- Introductions to Computers- Hardware, Software, System software, Application software and packages, Introduction to embedded software
- Fundamentals of Operating System, DOS, Windows, Introduction to DBMS Concepts and integration of applications, Basics of data processing, Data hierarchy, Data file structures ,Emerging Communication Technologies
- Commonly used software Packages like Microsoft Word, Microsoft Excel, Microsoft Power Point, Tally etc.
- Types of Network- LAN, WAN and MAN, Introduction to Electronic Commerce and Electronic Business, Overview of cyber security, Cloud Computing, Artificial Intelligence.
- Introduction to World Wide Web- Internet Operations- Internet Browsers and Business Websites, Use of Search Engines and Google Applications, Use of internet as a medium of marketing, Managerial issues in reaching consumers / organizations through internet.

Suggested Readings

1. Burch, John and Grudnitski Gary. **Information Systems** : Theory and Practice, New York, John Wiley.
2. David, Van Over. **Foundations of Business Systems**. Fort Worth, Dryden.
3. Eliason, A.L. **On-Line Business Computer Applications**., Chicago, Science Research Association.
4. Estrada, Susan. **Connecting to the Internet**. Sebastopol, C A, O'Reilly.
5. John, Moss Jones, **Automating Managers : the implications of Information Technology for Managers**. London, Pinter.
6. Long, L. **Computers**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. **Computers Concepts and Uses**., Englewood Cliffs, New Jersey, Prentice-Hall Inc.

ENVIRONMENT AND MANAGEMENT (FT-117)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand business environmental and its relevance in management decision making.
SO2.	To understand implications of Environmental Management System, ISO 1400, Environmental accounting and auditing
SO3.	To understand implication of industrial policy, monetary policy and fiscal policy on business
SO4.	To understand environmental ethics, pollution and its effect on business

- Business Environment: Nature, Scope and its relevance in Management Decision Making.
- State Participation in Business, Interaction between Government and Business, Socio-Cultural and Political Environment and its effect on Business.
- Government Control over price and distribution; Consumer Protection Act (CPA), New Industrial Policy of the Government, Monetary and Fiscal Policy.
- Industrial Ecology, Environmental Management System : EMS Standards, ISO 14000. Environmental Accounting and Auditing, Clearance/permissions for establishing industry
- GATT/WTO origin and main section of WTO Agreement, Patents, IPRS, Industrial Pollution – Air, Water, Land Pollution and its effects on Business, Environmental Ethics.

Suggested Readings :

1. Francis Cherumilam, **Business Environment**, Himalaya Publishing House
2. Adhikari, M., **Economic Environment of Business**
3. Gupta, D., **Indian Government & Politics**
4. Ghosh P.K. & Kapoor, G.K. **Business & Society**
5. K.Aswathapa, **Essential of Business Environment**, PHI
6. Siddiqui, Saleem, **Business Environment**, Pearson Education Pte. Ltd

BUSINESS LEGISLATIONS (FT-118)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn about the Indian Contract Act
SO2.	To have an overview of the Negotiable Instrument Act
SO3.	To familiarize with Companies Act
SO4.	To understand the IT Act 2000 to enable to function in digital environment
SO5.	To have an understanding of labour legislation in India like Industrial Dispute Act, Trade union Act & Workmen's Compensation Act.

- The Indian Contract Act 1872, Essentials of a valid contract, Void agreements, Performance of Contracts & its remedies, Quasi-contracts. Agency, Bailment, Pldge, Guarantee and Indemnity.
- An overview of The Negotiable Instruments Act 1881. Holder-in-Due Course, Arbitration.
- The Companies Act : Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus Allotment of Shares, Winding Up. .
- Consumer Protection Act : Objectives, Consumer Right, Consumer Protection Council, Central consumer Protection Authority, Consumer Dispute Redressal Commission, Mediation, Offences and Penalties. IT Act 2000: Salient features, Digital Signature, Electronic Governance, Electronic Records, Certifying Authorities, Electronic Signature

Certificate, Duties of Subscribers, Penalties and Adjudication, Cyber Appellate Tribunal, Offences and Inter Mediarities not to be liable in certain cases.

- An Overview of Labour Legislations in India like Industrial Dispute Act, Trade Union Act, Employee (Workmens') Compensation Act.

Suggested Readings :

1. Tuteja S.K. **Business Law For Managers**, New Delhi, Sultan Chand.
2. Kapoor, N. D. Mercantile Law.
3. Datey, V. D. Business and Corporate Laws, Taxman
4. Padhi, P. K., Legal Aspects of Business, PHI
5. Kuchhal, M. C., Business Laws, Vikas Publishing House
6. Pandit, M. S. and Pandit, Sobha., Business Law, Himalaya Publishing House
7. Grover and Kapoor, Company and Business Law, S. Chand

Industry Based Project – I (FT-119)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn about the industrial organizations and the dynamics of a particular industry
SO2.	To acquire on the job skills and knowledge
SO3.	To interact and learn from working managers
SO4.	To develop and augment the report writing skills

Students will prepare Industry Based Projects individually on the basis of topics allotted to them.

The Industry Based Project submitted by the students will be evaluated by the external examiner and viva will be based on the Project.

MBA - SECOND SEMESTER (Session: 2022-2023)

MANAGERIAL COMMUNICATION (FT-121)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the nature & importance of business communication.
SO2.	To learn about the channels & media of communication, communication networks and effectiveness of communication
SO3.	To overcome with the 'Barriers to Communication' and to enhance their oral communication especially public speaking
SO4.	To augment their report writing skills, presentation skills and preparing resume.

- Importance and Nature of Business Communication, Channels and Media of Communication, Communication Networks, Effectiveness of Communication ; Process of Communication
- Barriers to Communication; Writing Business Reports, Communication Theories
- Oral Communication, Resume preparations, public speaking and negotiations skills; Legal aspects of Business Communication
- Listening Skills, Presentation Skills, Non Verbal Communication
- Feedback Skills, Interview skills, Counselling Skills, Communication on Disciplinary Matters, Group Discussion and Meetings.

Suggested Readings :

1. Bowman, Joel P and Branchaw, Bernadine P. **Business Communication: From Process to Product**, Dryden Press, Chicago.
2. Hatch, Richard.:**Communicating in Business.**, Science Research Associates, Chicago.
3. Murphy, Herta A and Peck, Charles E. **Effective Business Communications**, Tata Mc Graw Hill, New Delhi.
4. Pearce, C Glenn etc. **Business Communications : Principles and Applications**, John Wiley, New York.
5. Treece, Maira. **Successful Business Communications**, Allyn and Bacon Boston.
6. Bahal, Sushil. **Business Communication**, Sage Publication
8. Rao, N. and Das R. P., Communication Skills, Himalaya Publishing House

MANAGEMENT SCIENCE (FT-122)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the basic concepts of management science and its role in decision making.
SO2.	To understand linear programming, concept of duality & post optimality analysis
SO3.	To understand transportation & assignment models, routing problems , queuing theory & inventory management techniques
SO4.	To understand and apply PERT, CPM, and game theory in business

- Management Science – Basic Concepts and its Role in Decision Making, Linear Programming: Formulation, Graphical Method, Simplex Method, Concepts of Duality.
- Transportation and Assignment Models, Routing Problems.
- Queuing Theory; Inventory Management Techniques
- Network modeling-probabilistic model, various types of activity times estimation, programmed evaluation review techniques, critical path, probability of completing the project, deterministic model, critical path method (CPM),PERT and CPM,
- Game Theory; Markow Analysis, Goal programming.

Suggested Readings :

1. Gould, F.J.etc. **Introduction to Management Science**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Mathur, K and Solow, D. **Management Science**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Narag A.S. **Linear Programming and Decision Making**. New Delhi, Sultan Chand.
4. Sharma, J.K. **Operations Research : Theory and Applications**. New Delh, Macmillian India Ltd.
5. Taha, H.A. **Operations Research – An Introduction**. New York, Mc Millan.
6. Theirouf, R J and Klekamp, R.C. **Decision Making Through Operations Research**, New York, John Wiley.

HUMAN RESOURCE MANAGEMENT (FT-123)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand evolution & philosophy of HRM and its role in effective business administration
SO2.	To understand the role that HRM has to play in manpower planning, job analyzing, forecast the human resource requirement and to maintain HR records
SO3.	To gain knowledge on the various aspect of Human resources planning i.e. recruiting, man power sourcing , selection placement and induction.
SO4.	To understand job evaluation & compensation, performance management appraisal, industrial relation, grievance management

- Concepts and Perspectives on Human Resource Management; Evolution and Philosophy of Human Resource Management, HR challenges in changing environment
- Human Resource Policy and Planning; Human Resource records and Audit, Job Analysis. Methods of , Job Analysis, Description , Job specification.
- Recruiting and Selecting Human Resources ,Placement , and Induction,
- Manpower Training and Development, Performance Appraisal and Potential Evaluation; Job Evaluation, Wage Determination and Compensation management.
- Employees' Welfare; Industrial Relations; Grievance Management, Exit Policy and Implications; Overview of international Human Resource Management.

Suggested Readings :

1. Das, R.P. **Management of Industrial Relations**, Varanasi, MTC
2. Rao, N and Das R.P. **Cases in Human Resource Management**, Himalaya Publishing House, Mumbai.
3. Aswathappa, K. **Human Resource and Personnel Management** Tata McGraw Hill, New Delhi.
4. De Cenzo, D.A. & Robbins S P. **Human Resource Management**, New York, John Wiley.
5. Guy, V & Mattock J. **The New International Manager**, London, Kogan Page.
6. Holloway, J. ed. **Performance Measurement and Evaluation**. New Delhi, Sage.
7. Monappa, A. & Saiyadain M. **Personnel Management.**, New Delhi, Tata Mc-Graw Hill.
8. Dwivedi, R.S. **HRM in Indian Organisation**, New Delhi, Galgotia.
9. Pareek, Udai. **Designing & Managing Human Resource System**, New Delhi, Oxford Pub. Co.
10. Stone, Lloyed and Leslie W.Rue, **Human Resource and Personnel Management** Richard D. Irwin, Lllionis.
11. Vohra, N. D. Quantitative Techniques for Managers

FINANCIAL MANAGEMENT (FT-124)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand acquisition and allocation of funds, profit maximization vs. wealth maximization
SO2.	To understand financial leverage and operating leverage, and capital budgeting
SO3.	To understand working capital management, cash management and cash management models
SO4.	To learn about the types of dividend, dividend theories and dividend practice in India

- Financial Management: An Overview, Acquisition of funds, allocation of funds and allocation of income, Nature and Scope, Profit Maximisation v/s Wealth Maximisation, Financial leverage, Operating leverage.
- Capital Budgeting : Concept and Significance, Derivative of Cash flow in a Capital Budgeting Situation, Techniques and methods of capital budgeting, conflicts between NPV and IPR, Cost of capital, Weighted Average Cost of Capital.
- Working Capital Management: overview, Management of Cash, Accounts receivables and inventories, Financing current assets. Cash Management Models.
- Retained earnings and Dividend Policy, Types of Dividend, Dividend Theories, Dividend Practices in India. Bonus Shares
- Sources of Long Term and Short-term Finance, Capital Structure Theories and Factors.

Suggested Readings :

1. Hampton, John. **Financial Decision Making**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Van Horner, James C. **Financial Management and Policy**, New Delhi, Prentice Hall of India.
3. Winger, Bornard and Mohan, Nancy. **Principles of Financial Management**, New York, Macmillan Publishing Company.
4. J.C. Van Horne, **Fundamentals of Financial Management**, PHI, New Delhi.
5. Weston Brigham, **Managerial Finance**, McGraw Hill, New York
6. I.M. Pandey, **Financial Management**, Vikas Pub.House, New Delhi.
7. P. Chandra, **Financial Management**, TMH, New Delhi.
8. S.C. Kuchhal, **Financial Management**, Chaityna Publishing House, Aligarh.
9. R.M. Srivastava, **Financial Decision Making**, Himalaya Publishing House, Mumbai.

MARKETING MANAGEMENT (FT-125)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the concept , nature & scope of marketing management
SO2.	To gain knowledge on marketing research and its importance in business decision
SO3.	To understand segmentation, targeting and positioning, product mix and consumer behaviour
SO4.	To understand product decision, pricing decisions, channel management, rural marketing, retail marketing, green marketing

- Marketing: Concept, Nature and scope. Marketing Environment Ps of Marketing, BCG Matrix
- Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets
- Product Decisions- Types of Product, Product mix, Product Life Cycle, New Product Development Stages, Branding and Pricing Methods, Factors Influencing Pricing Decisions, Packaging , CRM including Concept of Relationship Marketing
- Channel Management, Sales Management, Promotion Management .
- Marketing Control. Specific Marketing Issues : Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalisation, Green Marketing, Brand ; Meaning and role , Brand Building strategies.

Suggested Readings :

1. Philip Kotler, **Marketing Management Analysis**, PHI, New Delhi.
2. R.S. Davar, **Modern Marketing Management**, Universal Book Sellers, New Delhi
3. Stanton & Futrell, **Fundamentals of Marketing**, McGraw Hill, New York.
4. McCarthy, **Basic Marketing**, Universal Book Sellers, New Delhi.
5. Ramaswamy, V.S. I, **Marketing Management : Analysis**, Planning: Implementation & Control, Macmillan, Chennai.
6. Philip Kotler & Armstrong Jr., **Principles of Marketing** : PHI, New Delhi.
7. Ramswamy V.S. & Nama Kumari, S, **Marketing Management Planning, Implementation & Control**, McMillan India Ltd.

PRODUCTION MANAGEMENT (FT-126)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the meaning, nature , significance , scope, role, function of production management
SO2.	To learn about the different production systems, product design, plant location & plant layout
SO3.	To learn about the production planning & control, capacity planning, scheduling & sequencing
SO4.	To understand value analysis, waste & scrap disposal , classification & coding, standardization, work study ,method study ,work measurement ,industrial safety & safety management

- Meaning, Nature, Significance and Scope / Role / Functions of Production Management, Relationship with other Management Functions, Different Production Systems : Continuous and Mass Production Intermittent Production, Batch / Job-Shop Production
- Product Design , Plant Location, Plant Layout, .
- Production Planning and control, Capacity Planning, Scheduling and Sequencing in the Context of Continuous and Intermittent Systems. TQM & SQC.
- Materials Management -Value Analysis, Waste and Scrap Disposal, Classification and Codification, Standardisation, Variety Reduction, Material Handling, JIT.
- Work study, Methods Study, Work Measurement, Industrial Safety and Safety Management, Maintenance Management.

Suggested Readings :

1. Adam, E E & Ebert, RJ. **Production & Operation Management**. New Delhi, PHI.
2. Paneerselvam, Production Management, PHI
3. Ashwathapa, Production & Operations Management
4. Chunawala and Patel, Production Management
5. Buffa, E.S. **Modern Production Management**, John Wiley (New York).
6. Chary S.N. **Production and Operations Management**, New Delhi, TMH.
7. Dilworth, James B. **Operations Management : Design, Planning & Control for Manufacturing & Services**, Singapore, Mc Graw Hill.

RESEARCH METHODOLOGY (FT-127)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To familiarize with the basic understanding of research process planning for research and formulation of research problem.
SO2.	To acquaint with the steps in research process, research design ,sampling design, data collection, analysis of data, hypothesis formulation and testing
SO3.	To understand scaling and data analysis techniques
SO4.	To familiarize with software package relevant to management researches, drawing inferences and report writing.

- Concepts of Research, Scientific Approach to Research, Types of Social Science Researches.. Research Process and Planning for Research, Formulation of Research Problem,
- Research Designs – Exploratory, Descriptive and Experimental Research Designs, Sampling Design, Sources and Methods of Data Collection, Observation Design, Interviewing for Research, Formulation of Questionnaire.
- Scaling Techniques, Techniques of Data Analysis (including Statistical Techniques) like ANOVA, Awareness of Software Packages relevant to Management Researches
- Interpretation of Data and Drawing Inferences, Research Report Writing, Research Publications.
- Applications in Marketing Research with special reference to Product Research, Service Research, Advertising Research and Sales Research.

Suggested Readings :

1. Bernet, Roger : **Management Research**, ILO.
2. Kothari, C. R. Research Methodology, New Age International
3. Fowler, Floyd J.Jr., **Survey Methods**, Sage Pub.
4. Salkind, Nell J., **Exploring Research.**, Prentice Hall, NJ.
5. Dwivedi, R.S. Research Methodology in Behavioural Sciences- McMillian.

BUSINESS ETHICS AND INDIAN ETHOS (FT-128)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the ethics, its importance and ethical issues in management
SO2.	To understand the ethics in business function like marketing, finance, HR & production
SO3.	To understand the importance of business ethics and factors influencing business ethics
SO7.	To understand the principal & issues of business ethos

- Ethics: Nature, Scope , Purpose , Importance of Ethics and moral Standards. Religion and ethics, Source of Ethics, Ethics and Management system ,Ethical issues and Analysis in management. Personal Framework for ethical choices, Values.
- Business Ethics: Scope , Need, Importance, Factors influencing Business Ethics, Ethical Theories, Morality and ethics, Value based organization , Ethical pressure in individual in organization.
- Management Ethics: Business Ethics and society, Society expectations from business, Values for Managers, Cultural Contradictions, Spirituality and leadership,
- Ethics in Business Functions: Marketing, Finance, Human Resource and Production, Environmental Ethics, Gender issues ecological consciousness.
- Business Ethos: Interaction between ethos, morality and law, Characteristics, Principles and issues of Business Ethos, Social Responsibility of Business Corporate Governance and Ethics.

Suggested Reading

1. S.K.Chakraborty Human Response in Organisation : Towards the Indian Ethos : TMH, New Delhi.
2. J. Petrick and J. Quinn Management Ethics: Integrity at work
3. S.K. Chakraborty QWL and Managing by Human Values — TMH, New Delhi.

Industry Based Project - II

FT- 129

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn about the working of organization and various issues particular to an industry/organization
SO2.	To develop perspective about business organization in totality
SO3.	To learn on the job skills and acquire knowledge & experience needed for a professional carrier
SO7.	To develop skills for planning & organizing the project, analyzing the data and reporting.

Students will prepare industry based projects individually on the basis of topics allotted to them.

The Industry Based Project submitted by the students will be evaluated by the external examiner and viva will be based on the Project.

MBA - THIRD SEMESTER (Session: 2022-2023)

ORGANISATIONAL EFFECTIVENESS AND CHANGE (FT-231)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the organizational structure and factors influencing design of organizational structure
SO2.	To understand significance of organizational effectiveness and organizational development
SO3.	To understand the need for organizational change, resistance to change and approaches to manage changes
SO4.	To understand organizational conflict and their resolution, power & politics in organization

- An overview of Organisational structure, Behavioural implication of organizational structure, factors influence in designing organizational structure and job design. Organizational Effectiveness- Approaches, need and significance
- Organisational development- nature, goals, process , Diagnosis methods and intervention mechanisms
- Organizational change- need, factors, change agents, resistance and approaches to manage changes.
- Organisational conflicts – causes, nature measures to resolve organisational conflicts.
- Organisational culture and climate, organizational learning, power and politics in the organization, integration and control.

Suggested Readings

1. S. P Robbins **Organisational Theory** PHI , New Delhi
2. S.P.Robbins **Organisational Behaviour** PHI, New Delhi
3. F.Luthans , **Organisational Behaviour** TMH, New Delhi
4. R.S. Dwivedi ,**Organisational Behaviour and Human Relations** McMillan, New Delhi.
5. Uma Sekharan, **Organisational Behaviour**, TMH, New Delhi.
5. French and Bell, **Organisational Development**, PHI, New Delhi.

INTERNATIONAL BUSINESS (FT – 232)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the basics of international trade, trade theories, Balance of payment
SO2.	To understand the institutional set up for export promotion in India and export promotion policies
SO3.	To learn about the role of MNCs, Foreign Direct Investment (FDI) and Foreign Institutional investment (FII)
SO4.	To learn about the various international trading block NAFA, ASEAN, SAARC, EU

- Basics of International trade, Trade Theories, Porter’s Generic Strategies; Global Entry Strategies; Balance of Payment Instruments of trade policy; tariffs, quotas; India’s Foreign Trade policy .
- Institutional set-up for export promotion in India, salient features of the current EXIM policy . Export procedure documentation. Multinationals (MNCs) in India: Role of Multinationals in the development of developing countries, Export promotion policies.
- Problems and Prospects of Indian Businesses in abroad, Anti – Dumping Duties, regulatory framework of International Trade, Policy and Performance of export zones and EOU , Export Incentives.Foreign Investments in India: Foreign Direct Investment (FDI) and Foreign Institutional Investment(FII) .
- Export marketing : Indian and Global context; WTO: Origin of WTO, Implications of enforcement of WTO on Indian Business.
- Trade agreement pertaining to trade in goods and services ,Multilateral Environmental agreement (MEAs)..International trade blocks , NAFTA, ASEAN, SAARC, EU, WTO and dispute settlement mechanism.

Suggested Reading :

1. Francis Cherunilam, **International Business**
2. Cherunilam, **Business Environment**.
3. Bhalla, V.K. and Shivramu **International Business Environment and business , New Delhi , Anmol.**
4. Eiteman, D.K. & Stopnehill, **Multinational business Finance , New York Wesley**
5. Subba Rao, International Business, Himalaya Publishing House

MANAGEMENT INFORMATION SYSTEMS (MIS) (FT- 233)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To introduce the concept of information systems for managerial decision making
SO2.	To understand the MIS design and process of development of an MIS
SO3.	To learn about the implementation of MIS and maintenance of system
SO4.	.To understand the phases of decision making process, DSS and Expert System

- Management Information System. The System Approach and System View of Business, Introduction to the Process of M.I.S. Development.
- Management Information System Design - Defining the Problem, Set System Objectives, Determining information needs, sources, Development and selection of alternative design, Gross Design, Report.
- Implementation of MIS : Stages of Implementation ; Evaluating the system , maintenance of the system ,Technology monitoring, Emerging opportunity for global business
- Information system for Decision Making, Basic Information System Related to Finance, Production, Marketing and Human Resources.
- MIS and Decision Making - Phases of Decision making process- Intelligence, Design & choice. Programmed V/s Non-Programmed Decisions. Expert System and Decision Support System.

Suggested Readings :

1. Robert G. Murdic Joel E, Ross, James R. Clagget, **Information Systems for Modern Management**, PHI, New Delhi.
2. Gordon B Davis,M.H. Olson, **Management Information Systems**, Prentice Hall, New Jersey.
3. Jerome Kanter, **Management Oriented Management Information System**, PHI, New Delhi.
4. N. Subramaniam, **Introduction To Computers**, Himalaya, Mumbai.
5. P.K. Sinha, **Computer Fundamentals**, BPB, New Delhi.

SPECILISATION COMPULSORY GROUP A - MARKETING

MARKETING RESEARCH AND CONSUMER BEHAVIOUR (FT- 234)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the concept, and significance of marketing research
SO2.	To learn the steps involved in marketing research
SO3.	To learn about internal factors that affect consumer behaviour
SO4.	To learn about external factors that affect consumer behaviour

- Marketing Research – Concept, nature, scope, significance, advantages and limitations, steps involved in marketing research.
- Research design and its types, product pricing, promotion and advertising research, marketing research in India, data collection, sources of data, data analysis and interpretation , major techniques of marketing research and report writing.
- Consumer behavior(CB) - nature , concept ,scope, CB Models, significance of consumer behaviour Consumer vs customer and consumer decision making
- Internal factors influencing consumer behaviour - life style, motivation, attitude, learning, perception and personality.
- External factors influencing buying behaviour – family, groups, social class and cultural , cognitive dissonance, diffusion of innovation.

Suggested Reading :

1. D.D. Sharma, **Marketing Research**, Himalayan Pub. , Mumbai
2. G.C. Beri , **Marketing Research**, TMH, New Delhi
3. M.N. Mishra, **Marketing Research**, Sultanchand , New Delhi.
4. Peter D. Bennet and H.H. Kes, **Consumer Behaviour**
5. Walters and Paul, **Consumer Behaviour**, McGraw Hill, New York.
6. Shiffman, L.G. & Kanuk, LL., **Consumer Behaviour**, PHI, New Delhi
7. Balckwell, Engle and Kollat, Consumer Behaviour.
8. Pal, Sumitra, Consumer behavior, S. Chand
9. Nair, Suja. Consumer behavior, Himalayan Pub. , Mumbai
10. **Solomon**, Consumer Behaviour, Pearson

SALES AND ADVERTISING MANAGEMENT (FT- 235)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand significance of sales management , automation of sales functions
SO2.	To understand theory of selling, sales forecasting, sales budgeting and sales promotion
SO3.	To understand the role of advertising in marketing process and the ethical, legal, and social aspects of advertising, unique selling proposition
SO4.	To learn to measure advertising effectiveness and role of advertising agency, building of advertising Programme, campaign. planning, media planning, budgeting & evaluation

- Sales Management - Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of Sales Personnel, Role of Technology in automation of sales function.
- Sales Organization - Theory of Selling, Allocation of Sales

Territory, Sales Forecasting, Sales budgeting, Different tools in sales promotion and their specific advantages and limitation, Management of Return on Investment.

- Role of Advertising in Marketing Process, Legal, Ethical and Social Aspect of advertising, advertising media, types, strategy, Media selection.
- Purchase Proposition, Unique Selling Proposition, Measuring Advertising Effectiveness, Advertising Agency and its role.
- Determination of target audience, building of advertising programme – Message, Headlines, Copy Logo, Illustration Appeal, Layout.
Campaign Planning, Media Planning, Budgeting, Evaluation.

Suggested Reading :

1. Still, Cundiff and Govani, **Sales Management**, PHI, New Delhi.
2. Charles Futrell, **ABC of Selling**, AITBS, New Delhi.
3. Ramaswamy, **Sales Management**, Sterling, New Delhi.
4. Bellur and Bekman, **Sales Management**, Himalaya, Mumbai.
5. Manendra Mohan, **Advertising Management**, TMH, New Delhi.
6. Aaker, Batra and Myers, **Advertising Management**, Prentice Hall of India, New Delhi.
7. Norris, **Advertising Management**, Prentice Hall of India, New Delhi.
8. B.S. Rathore, **Advertising Management**, Himalaya, Mumbai.

INDUSTRIAL AND SERVICE MARKETING (FT – 236)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn about the classification of industrial goods/services, industrial product life cycle and strategies and pricing of industrial products.
SO2.	To learn about the concept and classification of services, marketing of service business and segmentation of marketing of services
SO3.	To understand marketing mix in service marketing, advertising and branding of services
SO4.	To understand relationship marketing and retail marketing

- Industrial Marketing: Classification of industrial goods & services, Types of industrial product lines, new product development, industrial product life cycle & strategies, pricing of industrial products.
- Formulating Channel strategies and physical distribution decisions: objectives, nature of industrial distribution channels, Logistics, Promotional Strategies for Industrial goods and services: Sales promotion, publicity and public relations, direct marketing, personal selling, Advertisement
- Concepts, Nature, Emergence, Growth and Importance of Services, Marketing Challenges, Service Classification
- Marketing of Service Business, Understandings Service Market, Services and Consumer Behaviour, Segmentation of Marketing of Services, Management of Service Quality.
- Marketing Mix in Service Marketing, Advertising, Branding of Services, Relationship Marketing, Retail Marketing.

Suggested Readings:

1. Richard M.Hill et. al., **Industrial Marketing**, A.T.B.S, Publishers and Distributors, New Delhi
2. Gross, A.C. etc. **Business Marketing**, Boston, Houghton Mifflin.
3. Michael H.Morris, **Industrial and Organizational Marketing**, Mcmilan Publishing Company, New York
4. David T.Wilson, —Pricing Industrial Products and Services, Institute for the study of Business Markets, College of Business Administration, Pennsylvania State University.
5. Michael D.Hutt, Thomas W.Speh, **Business Marketing management- A strategic view of industrial and organizational markets**, Thomson south western, Singapore.
6. Lovelock, Christopher H. **Managing Services : Marketing Operations and Human Resources**.Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Lovelock, Christopher H. **Service Marketing**.Englewood Cliffs, New Jersey, Prentice Hall Inc.

8. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann.
9. Newton M P Payne, A. The Essence of Service Marketing. New Delhi, Prentice Hall of India.
10. Verma, H V. **Marketing of Services**. New Delhi, Global Business Press.
11. **Industrial Marketing**, Krishna K Havaladar, 2nd Edition, Tata McGraw Hill
12. **Industrial Marketing Management**, Michael D Hutt and Thomas W Speh, The Dryden Press

SPECILISATION GROUP – B
(*ANY ONE GROUP IS TO BE OPTED*)
FINANCE AREA

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (FT- 237 F)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand and well equipped with the knowledge of security analysis
SO2.	To learn different avenues of investment
SO3.	To apply the concept of portfolio management for the better investment.
SO4.	To learn investment in less risk and more return securities.

- Investment Return and Risk, Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities.
- The Return to Risk and the Investment Decision; Derivative markets, Fundamental and Technical Analysis, Efficient Market Theory.
- Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean Variance Criterion (MVC) – The Nature of Investment Risk, MVC and Portfolio Selection, the Investment in Liquid Assets, Portfolios of Two Risky Securities, A Three Security Portfolio, The relationship between the Unleveraged and Leveraged Portfolio.
- Sharpe Single Index Model; Application of Market Model in Portfolio Construction; Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory.
- Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.

Suggested Readings :

1. Amling, Frederic. **Investment Englewood Cliffs**, New Jersey, PHI .
2. Bhalla, V.K. **Investment Management : Security Analysis and Portfolio Management**, New Delhi, S.Chand.
3. Fischer, Donald E. and Joardan, Ronald J. **Security Analysis and Portfolio Management**, New Delhi, PHI.
4. Alexander, Gordon J. and Sharpe, William F. **Fundamentals of Investments**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Elton, Edwin J and Gruber, Martin J. **Modern Portfolio Theory and Investment Analysis**. New York, John Wiley.
6. Lee, Cheng F. etc. **Security Analysis and Portfolio Management**. Scott, Foresman.
7. Markowitz, Harry M. Mean. **Variance Analysis in Portfolio Choice and Capital Markets**. London, Basic Blackwell.
8. Kevin, S. Security Analysis and Portfolio Management, PHI

MANAGEMENT OF FINANCIAL SERVICES (FT- 238 F)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the concept of financial services, framework for financial services & management of risks in financial services.
SO2.	To learn about merchant banking services
SO3.	To learn about evaluation of an acquisition, takeover and merger, leasing & financial evaluation of a lease.
SO4.	To understand about money market & foreign investment, corporate risk management

- Financial System and Markets; Indian Financial System, Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services;
- Mutual Funds; Merchant Banking Services : Managing of Issue Shares and Bonds, Hire Purchase; Debt Securitization;
- Housing Finance; Credit Rating; Venture Capital, Factoring, Forfeiting and Bill Credit Discounting, Insurance.
- Evaluation of an Acquisition, Takeover and Merger, Leasing and Financial Evaluation of a Lease.
- Money Market, Foreign Investment : FDI, FIIs investment Strategies, New Market Instruments. Corporate Risk Management.

Suggested Readings :

1. Bhalla, V.K. **Management of Financial Services**. Anmol, New Delhi.
2. Bhalla, VK. And Dilbag, Singh. **International Financial Centres**. New Delhi, Anmol.
3. Ennew C, Trevor Watkins & Mike Wright : **Marketing of Financial Services**, Heinemann Professional Pub.
4. Gordan, E and K. Natrajan, **Emerging Scenario of Financial Services**, Himalaya Publishing House.
5. Meidan, Arthur Brennet, M. **Option Pricing : Theory & Applications**. Toronto, Lexington Books.
6. Kim, Suk and Kim, Seung. **Global Corporate Finance : Text and Cases**. Miami Florida, Kolb.
7. P.R. Agrawal, **Mutual Funds**, Orient Law Huge, Allahabad.
8. Khan M. Y. Financial Services, TMH

HUMAN RESOURCE MANAGEMENT AREA

Human Resource Development (FT –237 H)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn the basic concepts of Human resource development , HRD philosophy, and HRD intervention mechanism
SO2.	To understand about training needs, organizing training Programme and evaluation and follow up of training
SO3.	To learn about performance appraisal, potential appraisal & development and feedback & performance counseling
SO4.	To understand the HRD climate, HRD culture, HRD audit and career & succession planning

- HRM Vs HRD, HRD Philosophy and Goals of HRD, HRD Sub-systems/Process Mechanisms , HRD Intervention Mechanism.
- Effectiveness of Training : Identifying Training Needs, Organising Training Programmes, Evaluation and Follow-up of Training, Recent Development in Training System
- Performance Appraisal & Management, Potential Appraisal & Development, Feedback and Performance Counselling,

- HRD Climate and Practices in organizations, HRD Culture, HRD Audit, HRD Culture and Climate in Indian Organisations.
- Career & succession Planning & Development, Introduction to concept and Processes of Quality Management and continuous improvement processes,

Suggested Readings :

Sungara Raju, S.M., **Total Quality Management**, New Delhi, Tata McGraw-Hill Pub.Co.Ltd.

1. Pareek and Rao, **Designing and Managing Human Resource, Systems**, Oxford & IBH Pub. House
2. French and Bell, **Organisation Development**, PHI, New Delhi.
3. Rao, T.V., **Recent Experiences in HRD**, New Delhi. Oxford & IBH
4. Pareek, Udai, **Evaluation of HRD**, Jaipur, Rawat Publications
5. Rao T.V., **HRD Audit**, Oxford IBH, Mumbai.

LEGAL FRAMEWORK OF HUMAN RESOURCE MANAGEMENT (FT -238 H)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn about the emergence of labour laws and their objectives
SO2.	To understand the impact of labour laws on socio-economic environment
SO3.	To learn about the various employees welfare measures
SO4.	To learn about the social security measures and laws

- Emergence and Objectives of Labour Laws and their impact on Socio-Economic Environment. Employees Welfare Measure.
- Social Security Measures and Laws- Workmen’s Compensation Act, Employees’ State Insurance Act.
- Provident Fund Act , Payment of Gratuity Act and Maternity Benefits Act.
- Wage Legislations and Bonus Act – The Law of Minimum Wages, Payment of Wages Act, Payment of Bonus Act.
- Laws Relating to Working Conditions in Factories Act, Contract Labour (R &A) Act.

Suggested Readings :

1. Ghaiye, B R, **Law and Procedure of Departmental Enquiry in Private and Public Sector**. Lucknow, Eastern Law Company.
2. Malhotra, O P. **The Law of Industrial Disputes**. Vol.I and II. Bombay, N.M. Tripathi.
3. Malik, P L. **Handbook of Industrial Law**. Lucknow, Eastern Book.
4. Saini, Debi S. **Labour Judiciary, Adjudication and Industrial Justice**. New Delhi, Oxford.
5. Saini, Debi S. **Redressal of Labour Grievances, Claims and Disputes**, New Delhi, Oxford & IBH.
6. Seth, D.D. **Industrial Dispute Act, 1947**. Vol.I & II. Bombay, N.M. Tripathi.
7. Srivastava S.C. **Industrial Relations and Labour Law**. New Delhi, Vikas.
8. N.D. Kapoor, **Mercantile Law Sultan Chand and Sons**, New Delhi.

SYSTEM AREA

SYSTEMS ANALYSIS AND DESIGN (FT – 237 S)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand different methodologies & structural system analysis
SO2.	To understand the life cycle of a system development project,
SO3.	To understand system control & quality assurance, system controls & audit trials, system administration & training
SO4.	To learn about managing data processing in an organization and project management techniques for managing software projects.

- Overview of Systems Analysis and Design; Software applications today – the changing scenarios – Introduction to different methodologies and Structured System Analysis – Problem identification –

- requirement analysis : tools and techniques – feasibility analysis – operational. Technical and economical feasibility – details of SDLC approach. Business Systems Concept.
- System Development Life Cycle; Project Selection; Feasibility Study. Tool for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables.
 - Expansion, Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design; Data Base Design,
 - System Control and Quality Assurance; Documentation Tools. Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan.
 - Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

Suggested Readings :

1. Award. Elias M. **Systems Analysis and Design**. 2nd ed., new Delhi. PHI
2. Coad, Peter and Edward, Yourdon. **Object-Oriented Analysis**. 2nd ed., Englewood Cliff, New Jersey, yourdon Press.
3. Whitten, J.L. etc. **System Analysis and Design Methods**. New Delhi. Galgotia.
4. Marco. T.D. **Structured Analysis & System Specification**, New Delhi, Yourdon press.
5. Rajaraman, V. **Analysis and Design of Systems**. New Delhi, PHI.

RDBMS & SQL CONCEPTS (FT – 238 S)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To have a broad understanding of data base concepts and data base management system software
SO2.	To understand data dictionary system catalogue, distributed database & distributed data access
SO3.	To familiarize with SQL, SQL language- DML commands and summarizing data, adding data, updating data to database
SO4.	To familiarize with transaction processing, query evaluation techniques and query optimization

- Database - Definition, Concepts and Developments - Traditional file Oriented approach, Need for Database, Uses of Database, Design of Database, Distributed Data Processing System.
- RDBMS : Introduction - Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History; Data Modeling – Object Oriented and Record Based Models, E.R. Model and E-R Diagram Examples and Exercises, Hierarchical, Network, Relational Model, Normalisation Techniques - 1st , 2nd , 3rd normal form, Examples and Exercises, E.F. Codd’s 12 Rules for a relational Database.
- Database Concepts – Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary – System Catalogue, Distributed Database and Distributed Data Access.
- Introduction to Client – Server and ODBC connectivity. SQL : SQL Language – DML Commands – Select, Insert, Update, Delete – retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data.
- Simple queries – use of WHERE, Arithmetic, Comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL Commands – Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing – Commit, Rollback, Save point.

Suggested Readings :

1. Coleman, Pat and Peter Dyson, **Internets BPB Publication**, New Delhi.

2. Keen, Peter and Mark McDonald, **The e-Process Edge**, Delhi. Tata McGraw Hill.
3. Oberoi, Sundeep **e-Security and You**, Delhi, Tata McGraw Hill.
4. Richart, Alberto Manuel and Stephen Asbury, **Active Server Pages 3**, IDG Books, Delhi.
5. Hansen G.W. & Hansen J.V. **Data Base Management & Design**, PH, Englewood Cliff, New Jersey.
6. Hawryskiewyca I.T. **Database Analysis & Design**, Macmillan, New York. Weldon J. Database Administration, Plenum Press, New York

TRAINING REPORT AND VIVA (FT –239)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn and acquire on the job skills, knowledge, attitudes and perceptions along with the experience needed to continue a professional identity
SO2.	Get insight in to the working of a real organization
SO3.	To develop perceptive about business organization in totality
SO4.	To explore carrier opportunities in their areas of interest

The training report submitted by the students will be evaluated by the external examiner and viva will be based on the training report.

MBA - FOURTH SEMESTER (Session: 2022-2023)

STRATEGIC MANAGEMENT (FT – 241)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand historical evolution of business policy, application of corporate strategy
SO2.	To learn strategy formulation, strategic intent, environment analysis
SO3.	To learn about strategic implementation
SO4.	To understand strategic evaluations and control

- Nature, Purpose, Importance and historical evolution of Business Policy, Concept and applications of Corporate Strategy, Strategic Management : Definition, model and process for Strategy Formulation :Ansoff growth vector.
- Strategic Intent – Vision, Mission, Purpose and Objectives,
- Environmental Analysis : External environment and organisational Appraisal; Environmental threat and opportunity profile; competitive advantage of a firm, Core competency, strategic advantage profile; SWOT Analysis.
- Strategic Alternatives-merger, acquisition, diversification, modernisation, integration, joint venture, turn around. Strategic Choice- objective and subjective considerations in strategic choice; Managing Cultural Diversity; Global Entry Strategy.
- Strategic Implementation, Activating Strategies, Structural Implementation, Functional Implementation, Leadership implementation, Behavioural Implementation, Strategy Evaluation, Strategic Control, Operational Control Techniques of Strategic Evaluation and Control.

Suggested Readings :

1. Azhar Kazmi, **Business Policy & Strategic Management**, TMH, New Delhi.
2. Keen, Peter and Mark McDonald, **The e-Process Edge**, Delhi. Tata McGraw Hill.
3. P.K. Ghosh, **Business Policy-Strategic Planning and Mgmt.**, Sultan Chand and Sons, New Delhi.
4. V.P. Michael, **Business Policy and Environment**, Sultan Chand and Sons, New Delhi.
5. R.M. Srivastava, **Corporate Strategy and Planning**, Himalaya, Mumbai.
6. R. Nanjundiah, **Strategic Planning and Business Policy**, Himalaya, Mumbai.
7. Steiner, Miner, **Management Policy and Strategy**, MacMillan, London.
8. I. Ansoff, **Strategic Management**, MacMillan, London.
9. Peters Tom. **Business School in a Box**, New York, Macmillian.
10. Hamel G. & Prahalad C.K. **Competing for the Future**, Boston, HBS Press.

RETAILING MANAGEMENT (FT – 242)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand retailing, the types of retailers, function of retailers
SO2.	To understand the customer buying behaviour, buying process
SO3.	To learn about the retail market strategy and retail planning process
SO4.	To learn about store layout & design, space planning, merchandise presentation techniques, store ambience and customer service

- Retailing: Nature, Scope and opportunities, Types of retailers: merchandise retailers, non-store retail formats, service retailing; types of ownership, functions of retailers; FDI and retailing in India, Emerging issues of Retailing in India different kinds

- Customer Buying Behaviour: types of buying decisions, buying process, social factors influencing buying decisions in retailing.
- Retail Market Strategy: definitions, retail planning process, financial strategy, location strategy, human resource strategy, retail MIS.
- Retail Mix Strategies: buying merchandise, pricing, retail communication mix, multi channel retailing.
- Managing the store, store layout and design, space planning, merchandise presentation techniques, store ambience, customer service.

CORPORATE SOCIAL RESPONSIBILITY (FT- 243)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the historical evolution and developmental phases of CSR
SO2.	To learn about the national voluntary guidelines on social, environmental and economic responsibilities of business
SO3.	To understand SEBI guidelines for CSR reporting, provisions for CSR in Companies Act 2013
SO4.	To learn about the impact of CSR practices

- Corporate Social Responsibility: Concept, Historical Evolution of CSR, Developmental Phases of CSR ,Benefits and Criticisms, CSR in Emerging Economies of the world
- National voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business: Principles for Ethics, Transparency and Accountability in business practices, Products Life Cycle Sustainability , Employees' well-being, Stakeholder Engagement, Safety of Human Rights, Environment Protection, Policy Advocacy, Inclusive Growth for all stake holders, Customer Value
- SEBI Guidelines for Corporate Social Responsibility Reporting, Provisions for CSR in Companies Act 2013: Definition, CSR Activities, CSR Committees, CSR Policy, CSR Expenditure, CSR Reporting, Display of CSR activities on its website
- Understanding the thrust areas mentioned in schedule VII of the Companies Act 2013, Understanding the practices adopted by companies with respect to CSR Committees, activities and policy
- Impact of CSR Practices on Sustainable development, Generation of Employment, Promotion of Education, Gender Equality and women empowerment, Improvement of Health services.

Suggested readings

1. Sanjay K. Agarwal, Corporate Social Responsibility in India, SAGE Publications.
2. Madhumita Chatterji, Corporate Social Responsibility, Oxford University Press

MARKETING AREA (COMPULSORY)

INTERNATIONAL MARKETING (FT –244)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the significance of international marketing and t foreign trade concepts and theories.
SO2.	To learn about international marketing environment, trends in India’s foreign trade, export houses and government agencies in international marketing
SO3.	To learn about international marketing research
SO4.	To learn about the export finance, methods of payment, letter of credit, ECGC and international economic institutions

- Nature, Scope and Significance of International Marketing, Foreign Trade Concepts and Theories.
- Analysis of International Marketing Environment. Trends in India's Foreign Trade, Governmental Agencies in International Marketing, Export Houses.
- International Marketing Intelligence and Marketing Research, Organaisational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force.
- Planning for Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions: Organization of Shipping ,Chartering Practices , Marine Cargo Insurance, and Promoting Products for Exports including Fairs and Exhibitions.
- Export finance, Methods of Payment, Letter of Credit, ECGC, Brief study of International Economic Institutions – World Bank, GATT, UNCTAD,IMF etc.

Suggested Readings :

1. Bhattacharya, B. **Export Marketing : Strategies for Success**, New Delhi, Global Business Press.
2. Johri, Lalit M. **International Marketing : Strategies for Success**. University of Delhi, Faculty of Management Studies.
3. Keegan, Warren. **Global Marketing Management. Englewood Cliffs**, New Jersey, Prentice Hall Inc.
4. Onkvisit, Sak and Shaw, J.J. **International Marketing : Analysis and Strategy** : New Delhi, Prentice Hall of India.
5. Terpstra, Vern and Sarthy, R. **International Marketing**. Orlando, Dryden Press.
6. Walter, I and Murphy, T. **Handbook of International Business**, New York, John Wiley.

FINANCE AREA

INTERNATIONAL FINANCIAL MANAGEMENT (FT –245 F)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn about international financial management and international financial systems & institutions.
SO2.	To learn about the foreign exchange market, types, organization and foreign exchange risk.
SO3.	To learn about forward & future prices, interest rate futures, swaps, options markets and properties of stock option prices
SO4.	To learn about the trading strategies, international financial strategies.

- International Financial Management: Nature, Scope and Objectives, Domestic v/s International Financial Management, Theories of International Financial Management, International Financial System and institutions.
- Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Foreign Exchange Risk.,
- Accounting and Transaction Exposures, Theory and Practice of Forecasting Exchange Rates. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures in Hedging,
- Forward and Future Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Options on Stock Indices; Currencies and Futures Contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.
- International Receivables and Inventory Management, International Investment Strategy, International Cash Management, International Financial Strategies.

Suggested Readings :

1. Abdullah, F.A. **Financial Management for the Multinational Firm.** Englewood Cliffs, New Jersey, PHI.
2. Bhalla, V.K. **International Financial Management,** New Delhi, Anmol.
3. Buckley, Adrian, **Multinational Finance,** New York, PHI.
4. Kim, Suk and Kim, Seung. **Global Corporate Finance : Text and Cases,** Miami Florida, Kolb.
5. Shapiro, Alan C. **Multinational Financial Management,** New Delhi, PHI.
6. AbP.G. Apte, **International Financial Management,** TMH, New Delhi. Shapiro, **Multinational Financial Management,** PHI, New Delhi.

PROJECT PLANNING, ANALYSIS AND MANAGEMENT (FT – 246 F)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn about the generation and screening of project ideas, capital expenditure, market demand & situational analysis ,technical analysis, financial analysis and social cost benefit analysis
SO2.	To understand network techniques for project management, problems of time and cost overrun, environmental appraisal of projects
SO3.	To understand in detail about the project finance, and infrastructure project process
SO4.	To understand the concept of FI & banks & shift in portfolio of FI and banks

- Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis.
- Multiple Projects and Constraints; Network Techniques for Project Management, Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.
- Project Finance : Project Financing in India, Infrastructure Finance Vs. Project Finance, Business and Major Players (Global and India).
- Role of FI and banks and shift in Portfolio of FI and banks, Skills required for Career in Infrastructure Finance.
- Infrastructure Projects Appraisal in a Financial Institution : Appraisal process.

Suggested Readings :

1. Ahuja, G K & Gupta, Ravi. **Systematic Approach to Income Tax**, Allahabad, Bharat Law House.
2. Bhalla, V.K. **Modern Working Capital Management**, New Delhi, Anmol.
3. Bhalla, V.K. **Financial Management and Policy**, New Delhi, Anmol.
4. Chandra, Prasanna. **Projects : Preparation, Appraisal**, Budgeting and Implementation, New Delhi, Tata Mc Graw Hill.
5. Dhankar, Raj S. **Financial Management of Public Sector Undertakings**. New Delhi, Westville.

HRM AREA

COMPENSATION MANAGEMENT (FT- 245 H)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the concept of wages and theories of wage determination, in wage regulations in India
SO2.	To learn about job evaluation & Job pricing, machinery for wage fixation and managerial remuneration in India.
SO3.	To learn about the concept of productivity, productivity of labour & payment of wages and problem of low productivity
SO4.	To understand the objectives evolution & development of wage policies and its constraint in Indian organization

- Wage Determination : Wage concepts; minimum fair and living wages. Process and Theories of Wage Determination, job Evaluation and Job Pricing. Machinery for wage fixation, Managerial Remuneration in India. Job Evaluation Techniques.
- Human Resource Record and Audit; Rewards, Incentives and Wage Differentials: Types of rewards and incentives; different incentive plans, Dearness Allowance and other Allowances, Fringe Benefits. Wage Differentials , Profits – Sharing , Co Partnership & Payment of Bonus with special reference to India.
- Wage and Productivity : Concept of Productivity, Productivity of Labour and payment of Wages , the level of living of Indian Workers wages and earnings of Indian worker. Problem of low productivity in the Indian workforce.
- Wage regulations in India : Salient provisions of : Minimum Wages Act, 1948 , Payment of Wages Act, 1936 Payment of Bonus Act, 1965, Equal Remuneration Act, 1976
- Wage Policies in India : Concept of wage policy: Objectives, Evolution and Development of wage policy and its constraints in Indian Organisations.

Suggested Readings :

1. E.B. Flippo , **Personnel Management** , TMH
2. Decenzo and Robbins , **Human Resource Management**, PHI, New Delhi.
3. N.D. Kapoor, **Mercantile Law**, Sultan Chand & Sons.
4. A.M. Sharma ,**Compensation Management**, Himalaya Publishing House, Mumbai.
5. Dewivedi, R.S. **Personnel and Human Resource Management – An Indian Experiences**, New Delhi, Galgotia.

MANAGEMENT OF INDUSTRIAL RELATIONS (FT – 246 H)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To understand the concept of Industrial relation, Industrial relation system and national trade union management
SO2.	To learn about the significance of IR, trade unionism, grievance handling procedures
SO3.	To understand the causes & remedies of Industrial dispute and settlement machinery, collective bargaining
SO4.	To learn about enquiry, disciplinary action, Worker’s participation in management

- Industrial Relations- concept, nature, scope, objectives. Industrial Relations system, Strategic choice theory of IR. Significance of IR in liberalization and globalisation of Indian economy. National Trade Union Management.
- Trade Unionism, Problems of Indian Trade Unions. Future of Indian Trade Unionism and Related Issues, Unfair Labour Practices, Grievance – Imp, Process and Practices Handling Procedures.
- Industrial Disputes – Causes & Remedies, Settlement Machinery, Industrial Relations Legislations-Industrial Disputes Act, Trade Unions Act, Standing Orders Act.
- Collective Bargaining stages; Negotiation, Process, Collective, Bargaining in Indian Organisations. New Trends in Collective Bargaining. Disciplinary Inquiries and actions: Domestic Enquiry ,Disciplinary action;, Employee Discipline: Importance , Causes and Forms.
- Workers' Participation in Management. Emerging Trends in Industrial Relations Management, Managing Union free organizations

Suggested Readings :

1. Das,R.P. **Management of Industrial Relations**, Varanasi, MTC.2002.
2. Kochan, T.A. and Katz Henry. **Collective Bargaining and IR**, Homewood Illinois Richard D. Irish.
3. Mamkoottam, K.Trade Unionism. **Myth and Reality**. New Delhi, Oxford University Press.
4. Niland J R etc. **The Future of Industrial Relations**. New Delhi, Sage.
5. Ramaswamy, E.A. **The Rayon Spinners The Strategic Management of Industrial Relations**. New Delhi, Oxford University Press.

6. Virmani, B.R. **Participative Management vs. Collective Bargaining** . New Delhi, Vision Books, Webb, Sidney & Webb, Beadtrice. Industrial Democracy. Melbourne, Longman.
7. **Modern Labour Law and IR**, Srikanta Mishra, Sultan Chand & Sons, New Delhi.
8. Dwivedi, R.S. **Industrial Relations**, Galgatia, New Delhi,
9. Monappa, Arun, **Industrial Relations**, TMH, New Delhi

SYSTEM AREA

BUSINESS PROCESS RE-ENGINEERING & ERP (FT – 245 S)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn the conceptual foundation of business process Re-engineering and role of information technology in BPR
SO2.	To understand process, identification & mapping and man management for BPR implementation
SO3.	To understand enterprise resource planning and learn about its evolution, ERP products & markets and ERP implementation
SO4.	To understand evolution of E commerce, technologies for E business and future and growth of E-business

- Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry;
- Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement. Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change.
- Enterprise Resources Planning : Evolution of ERP-MRP and MRP II problems of system islands need for system integration and interface early ERP Packages
- ERP products and Markets – Opportunities and problems in ERP selection and implementation; ERP implementation : identifying ERP benefits team formation – Consultant intervention-Selection ERP – Process of ERP
- E-Business : Introduction to 1 – Net technologies – Evolution of E-commerce, EDI and E-Business, Security and Privacy Issues – technologies for E-Business, Future and Growth of E-Business.

Suggested Readings :

1. Carr, D K and Johansson, H J. **Best Practices in Re-engineering**. New York, McGraw Hill.
2. Champy, James, **Re-engineering Management : The Mandate for New Leadership**. London, Harper Collins.
3. Coulson-Thomas, **C.Business Process Re-engineering : Myth & Reality**. London, Kogan Page.
4. Hammer, Michael. **Re-engineering the Corporation : A Manifesto for Business Revolution**. London, Nicholas Brealey.
5. Jayaraman, M S. et al. **Business Process Re-engineering**. New Delhi, Tata McGraw Hill.
6. Hammer, Micheal and Jamts Chamby, **Reengineering the Corporation**.
7. Ptak, Carol A. & Eli Schragenheim, **ERP**, St. Lucie Press, New York.

FUNDAMENTALS OF COMPUTER ARCHITECTURE (FT – 246 S)

Subject Outcomes: The successful completion of this course shall enable the student:

SO1.	To learn about the fundamentals of data processing & input/output, OS, and types of OS-Batch
SO2.	To understand time sharing, Network and client server, systems, directory structure,
SO3.	To learn about the file process management, switching and scheduling, memory management, swapping, segmentation,
SO4.	To understand multi Programming and multitasking system, virtual storage and open systems

- Fundamental of Data Processing and Input/Output
Fundamental of OS, Types of OS-Batch, Time Sharing, Parallel, Real time, Networks, Client Server
- File Systems, Directory .Structure, Process Management, Switching, Scheduling
- Memory Management, Swapping, Segmentation, Paging, Virtual Memory
- Multi-programming and Multitasking System
- Parallel Processing, Virtual Storage, Open Systems

Suggested Readings :

1. Leon and Leon , **Fundamentals of IT**
2. Rajaramana , **Fundamentals of Computers**
