

Syllabus of Management Department: MBA

Fourth Semester

Curriculum

MBA (Full Time) 2 Yrs. Program

Dr.APJ ABDUL KALAM UNIVERSITY, Indore

For

Session

2017-2018

Fourth Semester

MBA 401C Corporate Governance & Global BusinessEnvironment

MBA 402C Strategic Management

MBA 406C MRP –2nd phase

MBA 407C Comprehensive Viva-Voce

A. Marketing Management

MBA 403M International Marketing

MBA 404M Service and Retail Marketing

MBA 405M Consumer Behavior and Rural Marketing

B. Financial Management

MBA 403F International strategic Finance

MBA 404F Financial Engineering & Risk Management

MBA 405F Investment Analysis & Portfolio Management

C. Human Resource Management

MBA 403H Compensation Management

MBA 404H Business Process Transformation

MBA 405 H Organizational Developments

D. Information Systems Management

MBA 403I UNIX and Linux Operating System

MBA 404I Visual Basic Programming

MBA 405I Computer Networks

E. Production and Operations Management

MBA 403P Production Planning and Control

MBA 404P Total Quality Management

MBA 405P Business Process Reengineering

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 401C Corporate Governance & Global Business Environment

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world

2. Nature of International Business, Multinational Corporations , International Business Theories, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment,

3. Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment

4. International Strategic Management, International Organization Structure, International Strategic Alliances, Integration Between Countries,

5. Balance of payments, International Monetary Systems;Forex Markets and Risk Management, International Operations Management, International Marketing,

6. International Financial Management, Financing Foreign Trade , International Accounting International Human Resource Management

7. Business Ethics; Corporate Social Responsibility World Economic Growth and the Environmental Issues; Future of International Business , E-Business

Text books

1. K.Ashwathapa, A.Trehan, Global Business Environment, 2011Tata McGraw Hill
2. Francis Cherunilam International Business Environment, 2010, Himalaya Pub. House
3. Parthasarthy Corporate Governance, Bizetantra
4. Sumit Khurana, Corporate Governance Dreamtech,Wiley

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 402C Strategic Management

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations; Strategic Decision–Making Processes – Rational–Analytical, Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.
2. Mission, Business Definition and Objectives; Need, Formulation and changes; Hierarchy of objectives, Specificity of Mission and Objectives.
3. SWOT Analysis, General, Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).
4. Strategy Alternatives, Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.
5. Strategic Choice and Analysis; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. Strategy Implementation, Concept, Barriers, Implementation Process; Project & Procedural Implementation, Resource Allocation; Structural Implementation; Plan and Policy Implementation; Leadership Implementation; Behavioral Implementation, Implementing Strategy in International Setting.
7. Strategy Evaluations and Control, Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

Text books

1. Kazmi, Ajhar Strategic Management and Business Policy, 3e, 2009Tata McGraw Hill
2. Lomash & P.K. Mishra Business Policy & Strategic Management Vikas Publication

   Alpana Trehan Strategic Management 1st edn 2010 Dreamtech, Wiley
3. Nag Strategic Management.Analysis.Implementation.Control. 2011, Vikas Publication

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 403M International Marketing

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. International Marketing: Basis of International Trade, Theories of International Trade Absolute Advantage, comparative advantage and factor endowment theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work.
2. Scanning of International Environment: Social, Political, Legal, And Economic.
3. Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.
4. Foreign Trade Policy: EXIM Policy 2002-2007 Salient features.
5. Export Documentation and Procedures and Institutional support for export promotion in India.
6. Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.
7. Pricing Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.
8. Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.
9. Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation.

Text Books

1. Cateora Phillip, International Marketing (SIE)13e 2011Tata McGraw Hill
   Czinkota, International Marketing, 8th' 2008 Cengage Learning
2. Gillespie International MarketingSouth-Western©2009
3. Kotabe,International Marketing: An Asia Pacific Focus,Wiley India
4. Onkwisit & Shaw, International Marketing,2010,PHI Learning

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 404M Service and Retail Marketing

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges&Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.
2. Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.
3. Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.
4. Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.
5. Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. Retail Marketing: Retailing and Marketing, Consumer Behaviour and Retail Operations. Strategic marketing planning for Retailing.
6. Retail Marketing Mix: Retail Product: Merchandising, Store Design, Layout ,Pricing: Pricing objective, Policies and Strategies. Distribution: Location, Logistics, SCM, Channels. Communication & Promotion; Developing Promotion Mix for Retailing. Managing Retail Brand.
7. Retail Service Quality: Quality audit. Managing People Retail : HRM, CRM, IT in Retailing & Future trends

Text Books

1. Zeithmal, Bitner,Service Marketing (SIE),4e Tata Mcgraw Hill Hoffman,

   Marketing of Service 1st 2008 Cengage Learning Cullen,Retailing:Environment &

   operation ,1st2008 Cengage Learning
2. A Sivakumar Retail Marketing Excel Books
3. C BhattachryaRavi Shanker, Services Marketing,Excel Books

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 405 M Consumer Behaviors and Rural Marketing

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.
2. Consumer Decision Processes, Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.
3. Consumer Behaviour Models, Nicosia Model, Howard Sheth Model , Engel-Blackwell and Miniard Model , Sheth Family Decision Making Model
4. Individual Determinants of Consumer Behavior: Demographics Psychographics,
5. Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family. Family life-cycle group and personal influence, word of mouth communication, opinion leadership. Future of consumer behaviour.
6. Rural Marketing: Concept, importance and scope of rural marketing, Understanding rural market, rural environment, infrastructure and rural trade practices, Rural consumer behaviour, factors affecting consumer behaviour and psychology of rural customers,
7. Product, branding and packaging, Distribution in the rural markets, types of rural channels, selection and management of channels, factors influencing channel decisions, retailing, transportation, warehousing, Promotion in Rural Markets: role of advertising, sales promotion, publicity, and personal selling in rural markets.

Text Books

a. Shri Prakash Theory of Consumer Behaviour Vikas Publication ,2010
   Hawkins, David, Consumer Behavior , 11E Tata Mcgraw Hill
b. Dogra, B.LRural Marketing1e, Tata Mcgraw Hill
c. Blackwell, Consumer Behavior 1st 2008 Cengage Learning
d. Gopalaswamy,T P Rural Marketing- Environment, Problems& Strategies Vikas Kashyap,The Rural Marketing Book (Text & Practice), Wiley

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 403F International strategic Finance

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. International Financial management- an overview, International Financial management and domestic financial management, motivations for international finance. Theories of Foreign Exchange rate movement and International Parity Conditions -Purchasing Power Parity, International Fisher Effect
2. The Foreign Exchange markets- Functions of the Foreign Exchange Market, The Foreign Exchange rates -direct and indirect quotations. Spot market and forward market - forward premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory,
3. Management of Foreign Exchange Risk -Translation exposure - Functional Versus Reporting Currency,. Comparison of Four Translation Methods, Transaction exposure-Measurement and Management of Transaction exposure. Currency Correlation and Variability as Hedging TooIs . Economic Exposure, Transaction Exposure Versus Economic Exposure.
4. Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm - determining capital structure components, Cost of Capital for MNCs VS Domestic Firms,
5. Multinational Capital Budgeting - Problems and issues in foreign investment analysis. Techniques of capital budgeting - NPV, IRR. APV.
6. Multinational Cash management - Centralized perspective of cash flow analysis. Techniques to optimize cash flow - leading and lagging, netting, matching. Country risk analysis .
7. Managing Foreign Operations — Eurocurrency markets, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues. GDRs and ADRs

Text Book

1. Apte, PG International Financial Management 5e,Tata Macgraw Hill Madura
2. International Financial management 1st , 2008 Cengage Learning
3. Shapiro,Multinational Financial Management, 8ed,Wiley India
4. Madhu Vij International Financial Management,2010,Excel books

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 404F Financial Engineering & Risk Management

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. An overview of risk management - Investors and risk management. the profitable side of risk management; Risk management process - risk models; Derivative - Hedging Currency Risk , Hedging Risk through Forward Contracts. Indian Derivatives Market.
2. Interest rate Swaps - rationale, liability and asset based interest rate swaps, pricing ol swaps, forwards and options on swaps.
3. Creating value with risk management- financial distress and investment, risks in banking- credit risk, foreign exchange risk, political risk and country risk, liquidity risk
4. Financial Engineering; Construction option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase
5. Option Market: Types of Options, Uses of Options, Payoffs from Options, Trading Strategies, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing. Factors Determining Option Price. Black Scholes Models. Concept of Delta, Theta, Gamma Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.
6. Exotic options: Compound, binary, barrier and Asian options, options involving several assets. Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. credit default swaps.
7. Future Contracts: Introduction to Futures Markets, Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, Index Futures. Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future, Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Hedging, Difference between Forward and Future contracts.

TEXT BOOKS

1. Hull. J. C Options Futures and Other Derivatives 7ed,2009 PHI New Delhi
2. Varma, Jayanth,Derivatives and Risk Management1eTataMcgrawHill
3. Stulz Risk management and Derivatives,1st ,2008 Cengage Learning
4. Parasuraman Fundamentals Of Financial Derivatives, 2nd Ed,Wiley

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 405F Investment Analysis & Portfolio Management

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Introduction: Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment .Selecting Investments in a global market.
2. Risk Return: Concept Of Risk and Return, Systematic and Unsystematic Risk, Multifactor Model of Risk & Return, Efficient capital Markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.
3. Securities Valuation: An Introduction to Security Valuation, Macroeconomic & Market Analysis: The Global Asset Allocation Decision
4. Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conversity, Bond Value Theorem. Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.
5. Security Analysis: Stock Market Analysis, Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.
6. Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.
7. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures.Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies

TEXT BOOKS

a. Bodie & Mohanty,Investments: An Indian Perspective,8,Tata Mcgraw Hill

b. Reilly, Investment Analysis and portfolio management 2009 Cengage Learning

c. Bhalla. V.K Investment Management.2008 Sultan Chand New Delhi:

d. Sudhindra Bhat Security Analysis and Portfolio Management Excel books

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 403H Compensation Management

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay of performance.
2. Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).
3. Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.
4. Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948; Payment of wages Act 1948; Payment of Bonus Act, 1965.
5. Current Trends in Compensation and Reward Management.
6. Concept of human capital and its implications for compensating human resources. Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.
7. Designing compensation for Chief Executives, senior managers, knowledge workers etc**.**

Text Books

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

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 404H Business Process Transformation

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Innovation and Creativity: Theories of innovation and creativity, Managing People Side of innovation, Resistance To innovation, the Creative Process, Releasing creativity, Creative Techniques of Problem Solving, the Creative Environment, Creative Organization, Creativity Training, Introduction To Learning Organizations, Architecture of Learning Organization.
2. Team Building: Redesigning Work, Developing Teams, Building Teams Structure and Skills, Managing Disruption and Conflict, Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams.
3. Total Quality Management: History & Philosophy of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldridge Award Criteria, Demings Award, Rajiv Gandhi National Quality Award.
4. Basic HR issues in Total Quality Management: Leadership Vision and Continuous Process of Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM), Quality Based HR Practices.
5. Business Process Re-Engineering: Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations.
6. Management of Change: Theories of Change, leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change.
7. Knowledge Management: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge officer in organization.

Text Book

1. Grover Business process Transformation,2010,PHI Learning
2. Poirier Business process management Applied 1st 2008 Cengage Learning Evans,Total Quality management 1st 2009 Cengage Learning
3. Tapan Panda Knowledge Management Excel Books
4. Kavita Singh **Organisation Change and Development** Excel Books
5.
6. Pradip N.Khandwala,**Fourth Eye: Excellence Through Creativity,** Wheeler Pub .

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 405H Organisational Development

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.
5. Emerging Trends in OD with special emphasis on future organizations.
6. Organisation Design, Processes and Culture. Life Cycle & Phases of growth Organisational Effectiveness & Excellence, Organisation Culture, Values & Ethics
7. Organisation Development Planned change strategy Managing Change in Times of Turbulence.

Text Books

1. Srivastava Organization Design and Development: Concepts and Applications,Wiley
2. Kavita Singh Organisation Change and Development, Excel Books
3. Wendell L. French and Cecil N. Bell Jr., Organization Development Prentice Hall

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 403I UNIX and Linux Operating System

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1.Introduction to Operating Systems and UNIX: Concepts History, and Functions. The UNIX Operating System: Back ground, Philosophy, General Overview of the system, Introduction to Kernal concepts Help Facility.

2.The File Systems, Utilities and Filters: File Systems : Structure of file system, Internal representation of files, system calls for the file system, pwd, cd Is, cat, mkdir, rmdir, chmod, cp rm, mv commands. Utilities: more, file wc, od, cmp, comm.., diff, lp, banner, cal, date who tty, sty commands. Simple Filter: Pr head, tail, cut, paste, sort, unip, nl commands, advanced filters: grep, egrap, sed tr, join, awk, filtering

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

4.The Process: The structure of process, process control, process scheduling and time, Shell process, parent and children process, process status, system process, multiple job in background, wait command, premature termination of a process, job execution with low priority, multiple jobs in foreground-shell layers, timing processes.

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

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

7.Introduction to Linux Operating System: Basic Commands & Utilities.

Text Readings:

1. Ambawade & Shah Linux Lab:Hands on Linux,2011, Dreamtech Press
2. Sumitabha Das, Unix Concepts and application, New Delhi, Tata McGraw Hill Mike Mcgrath Linux in easy steps,2010 Dreamtech Press
3. Forouzan, Unix and Shell programming.1st 2009 Cengage Learning Das, UNIX: Concepts and Applications, Tata McGraw Hill.2010
4. Rosen UNIX: The Complete Reference, Tata McGraw Hill,2010.

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 404I Visual Basic Programming

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

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

Text Books

1. Kogent Solutions Visual Basics 2008 Programming Black Book Dreamtech Press
2. Petrusha, Visual Basic 2005: The Complete Reference TataMcgrawHill,2010 Jerke Visual Basic 6: The Complete Reference TataMcgrawHill,2010
3. ZakVisual Basics 2008 1st 2008 Cengage Learning
4. Allert Visual C++ Programming1st 2009 Cengage Learning Evangelos Petroutsos, Mastering VB 6.0, BPB Publications, New Delhi Mohammed Azam Programming With Visual Basic 6.0 Vikas Publication

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 405I Computer Networks

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

1. Computer Networks: Introduction, Distributed Systems, Network Goals & its Applications, Protocol Hierarchies, network architecture, design issues for the layers, simplex, half-duplex, full-duplex, interfaces and services, connection oriented and connection less services, service primitives.
2. Reference Models: The OSI Reference Model, The TCP/IP Reference Model, Comparison and Critique of the OSI and TCP/IP Reference Models.
3. Physical Layer: Concepts of data transmission, transmission media, guided and unguided media, digital and analog transmission, transmission impairments, Multiplexing- TDM, WDM, FDM, Switching techniques- circuit, packet and message, Cellular Radio, wireless transmission, Modems, DSL, cable modem, ISDN-introduction, ISDN channels, ISDN layers, services, and Communication Satellites.
4. Data Link Layer: Framing, error control, flow control, unrestricted simplex, simplex stop-and-wait protocol, sliding window protocols, HDLC, SLIP, PPP.
5. Network Layer: Internal organization, routing, congestion, routing-shortest path, multipath, congestion control algorithms, preallocation of buffers, choke packets, deadlocks and Services of network layer.
6. Transport Layer: Services of transport layer, Transport protocols, connection management.
7. Upper OSI layers: Session layer and Transport Interaction , Presentation Layer – Translation, Authentication, Data Compression, Application layers – Message Handling System(MHS), File transfer ,Access and Management (FTAM)
8. Transmission Technology: Broadcast networks, Point-to-Point Networks, LAN, MAN & WAN topologies, Wireless networks, Internetworking, Introduction to Bridges, Routers, Switches, Gateways, and Repeaters, Introduction, Functioning and Services- Novell Netware, Window NT, NOS (Network Operating Systems)

Text Books

a. Gallo Computer communication & networking technogies 1st2009 Cengage Learning Andrew S Tanenbaum, Computer Networks,PHI,New Delhi
b. ISRD Group Data Communications & Computer Networks TataMcgrawHill,2010
c. Rajneesh Agarwal & B Tiwari Data Communication & Computer Networks Vikas Pub. Miller Introduction to Data & Network CommunicationsDelmar Cengage,2010

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M.B.A.

Semester IV

Discipline: Managemen

Title of Paper & Code: MBA 405I Con

Scheme: Internal evaluation shall be of 20 marks. End semes
have 7 theory questions out of which students will be requi

Course content:

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 403P Production Planning and Control

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

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

Text Books

a. Jhamb,Production Planning and Control, Pune: Everest Publications.

b. Hari Raghu Rama Sharma,Production Planning and Control Concepts and Application, New Delhi: Deep and Deep Publications,

c. Bill Scott,Manufacturing Planning System,London :McGraw-Hill Publications,

d. George W. Plossl, O. R. Licky's.Materials Requirement Planning, New York: McGraw-Hill Publications,

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 404P Total Quality Management

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

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

Text Books

a. Mitra A., Quality Control Applications, Pearson Education.
b. Basterfield, Total Quality Management, Pearson Education
c. Logothitis, Total Quality Management, PHI.
d. Janakiraman & Gopal Total Quality Management : Text and cases, PHI

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 405P Business Process Reengineering

Scheme: Internal evaluation shall be of 20 marks. End semester exams will be of 80 marks will have 7 theory questions out of which students will be required to attempt any 5 questions.

Course content:

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

Text Reading

a. Lon Roberts, Process Re-engineering: The Key to Achieving Breakthrough Success, Tata McGraw Hill,
b. Henry J. Johanson, Palrik Mchine, A.John Pandilebury, William A Wheater,
c. Business Process Reengineering: Breakpoint Strategies for Market Dominance,
d. Chichester, John Wiley & Sons,

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 406C MAJOR RESEARCH PROJECT

Objective

The objective of Major Research Project is to enable to develop the understanding and implementation capabilities of research problems.

Examination

The Major Research Project (MRP) shall be compulsory. University will constitute an expert committee consisting of a professor and reader from UTD management institute to review and approve the synopsis. Duly approved synopsis shell be submitted by the respective colleges within 15 days from the completion of MBA III semester examination.

Committee will take the decision regarding the suitability of MRP. The decision about the suitability of the MRP will be taken before the start of IVth semester in which MRP is offered.

Before the end of MBA (Full-time) IVth semester the student will be required to submit the final MRP Report in the hard bound form in the number specified by the University. Major Research Project (MRP) will carry a maximum of 100 marks- out of which, 50 marks will be for the report and its contents and 50 marks will be for the presentation/viva-voce. A panel of external and internal examiners will jointly award both of these components of marks. The University appoints the external examiner and the Director/Head of the Institution appoints the internal examiner.

M.B.A.

Semester IV

Discipline: Management

Title of Paper & Code: MBA 407C COMPREHENSIVE VIVA-VOCE

Objective

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

Examination

Every student will be required to undergo comprehensive viva-voce at the end of fourth semester of MBA (FT). A panel of external and internal examiners conduct the comprehensive viva-voce examination. The external examiner appointed by the University and the internal examiner will be appointed by the Director / Head of the respective institute. The panel jointly award marks to the student out of a maximum of 100 marks.

Contents

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

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