

# RAJASTHAN TECHNICAL UNIVERSITY



A

COMPLETE DOCUMENT

AS APPROVED BY BOARD OF STUDIES

FOR

## MASTER OF BUSINESS ADMINISTRATION (MBA)

PREPARED AND COMPILED BY

CHAIRMAN BOARD OF STUDIES (MANAGEMENT)  
RAJASTAHN TECHNICAL UNIVERSITY.

**MASTER OF BUSINESS ADMINISTRATION**  
**MBA (Regular) Semester Scheme**

Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS,  
Department of Management & Technology, Engineering College, Bikaner.

The Master of Business Administration (MBA) is a 4 semester's program. The following is the scheme for teaching and examination of MBA Course.

### MBA (First & Second Semester)

**“THE DURATION OF EXTERNAL EXAMINATION FOR EACH PAPER WOULD BE 3 HOURS.”**

#### I Semester MBA

Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
M-101	Principles & Practices of Management	4	30/12	70/28	100
M-102	Organization Behavior	4	30/12	70/28	100
M-103	Quantitative Techniques for Management	4	30/12	70/28	100
M-104	Managerial Economics	4	30/12	70/28	100
M-105	Management Accounting – I	4	30/12	70/28	100
M-106	Marketing Management	4	30/12	70/28	100
M-107	Business Environment	4	30/12	70/28	100
M-108	Computer Applications in Management	2	30/12	70/28	100
<b>Total</b>		<b>30</b>	<b>240</b>	<b>560</b>	<b>800</b>

#### II Semester MBA

Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
M-201	Human Resource Management	4	30/12	70/28	100
M-202	Financial Management	4	30/12	70/28	100
M-203	Management Accounting – II	4	30/12	70/28	100
M-204	Operation & Production Management	4	30/12	70/28	100
M-205	Research Methods in Management	4	30/12	70/28	100
M-206	Information Technology for Management	4	30/12	70/28	100
M-207	Seminar on Contemporary Issues*	4		100/50	100
M-208	Comprehensive Viva-Voce**	-	-	100/50	100
<b>Total</b>		<b>28</b>	<b>180</b>	<b>620</b>	<b>800</b>

\*The BOS approved paper no M-207 as the paper on seminar on Contemporary issues. Here the faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be no internal assessment.

\*\* M-208 The comprehensive viva paper will be examined by the external examiner. The candidate will be examined in the papers which he/she studied during semester 1<sup>st</sup> and semester 2<sup>nd</sup>. There will be no internal assessment.

- There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

**MBA (Third & Fourth Semester)  
III Semester MBA**

Code No.	Name of Subject	Number of Hours Per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
<b>Compulsory Subjects</b>					
M-301	Summer Training Project Report*	2		100/50	100
M-302	Business Policy & Strategic Management	4	30/12	70/28	100
<b>Optional Subjects</b>					
Six Subjects (Four Major & Two Minor) from the groups given below. <b>For example a finance major &amp; Marketing minor student will have to opt for M-303,304,305 &amp; 306 and any two from M-307, 308,309,310)</b>		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
<b>Total</b>		<b>30</b>	<b>180</b>	<b>590</b>	<b>800</b>

\* The summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

**IV Semester MBA**

Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
<b>Compulsory Subjects</b>					
M-401	Business Ethics and Ethos	4	30/12	70/28	100
M-402	Project Management	4	30/12	70/28	100
M-403	Business Laws	4	30/12	70/28	100
M-404	Project Study*	4		200/100	200
<b>Optional Subjects</b>					
Three subject (2Major & 1 Minor) from the groups given below. <b>For example a Finance major &amp; Marketing minor student will have to opt M-405, 406 and any one from M-407, 408.</b>		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
<b>Total</b>		<b>28</b>	<b>180</b>	<b>620</b>	<b>800</b>

\* Paper M-404 is a paper on project study. The project is real life short term corporate study. The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

## List of Optional Groups for MBA (Third & Fourth Semester)

### Group A [FINANCE]

M-303	Security Analysis & Portfolio Management
M-304	International Financial Management
M-305	Management of Financial Services
M-306	Finance for strategic decisions
M-405	Financial Derivatives
M-406	Banking Services Operation

### Group B [MARKETING]

M-307	Advertising Management
M-308	International Marketing
M-309	Sales & Distribution Management
M-310	Product & Brand Management
M-407	Consumer Behavior & Market Research
M-408	Marketing of Services

### Group C [HUMAN RESOURCE MANAGEMENT]

M-311	Training & Development
M-312	Strategic Human Resource Management
M-313	Leadership Skills & Change Management
M-314	Human Resource Planning
M-409	Employment Laws
M-410	Performance Management & Retention Strategies

### Group D [PRODUCTION AND OPERATION MANAGEMENT]

M-315	Material Management
M-316	Total Quality Management
M-317	Production Planning & Control
M-318	Operations Research
M-411	Logistics Management
M-412	Service Operations Management

## **Group E [INFORMATION TECHNOLOGY MANAGEMENT]**

M-323	Business Process Re-engineering
M-324	System Analysis and Design
M-325	Strategic Management of Information Technology
M-326	Data Base Management
M-415	Management Support System
M-416	E-Business

## **Group F [TOURISM AND HOTEL MANAGEMENT]**

M-331	Introduction to tourism
M-332	Airlines Management
M-333	Management of Travel agency and Tour management
M-334	Legal and regulatory Framework of tourism.
M-419	Hotel Management
M-420	Field study and project report: Event and conference management.

## I Semester MBA

Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/ Minimum Pass marks	External/ Minimum Pass marks	Total
M-101	Principles & Practices of Management	4	30 / 12	70 / 28	100
M-102	Organization Behavior	4	30 / 12	70 / 28	100
M-103	Quantitative Techniques for Management	4	30 / 12	70 / 28	100
M-104	Managerial Economics	4	30 / 12	70 / 28	100
M-105	Management Accounting – I	4	30 / 12	70 / 28	100
M-106	Marketing Management	4	30 / 12	70 / 28	100
M-107	Business Environment	4	30 / 12	70 / 28	100
M-108	Computer Applications in Management	2	30 / 12	70 / 28	100
<b>Total</b>		<b>30</b>	<b>240</b>	<b>560</b>	<b>800</b>

### M-101

## Principles and Practice of Management

Course/Paper : 101  
MBA Semester-I

Max.Marks : 70  
Time : 3 Hrs.

### Objective:

This course provides the student with an understanding of how the philosophy of management underlies the MBA course taught on the Programme. The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organisation. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy. It will enable students to evaluate and analyse a firm's management philosophy, to understand the impact this philosophy has on the organisation and operation of the business.

### Section A

Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations, Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioral Perspective. Managerial processes, functions, skills and rules in an organization, social responsibilities of Business.

Fundamentals of Planning - Objectives, Strategies, Policies, Decision making.

Fundamentals of Organizing- Nature and purpose, departmentation, Span of Management, Strategic organizing design, line and staff authority and decentralization.

Direction-concept, Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership. Coordination.

Control- concept, nature and purpose, control technique, control of overall performance, span of control.

### Section-B

Case Study

Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS,  
Department of Management & Technology, Engineering College, Bikaner.

**M-102**  
**ORGANIZATIONAL BEHAVIOUR**

**Course/Paper : 102**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The paper aims to present the basic concepts of management. The objective is to help student comprehend perceive and understand dynamic nature of groups, Provide on insight into behaviour of individuals in organization and the changing environment of organizations. This is with a view to enable him to develop and adopt effective strategies to influence it. It also aims to help the student develop decision making skills through case discussions.

**Section -A**

Organizational Behaviour - Definition – assumptions- - significance, - Historical Background - Fundamental concepts of OB, research foundation, trends, impact of globalization, learning organisation and Knowledge management.

Individual Behaviour and Managing diversity: individual behaviour, main reasons impact, trends and layers of diversity; demographic differences, barriers and challenges, competitive advantages, diversity initiatives. Personality Development: meaning, theories of Personality development, managerial consideration for further developing of personality development of employee. Perception –Meaning and definition, Perceptual process, Managerial implications of perception in business situations, schemas, perceptual errors.

Motivation: nature and importance, basic process, need theories of motivation- the concept of needs, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Mc Clelland's Achievement Motivation Theory, Cognitive and behavioral theories- expectancy,. Equity, goal-setting theories.

Communication: Meaning, importance, process, types, effective and efficient communication, barriers in communication.

Group Behaviour: Group formation: formal and informal group, stages of group development, group decision making, group effectiveness and self managed teams.

Conflict and stress management: meaning, process, functional and dysfunctional conflict, conflict handling, nature causes and consequences of stress.

Management of change: concept, Lewin's stages of change, forces of change, resistance to change, and managing planned change.

**Section-B**

Case Study.

**M-103**  
**QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

**Course/Paper : 103**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

**Section-A**

Introduction to Quantitative Techniques. Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices. Applications of Matrices to value Analysis. Output Model in Matrices. Basic concepts of differentiation. Theories of Extremes.

Linear Programme, Problem formulation and geometric methods of solution. Simplex method. Two phase method, Elementary ideas about duality. Elements of Statistics Probability. Probability Distributions Binomial, Poisson and Normal. Correlation and Regression.

Decision Theory, Decision making under uncertainty, Criterion of Maximum, Min., Maximin and Minimax. Decision making under risk Bayesian approach. Criterion of Maximum likelihood. Decision Trees-Applications, decision making in a Competitive Situation-Game Theory-Types of Games. Two person zero sum games. Mixed strategy. Method of solution.

**Section-B**

Cases and Problems.

Note: 50% of the questions will be application oriented.



**M-104**  
**MANAGERIAL ECONOMICS**

**Course/Paper : 104**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

With economies becoming increasingly market oriented, it is becoming important for players in the market place to learn to conduct themselves in a manner that will assure them of success. The objective of the course is to provide insights into these aspects. Students of management must be exposed to the time tested tools and techniques of managerial economics to enable them to appreciate their relevance in decision making.

**Section-A**

Nature and Scope of Managerial Economics, role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits Theory of Demand- concept, determinants of Demand, Demand Function and econometric techniques. Theory of Supply- concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Concept of Consumer's surplus.

Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial uses of cost Function; Production Function to cost function-long run and short run total cost, Break-even Analysis Make or Buy Decisions.

Market structure and pricing decisions-the competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.

National income-concept and measurement. Business cycles, fiscal policy, Inflation. The new economy-definition and characteristics.

**Section-B**

Case study.

**M-105**  
**MANAGEMENT ACCOUNTING-I**

**Course/Paper : 105**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The objective of the course is to enable the student to familiarize with the preparation and calculation knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions.

**Section -A**

Introduction to Management Accounting – Origin, scope, functions and principles. Understanding Indian Corporate Sector. Management Accounting- Understanding basic financial accounting, Preparation of Final Accounts- as a backdrop to management accounting and Cost Accounting. Changing role of management accounting and recent developments. Management accounting and corporate governance.

Financial statement analysis- Ratio analysis- types and calculation. Comparative and common size financial statement.

Analysis of Corporate Performance: Preparation and calculation of Fund Flow and Cash Flow statement as per AS-3.

Basic Cost Concept, Cost sheet Cost-Volume-Profit Analysis, Budgetary Control. Marginal cost and CVP Analysis and Profit planning. Activity based costing,

**Section-B**

Cases/Problems.

Note: 50% of the Questions will be Numerical/Cases/Inferences based.

**M-106**  
**MARKETING MANAGEMENT**

**Course/Paper : 106**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

Marketing is no longer a company department charged with a limited number of tasks- it is a company wide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.

**Section-A**

Understanding Marketing Management-Importance and scope. Marketing strategies and plans-marketing and customer value. Marketing insights-information and scanning the environment, analyzing the macro environment. Rural Marketing: The profile of rural market of India. The main problem area in rural marketing, channel Management in rural markets, marketing communication in Rural Markets, Market Segmentation in rural market.

Consumer Behavior and market segmentation- Targeting and positioning as per the changing pattern of Indian consumers-levels of market segmentation, segmenting consumer markets, market targeting. Product Life Cycle Strategy, New Product Development Strategy.

Management of Marketing Efforts: building brands-dealing with competition, competitive brand strategy. Product Policy and Pricing decision, Channels of distribution.

Managing the Marketing programme-advertisement, sales promotion, direct marketing and personal selling, interactive marketing (E-Marketing) Marketing Research and Information System.

**Section-B**

Case Study

**M-107**  
**BUSINESS ENVIRONMENT**

**Course/Paper : 107**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The primary objective of this course is to acquaint the students to the emerging trends in business environment. This will also help them to develop the ability to analyse the competitive business environment to appraise the environmental pressures on business, and to understand the government policies and current issues in Indian perspective.

**Section-A**

Business Environment – Nature, Concept and Significance of Internal environment.

Management of organisational resources for developing effective Internal organisational environment, introducing organisational change when this equilibrium is found.

External Environment-nature and significance - Economic, Socio- Cultural, Political and Technological factors influencing Business Environment - Changing role of Government - Structure of Indian Economy.

Economic environment-types of economic systems, impact of liberalisation and privatization on Indian economy. Critical evaluation of latest economic policies of India, role of Indian business houses in the world. Multinational Corporations - Foreign Collaborations

Political environment- Types of political systems, role of political organisation of India to development of economy.

Social Responsibilities of Business - Business Ethics - Developing Ethical Business Habits - Work Ethos in Indian Perspective - Indian Heritage - Relevance of values in Management

Government of India's Commercial Banking, Exim and Technology policy, Approach to Foreign direct Investment. Government policy regarding small sector enterprises.

**Section-B**

Case Study.

**M-108**  
**COMPUTER APPLICATION IN MANAGEMENT**

**Course/Paper : 108**  
**MBA Semester-I**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

This course is designed to make the students of management familiar with the basic fundamentals and concept of computer. This paper shall prepare students to learn and acquire necessary computer skills required for day to day office application. The students will also be able to learn to solve business mathematical problems with the aid of computers.

**Section-A**

Introduction to computers- definition, a simple model of computer, fundamental, technical and commercial classification of computer. Characteristics of computer systems.

Data representation and application- input and output devices, Computer Memory, CPU, Types of Software - Application software, System Software-Operating systems and types. Softwares, Application Software's Languages

Windows and its applications-Windows Operating System. Elements of Desktop, Application Window. Document Window, Special Indicators. File Handling in Windows, Accessories

MS Office and its application-MS Office Fundamentals & Components - MS Word, MS Excel.MS Power Point, MS- Access.

Advantage and Disadvantage of IT Outsourcing, Telecommunication Concepts, Data Transmission and OSI layers, Local Area Network (Ethernet, Token bus, Token ring) Wide Area Network, TCP/IP fundamentals, Internet, Intranet, Extranet, The World-Wide Web.

Data Base Management System-Data Base Management System Objectives of Data Base. Advantages & Disadvantages of DBMS.Hierarchical Model, Network Model, Relational Model. Normalization Process, Advance Technologies in Data Base Technology. Object-Oriented DB, Distributed DB, Client Server Systems

**Section-B**

Case study.

## II Semester MBA

Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/Mini mum Marks	External/M inimum Marks	Total
M-201	Human Resource Management	4	30 / 12	70 / 28	100
M-202	Financial Management	4	30 / 12	70 / 28	100
M-203	Management Accounting – II	4	30 / 12	70 / 28	100
M-204	Operation & Production Management	4	30 / 12	70 / 28	100
M-205	Research Methods in Management	4	30 / 12	70 / 28	100
M-206	Information Technology for Management	4	30 / 12	70 / 28	100
M-207	Seminar on Contemporary Issues*	4		100/50	100
M-208	Comprehensive Viva-Voce**	-	-	100/50	100
<b>Total</b>		<b>28</b>	<b>180</b>	<b>620</b>	<b>800</b>

\*The BOS approved paper no M-207 as the paper on seminar on Contemporary issues. Here the faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be no internal assessment. \*\* M-208 the comprehensive viva paper will be examined by the external examiner. The candidate will be examined in the papers which he/she studied during semester 1<sup>st</sup> and semester 2<sup>nd</sup>. There will be no internal assessment.

### M-201

## HUMAN RESOURCE MANAGEMENT

Course/Paper : 201

Max.Marks : 70

MBA Semester-II

Time : 3 Hrs.

### Objective:

To become a successful manager of people, students need to understand behaviour of human resources in various organisational situations. In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

### Section-A

Human Resource Management-. Introduction and Scope, HRD-Concept, Need, Human Resource Planning-Concept, Process, job design-Concept approaches, job analysis, job description, job specification. Human Resource Procurement-Recruitment. Selection and induction.

Training, Training phases, Need Assessment, Establishment, Establishment of Training objectives, Training method Lecture, case method, Role playing. Business in Basket T- Group, Incident, Syndicate, Evaluation of a training Programme. Performance measurement and reward systems-introduction, performance drivers, leadership and performance, reward management performance appraisals. Discipline. The grievance procedure.

Employee compensation-purpose and importance, components. non monetary rewards, workers participation in Management Employee. Strategic challenges for leadership, career management, SHRM Mergers and acquisitions.

### Section-B

Case/Problems.

**M-202**  
**FINANCIAL MANAGEMENT**

**Course/Paper : 202**  
**MBA Semester-II**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The focus in this paper would be on issues related to financial management in the Indian Corporate Sector. The contents are related to the practices observed in Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.

**Section-A**

Meaning, Importance and Objectives of Financial Management; Time value of money; Conflicts in profit versus value maximization principle; Functions of chief financial officer.

Risk and Return- overview of capital market theory, Beta Estimation, CAPM, and APT.

Management of working capital; Cash and Marketable securities management; Treasury management, Receivables management, Inventory management, Financing of working capital.

Investment decisions: Capital budgeting- concept, theory. Cost of capital. Risk analysis in capital budgeting.

Financing decisions: Concepts of operating and financial leverage; Capital structure Theory and Policy; Dividend Policy .Different sources of finance: Asset Based financing- Lease, Hire Purchase and Project Financing. Corporate Restructuring, Merger and Acquisition.

**Section-B**

Case/Problems

Note: 50% of the questions will be numerical.

**M-203**  
**MANAGEMENT ACCOUNTING-II**

**Course/Paper : 203**  
**MBA Semester-II**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The objective of the course is to provide the students with a learning framework that will enable them to study the principles and procedures used in collection and analysis of accounting information.

**Section –A**

Management Accounting-Introduction. Basic cost terms and concepts. Managerial implications of job order costing, process costing- simple process, process accounting of normal and abnormal wastage, Process Stock Accounting and inter process accounting.. cost-volume-profit analysis. Cost reduction system-kaizen costing system, ABC, Life cycle costing. Pricing decision. Standard cost and variance analysis.

Budgeting and budgetary control-Types of budget- Flexible, cash, sales, production budget, master budget. Managerial implication of budget, performance budgeting, ZBB.

Inferences from published financial statements-Ratio, cash flow and funds flow.

Emerging issues in Management Accounting-Human Resources Accounting, EVA, Internal Reconstruction and Amalgamation – concept, elementary accounting and interpretation.

**Section –B**

Cases/Problems.

Note: 60% of the Questions will be Numerical/Cases/Inferences based.



**M-204**  
**OPERATIONS AND PRODUCTION MANAGEMENT**

**Course/Paper : 204**  
**MBA Semester-II**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations thought layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organisations.

**Section-A**

Operation Management-Introduction. Operation Research and operation strategy, forecasting demand and Linear regression, transportation and assignment problems, allocation of resources.

Nature and Scope of Production Management- process planning and design Facility Location; Types Manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling-Principals-Equipments, Line Balancing-Problems Operations decisions-Production Planning and Control -In Mass Production in Batch/Job Order Manufacturing.

Capacity Planning -Models, Process Planning-Aggregate Planning-Scheduling Maintenance Management Concepts-Work Study, Method Study, Work Measurement, Work Sampling Work Environment-Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.

Material Management -an Overview, production control, storage and retrieval System. Inventory Control- JIT .Network Techniques-Simulation

Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management, project management-PERT & CPM.

**Section-B**

Case study.

**M-205**  
**RESEARCH METHODS IN MANAGEMENT**

**Course/Paper : 204**  
**MBA Semester-II**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The objective of the course is to enable the students, in developing the most appropriate methodology for their research studies and to make familiar with the art of using different research methods and techniques. To understand the concept and process of Business research in business environment. To know the use of tools and techniques for exploratory, conclusive and causal research. To understand the concept of measurement in empirical systems & its validity and reliability. To use statistical techniques for analysis of research data. To realize the applications of Business research.

**Section –A**

Concept of Scientific Enquiry - Formulation of Research Problem Hypothesis Building Characteristic and Testing, Review of Literature, Research Design-Exploratory, Descriptive and Experimental research Design. Qualitative Research Design. Data Collection -Sources, Constructing a questionnaire. The Interview, Observation and Survey. Sampling Decisions, Probability and Sampling.

Parametric and Nonparametric test, level of Significance, using software for analysis Grouping and displaying data to convey meaning: Tables and Graphs, measures of Central tendency and dispersion in frequency distributions, Probability distributions, and Testing hypotheses

One sample test and two sample tests, chi-square and analysis of variance, Simple regression and correlation, Non-Parametric methods - the sign test for paired data, the rank sums test. The mann-whitney U test, the one sample Runs test, rank correlation.

Attitude Measurement- Motivational Research, Focus Group; Scaling Techniques- Socio Metric and Rating Scale, Scalograms, Internal Consistency Scales. Report Writing Organization Presentation, Bibliography and References.

**Section-B**

Cases and Problems.

**M-206**  
**INFORMATION TECHNOLOGY FOR MANAGEMENT**

**Course/Paper : 206**  
**MBA Semester-II**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The course is an introduction of computer architecture, networks and software tools. This will help students to understand the role of information systems and technology with current business and management application.

**Section-A**

Information & System Concepts-Introduction --Concepts, Classification of Information, Methods of Data & Information Collection, Value of Information, Organization and Information, System: A Definition. Types of Systems, System Decomposition, Integration of Sub Systems, Elements of a System, Human as an Information Processing System. International Business and IT.

Management Information System-MIS: Definition, Nature & Scope, MIS Characteristics, Functions, Structure of MIS, Role of MIS, MIS as a Control System, Process of Management, Application of MIS, ERP & IT's Benefits.

Internet-Introduction to Internet, Why We Need Internet, Internet Tools & Services, www, Internet in India, Security, Web Browser, Future of Internet,E-Comm. an Introduction, E-Business Fundamentals.

New Information Technology: Interconnection and networking, Multimedia, Neural Networks, Artificial Intelligence, Executive Information System, Decision Support System (DSS) and Expert Systems.

Issues for Senior Management: Management Control, Management Issues, Security Issues: Viruses, Worms and other creatures, I T issues for Management, Management in a Technological Environment, the changing world of Information.

**Section-B**

Case Study.

**M-207**  
**SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES**

Course/Paper : 207  
MBA Semester-II

Max.Marks : 100

**M-207 is on Seminar on Contemporary Management issues. Here the faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be no internal assessment. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of RTU.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.**

**M-208**  
**COMPREHENSIVE VIVA-VOCE**

Course/Paper : 208  
MBA Semester-II

Max.Marks : 100

**The performance of the student at comprehensive viva examination will be done by a panel of internal and external examiner. The candidate will be examined in the papers which he/she studied during semester 1<sup>st</sup> and semester 2<sup>nd</sup>. There will be no internal assessment. The student will make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of RTU.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.**

### III Semester MBA

Code No.	Name of Subject	Number of Hours Per week	Marks		
			Internal/Minimum Pass Marks	External/Minimum Pass Marks	Total
<b>Compulsory Subjects</b>					
M-301	Summer Training Project Report*	2		100/50	100
M-302	Business Policy & Strategic Management	4	30/12	70/28	100
<b>Optional Subjects</b>					
Six Subjects (Four Major & Two Minor) from the groups given below. <b>For example a finance major &amp; Marketing minor student will have to opt for M-303,304,305 &amp; 306 and any two from M-307, 308,309,310)</b>		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
<b>Total</b>		<b>30</b>	<b>180</b>	<b>590</b>	<b>800</b>

\* The summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

### M-301 SUMMER TRAINING PROJECT

Course/Paper : 301  
MBA Semester-III

Max.Marks: 100.

The summer training project report Evaluation and presentation will be done by internal and external examiners. **There will be no internal assessment.** The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of RTU.) **The assessment of the report and its presentation will be jointly done by the internal and external examiner.**

**M-302**  
**BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**Course/Paper : 302**  
**MBA Semester-III**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The objective of the course to equip the students with analytical tools for Cracking case studies by scanning the business environment and coming to a decision. The students will benefit by acquiring new ways and means of developing strategic decision making skills.

**Section-A**

**Introduction:** Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance. Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.

**Top management perspective:** Establishing company direction-developing strategic vision, setting objectives and crafting a strategy-Internal & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.

**Analyzing business environment:** Analysis of Business environment at 3 levels-Macro external environment analysis, external environment analysis (Industry analysis and competitor analysis) porter's five forces and competitor analysis framework, and firm level internal analysis.

**Identifying alternative strategies:** Grand strategies: stability, growth, retrenchment & combination strategies.

**Competitive strategy and competitive advantage:** Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain, the Value Chain and Generic Strategies, Mergers & Acquisitions Strategies.

**Section-B**

**Case Study.**

**IV Semester MBA**

Code No.	Name of Subject	Number of Hours per week	Marks		
			Internal/Minimum pass marks	External/Minimum Pass Marks	Total
<b>Compulsory Subjects</b>					
M-401	Business Ethics and Ethos	4	30/12	70/28	100
M-402	Project Management	4	30/12	70/28	100
M-403	Business Laws	4	30/12	70/28	100
M-404	Project Study*	4		200/100	200
<b>Optional Subjects</b>					
Three subject (2Major & 1 Minor) from the groups given below. <b>For example a Finance major &amp; Marketing minor student will have to opt M-405, 406 and any one from M-407, 408.</b>		4	30/12	70/28	100
		4	30/12	70/28	100
		4	30/12	70/28	100
<b>Total</b>		<b>28</b>	<b>180</b>	<b>620</b>	<b>800</b>

\* Paper M-404 is a paper on project study. The project is real life short term corporate study. The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

**M-401**  
**BUSINESS ETHICS AND ETHOS**

**Course/Paper : 401**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

This course aims at helping students think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The following objectives are underlined: To improve ethical reasoning by correlating moral concepts to business practices - clarification of the values that determine managerial behaviour, To understand Indian Ethos & Values is an important feature of this paper.

**Section- A**

**Business Ethics:** Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making. Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of *Swadhrama*.

**Gandhian approach in Management & Trusteeship:** Gandhiji's doctrine of Satya & Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

**Indian Ethos:** Need, purpose & relevance of Indian Ethos; Salient features (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making); Relevance of Bhagvad Gita: Doctrine of Karma i.e *Nishkama Karmayoga*, *Guna* Theory (SRT i.e. *Sat, Raj & Tam* Model), Theory of *Sanskaras*, Bhagvad Gita & Self Management.

**Section -B**

**Case study**



**M-402**  
**PROJECT MANAGEMENT**

**Course/Paper : 402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

Since the introduction of planning in India, the country has been investing; we have been investing large amounts of money in projects. It is necessary to have scientific and systematic management in project planning, development and implementation. The course would provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and project.

**Section A**

**Introduction to Project Management:** Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies & Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, project life cycle, project appraisal, project contracting, the phases of system development life cycle.

**Project Feasibility Study:** Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. **Project Planning:** Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.

**PERT, CPM, Resource allocation:** Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting :** Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.

**Managing Risks in Projects:** Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. **Project Control:** Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control.

**Project Management Information System:** Computer based tools, features of PMIS, using project management software, (MS Projects) **Project Evaluation, Reporting & Termination:** Project reviews & reporting, closing the contract.

**Section B**

**Case and Problems**

**M-403**

**Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS,  
Department of Management & Technology, Engineering College, Bikaner.**

# BUSINESS LAW

**Course/Paper : 403**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

## **Objective:**

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders. As the business managers are called upon to create value, marshal resources and manage risk, it is imperative that they should understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate.

## **Section A**

**Contract Act:** Contract vs. Agreement, Element of valid contract, Offer and Acceptance ñ Rules regarding revocation of offer and acceptance, Standard form contract ñ a new innovation to suit the needs, Consideration ñ Essential elements. Exception to the Rule ñ No consideration no contract ñ Privity of contract and consideration, Capacity to contract, Free consent ñ coercion, undue influence, misrepresentation, fraud. Mistake ñ as to identity, as to subject matter, as to nature of promise, Legality of the object ñ void agreement, voidable agreement, agreements opposed to public policy ,Discharge of contract ñ modes of discharge, by performance, by impossibility, by agreement, by breach ,Damages ñ Rules, remoteness of damages, measure of damages, liquidated damages and penalty, Quasi contract or certain relations resembling those created by contract, Bailment ñ Duties of bailer & bailee, Law relating to agency - types of agency, agents responsibility and rights.

**Companies Act, 1956:** Company ñ meaning & characteristics and kinds, lifting the corporate veil Registration & Incorporation, Memorandum of Association, Doctrine of Ultravires, Consequences of Ultravires transaction, Articles of Association, Rule of Constructive Notice, Doctrine of Indoor Management, Prospectus, Shares, Shareholders & Members, Directors: Position, appointment, removal, power & duties, Meetings, Majority powers & minority rights Prevention of oppression and mis-management, Winding up, Winding up by court, Voluntary winding up, Winding up subject to supervision of court, Conduct of winding up.

**Partnership Act, 1932:** Nature of partnership, Relation of partners ñ Inter se, Relation of partners to third parties, Incoming and outgoing partners, Dissolution of firm, Registration of firms.

**Negotiable Instruments:** Act, 1881-Promissory Notes, Cheques, Bills of Exchange, Sale of Goods Act, 1930-Contract of Sale, Transfer of Property; Sale by Non-Owner, Performance of Contract. **Central Excise Act.** Central Sales Act.-VAT. Income Tax Act 1961-Income from Salaries; Income form other Property, Profit and Gains - Capital Gains, Deductions, Profit & Loss

## **Section B**

### **Case and Problems**

**Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS, Department of Management & Technology, Engineering College, Bikaner.**

**M-404**  
**PROJECT STUDY**

**Course/Paper : 404**  
**MBA Semester-IV**

**Max.Marks : 200**  
**Time :**

**Objective:**

Paper M-404 is a paper on project study. The project is real life short term corporate study. The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by the Vice Chancellor. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of RTU.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.

The Candidate shall be required to submit a Project Study report based on primary data. The project will be submitted before, the end of 4<sup>th</sup> Semester. The Project Report will include one chapter on the Organisation concerning which the research has been selected: The chapter on Organisation will deal with the brief history of the organization, Organizational structure, the performance of the organization, products/services and the overall performance and problems of the organization. Other chapters' will be related to the research problem of the project report. The average size of the project report ordinarily will be - 125 to 150 typed on thesis size paper, in 1.5 space, Arial, and 11 size font. The report should be well documented and supported by relevant tables, charts, diagrams and bibliography.

(Project study report has to be submitted in three copies-one to the RTU, one in the institute library and one for student, in a standard format which has been provided on the website "format of Project study report")

## List of Optional Groups for MBA (Third & Fourth Semester) Group A [FINANCE]

M-303	Security Analysis & Portfolio Management
M-304	International Financial Management
M-305	Management of Financial Services
M-306	Finance for strategic decisions
M-405	Financial Derivatives
M-406	Banking Services Operation

### M-303

### SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course/Paper : 303

Max.Marks : 70

MBA- Optional

Time : 3 Hrs.

#### Objective:

The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market. The course is designed with a view; To acquaint the students with the working of security market and principles of security analysis; and To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

#### Section A

**Investment Scenario & Security Markets:** concept of investment-investment objectives and constraints-security and non security forms of investment. Securities markets: markets and their functions-methods of raising capital-development of stock market in India-demat, listing, membership, trading and settlement procedure, stock market indices, regulation of securities market (SEBI). **Risk and Return:** total risk and its factors-concept and components of total risk-security returns: measuring historical and ex ante (expected) returns-systematic and unsystematic risk-quantifying portfolio risk and return-benefits of diversification-capital market line and capital assets pricing model.

**Introduction to portfolio management:** The investment process-definition of investments-investment categories. **Capital market theory:** CAPM, CML-application of the security market line, APT. **Portfolio analysis:** diversification, portfolio risk and return-Markowitz risk return optimization-single index model-the Sharpe index model-portfolio beta.

**Economic analysis,** Industry analysis, Company analysis, Technical analysis.

#### Section B

#### Case and Problems

**M-304**  
**INTERNATIONAL FINANCIAL MANAGEMENT.**

**Course/Paper : 304**  
**MBA-Optional**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The new economic environment has changed the total concept of business in the country. Financial markets of the world are increasingly integrating. Financial opportunities have increased manifold across markets. Almost all products and services face global competition. To introduce the environment of international finance and its implications on international business. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.

**Section A**

**Financial Management in a Global Perspective:** Increasing Independence in the Global Economy-Trends in International Trade and Cross Border Financial Flows – India in the Global Economy – Recent Developments In Global Financial Markets – Liberalization – Integration and Innovation – Challenges of International Financial Management – Gains from International Trade and Investment.

**International Monetary System and Financial Markets – An overview:** Balance of Payments – International Monetary System – An Overview of International Financial Markets – Exchange Rate Determination and Forecasting.

**International financial management:** Genesis international flow of funds. Developments in international monetary system, exchange rate mechanism. Emergence of multinational financial management. Balance of payment. Risk: political and country risk. Raising capital: international.

**Intricacies of Foreign Exchange Markets-**Structure and participants-types of transactions-mechanics of currency dealing-exchange rate quotations-arbitrage-forward rates-evolution of exchange control and foreign exchange market in India. Exchange rate computations.

**Parity conditions in International Finance-** Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.

**Short term and long term borrowings in international markets:** short term funding and investment-centralised vs decentralized cash management-pooling-exposure management. The costs and risks of foreign currency borrowing syndicated loans, country risk assessments.

**Section B**

**Case and Problems**

**M-305**  
**MANAGEMENT OF FINANCIAL SERVICES**

**Course/Paper : 305**  
**MBA Optional**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.

**Section A**

**Introduction to financial services marketing:** Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India. Indian financial system: an overview of Indian financial institutions, types of financial services – fund and fee based. An overview of the different activities performed by a bank. Risk in financial services and changing perception of intermediaries regarding financial services.

**Capital markets:** government securities market, monetary money market.

**Merchant banking:** nature and scope, regulation, overview of current Indian merchant banking scene-structure of merchant banking industry, primary market in India and abroad, SEBI guidelines, pricing and timing of public issues, pre-issue management-advertising and marketing, post issue management-rights issues.

**Introductory, conceptual, evaluation, marketing and legal aspects of the following financial services:** Lease, Hire purchase, consumer finance, factoring, bill financing, credit cards, securitization/mortgages.

**Section B**

**Case and Problems**

**M-306**  
**FINANCE FOR STRATEGIC DECISIONS**

**Course/Paper : 402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

**Section A**

**An Overview of the Financial System-** Saving and Investment, Money, Inflation & Interest, Banking and Non Banking Financial Intermediaries.

**Financial institutions and economic development:** nature and role of financial system: financial system and financial markets, efficiency, stability, technology, government intervention in the financial system.

**Financial Markets and Instruments-** Money market and Capital Markets, Financial Instruments: REPO, TBS, Equities, Bonds, Derivatives etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield.

**Concept of strategic decisions-**changing global economic environment. Valuation of strategic options- merger and acquisition. Pricing & Planning, Strategy, Diversification & Merger-The Indian Cases. Strategic decisions regarding financial services-

Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy.

**Analysis of enterprise** – concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models.

**Section B**

**Case and Problems**

**M-405**  
**FINANCIAL DERIVATIVES**

**Course/Paper : 402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments. The course will have three main parts: First, the most commonly traded derivative instruments will be introduced, and their role in the modern capital markets, in particular for risk management, explained both from a theoretical as well as practical point of view. Second, there will be discussion on the institutional structure of the markets, on which such instruments are traded. Third, the pricing of the derivatives instruments and the risk characteristics of derivatives will be discussed.

**Section A**

**Definition of Derivative Securities-** Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc.Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swaptions, Underlying assets: equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage.

**Market Characteristics-** Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes. Trading Strategies involving Options and Futures. Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives.

**Derivatives Pricing Theory-** Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: definitions and terminology. Continuous-Time Models. Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.

**Risk Analysis and Management-** Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives.

**Options and Futures Applications in India-** Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.

**Section B**

**Case and Problems**



**M-406**  
**BANKING SERVICES OPERATION**

**Course/Paper : 402**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management student to have an insight to the banking sector and how it works.

**Section A**

**Indian financial system:** the financial system – nature – evolution and structure – the functions of financial intermediaries – financial instruments – the role of financial system in economic development – the Indian financial system.

**Deposit products:** types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. **Credit policy:** Need for credit policy, credit policy components of credit policy, credit policy pursued by the government, credit culture.

**Retail banking:** basics of retail banking, forms of retail banking and emerging issues. **Corporate banking:** The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication.

**Rural banking and Micro finance:** sources of rural finance, credit delivery mechanism in rural finance to co-operative agricultural and rural development banks (CARDDB) – regional rural banks (RRBS), service area approach (SAA) – National Bank for Agriculture and Rural Development (NABARD), microfinance.

**Follow up and recovery:** NPAs, classification, securitization, SARFAESI Act etc. **Securitization:** meaning of securitization, process of securitization.

**Fee-based services:** the fee-based services of banks, letter of credits, bank guarantees, subsidiary services, off balance sheet activities, bancassurance.

**Introduction to banking operations:** the changing nature of banking operations, importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations – the need for Asset-Liability Management. **Introduction to electronic banking:** electronic banking: market assessment, e-banking: an introduction, internet: e-commerce, e-banking in India, internet banking strategies, risks in e-banking. : Payment and settlement systems, RTGS and clearing house:

**Section B**

**Case and Problems**

## List of Optional Groups for MBA (Third & Fourth Semester) Group B [MARKETING]

M-307	Advertising Management
M-308	International Marketing
M-309	Sales & Distribution Management
M-310	Product & Brand Management
M-407	Consumer Behavior & Market Research
M-408	Marketing of Services

### M-307

### ADVERTISING MANAGEMENT

**Course/Paper : 307**  
**MBA Semester-IV**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### Objectives:

The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.

#### Section A

**Introduction of Marketing Communication and Advertising**-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication, Ethical issues in marketing communication. Advertising as a Management Function. Role of Advertising in the Marketing Process. Consumer Orientation in Advertising. Types of Advertising, Methods of Classification.

**Marketing Communication Planning**-Models of marketing communication, developing & control of marketing communication, marketing communication planning procedure.

**Advertising objectives and planning** - Meaning Definition and objectives of Advertising, Types of advertising, and the advertising agency: Function & types, Advertising Agency compensation. Creative strategy - Target market & creative objective, advertising Appeals, Creative format & creation stage, Copy testing and plagnosis.

**Steps in Advertising Strategies.** Creative Strategy-Variou appeals and execution Styles, General idea of What Great Advertising Thinkers say-both Indian and foreign, Print advertising, Electronics advertising, outdoor advertising, direct mail advertising.

**Media planning & promotion** - Environment analysis media object, Media strategy & media planning modes, Indoor media, out door media, Measuring Advertisement Performances, Current developments in advertising. Media mix-print, broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail advertising, and Internet. Defining media planning-From marketing plan to media plan, challenges in media planning.

#### Section B

#### Case and Problems

**M-308**

**INTERNATIONAL MARKETING**

**Course/Paper : 308  
MBA Optional(B)**

**Max.Marks : 70  
Time : 3 Hrs.**

**Objectives:**

The course is designed to enable students to acquire expertise in developing marketing strategies for countries other than their own. The course will help them to understand to deal with international marketing situations and the impact of international competitors.

**Section A**

**International market environment:** identifying and analyzing opportunities in the international trading environment-understanding the changes in the world trading environment-IMF, WTO, World Bank. The C factors-countries, currency, competitors.

**Understanding customer buying behaviour:** consumer, business, institutional in different countries at different stages of economic and political development-using marketing research to identify opportunities, similarities and differences.

**International marketing research:** MR agency selection-the use of comparative analysis in international market appraisal- the development of international market strategy- international marketing planning.

**International product management:** portfolios, standardization and adaptation. Evaluation of stability with reference to marketing and financial implications.

**Marketing communication:** availability, constraints, suitability, selection of agencies.

**Distribution and logistics:** foreign market channel management. Appropriateness for financial, distribution, marketing and international trade purposes, customer service levels-demand generation and costs.

**Pricing strategies:** skimming and penetration pricing; currency considerations in exporting and in international marketing.

**Evaluating and controlling:** particular difficulties in evaluating and controlling international marketing strategy.

**Section B**

**Case and Problems**

**M-309**  
**SALES & DISTRIBUTION MANAGEMENT**

**Course/Paper : 309**  
**MBA Optional(B)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objectives:**

To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution. To pay special emphasis on the practising manager's problems and dilemmas. To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

**Section A**

**The Sales Management** - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.

**Planning the Sales Effort** - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

**Organizing and Directing the sales Force** - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

**Distribution Management** - Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue.

**Channel Institutions & control**, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution management

**Section B**

**Case and Problems**

**M-310**  
**PRODUCT & BRAND MANAGEMENT**

**Course/Paper : 310**  
**MBA Optional(B)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objectives:**

To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management. To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle. To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization. To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.

**Section A**

**Introduction to Product Management and market management:** - What is Product & Product - Service Continuum, Individual Product Decisions, Product attributes, Product and product Lives, Special issues in Product Management - Product Life cycle & Strategy, Product Differentiation, New Product development. Orientation in the product & market management-FMCG companies, companies catering to industrial markets.

**Understanding product manager's role and nature of markets:** product-market-profit-coordination-forecasting-planning at corporate-divisional and product levels-the product manager's role in organization, new product development, training field force, financial analysis, legal aspects and understanding competitive strategies for decision making.

**Introduction to Brand Management and Crafting of Brand Elements.** Consumer Brand Knowledge. Brand Identity, Personality and Brand Associations. Managing Brand Architecture and Brand Portfolios. Corporate Branding and Tools for Building Brand Equity. Leveraging Brand Equity. Measurement of Brand Equity.

**Brand as a Concept** - Value & Significance of Brand, Brand Name, Symbol & Slogan, Brand Strategic Decision, Line Expensing & Brand Extension

**Promotion;** Concept of Brand Equity & Association - Brand Loyalty; Awareness, Creating and Managing Brand Equity, Selecting, Creating and Maintain Associate.

**Section B**

Case and Problems

**M-407**  
**CONSUMER BEHAVIOR & MARKET RESEARCH**

**Course/Paper : 407**  
**MBA Optional(B)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objectives:**

At the end of the course it is expected that the students will be proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions equipped with frameworks to analyze consumers behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes

**Section A**

**Consumer Behaviour** – Identifying the customer and classifying customers. Key Determinants of Buyer Behaviour and a Framework of Buyer Behaviour-attitudes, motivation, and perception.

**Family Influences on Buyer Behaviour.** Reference Groups, Opinion Leaders and Social Influences. Social Classes, Social Stratification and Buying Behaviour. Cultural Influences on Consumer Behaviour.

**Individual Determinants of Buyer Behaviour and Internal Processes.** Understanding Consumer Motivation- Consumer Personality and Self Concept, Learning, Memory and Behaviour Modification.

**Formation and Modification of Consumer Attitudes.** Consumer Decision Process – Pre purchase Issues.

**Introduction to Marketing research-** Nature & scope of Marketing Research, Functions of marketing research, Manager - Research Relationship, Managing Marketing Research & Ethical Issues.

**Exploratory research design,** descriptive research design, application of causal research design, sample design. Sources and methods of **collecting data** - Types of data, Method of Collecting data, Commercial survey, Audits, Survey Research, Instruments for respondent communication, Experimentation & data collection errors. Measurement in marketing research - Concept & scales of measurement, Attitude & motivational Research techniques. Sampling and data Analysis.

**Section B**

Case and Problems

**M-408**  
**MARKETING OF SERVICES**

**Course/Paper : 408**  
**MBA Optional(B)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objectives:**

Planning and implementing the marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing. The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

**Section A**

**Introduction to Service Marketing** - Understanding Service, The Nature of Service Marketing, Classification of service.

**Service Consumer Behavior** - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service exportations, Strategic for influencing customer perception.

**Strategic Issues in Services Marketing** - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps in developing a positioning strategy, Developing and maintaining demand & capacity.

**The marketing mix and services** - The marketing mix dements, Traditional marketing mix - Product, price place, promotion & communication services, and extended marketing mix – people, process physical evidence in services.

**Challenges of service marketing** - Developing & managing the customer service function, Marketing planning for service; Developing & maintain quality ill services, Relationship marketing

**Service marketing - specific Industries**, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service

**Section B**

Case and Problems

## List of Optional Groups for MBA (Third & Fourth Semester) Group C [HUMAN RESOURCE MANAGEMENT]

M-311	Training & Development
M-312	Strategic Human Resource Management
M-313	Leadership Skills & Change Management
M-314	Human Resource Planning
M-409	Employment Laws
M-410	Performance Management & Retention Strategies

### M-311 TRAINING AND DEVELOPMENT

**Course/Paper : 311**  
**MBA Optional(C)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective:**

The Purpose of this paper is to provide an in-depth understanding of the role of training in the HRD and to enable the course participants to manage the Training system and processes.

#### **Section A**

**Introduction to Training & Development** - Training and Training needs Assessment, Training Design and Administration, Training methods, Technique & Aids, Training Strategy.

**Performance Appraisal & Training** - Learning through training, Adult Learning (Andragogy), Learning theories and learning Curve, Learning Styles

**Training Process:** An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules.

**Trainer & Training Institutions** - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs.

**Evaluation of Training** - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism

**Training Methods and Techniques:** Facilities Planning and Training Aids; Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India.

#### **Section –B**

Case Study.



**M-312**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Course/Paper : 312**  
**MBA Optional(C)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objectives:**

The purpose of this course is to Understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors. The score card approach is also gaining its importance.

**Section A**

**Understanding Strategic HRM:** Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.

**Aligning HR systems with business strategy:** Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices – marginal utility models – auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and company wide HR standards – HRM leading strategy formulation, alternative HR systems – universalistic – contingency – configurational, congruence and integrated HR systems.

**HR Strategy in work force utilization:** Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee shortages, strategies for employee surpluses. **Strategies for performance and development:** Typology of performance types – marginal performers – under achievers – stars – solid citizens, managing employee ability – recruitment and selection strategy typology, incentive alignment, psychological contracting.

**Evaluating HR Function :** Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach – quantitative and qualitative measures – out come and process criteria, balanced score card perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performances – employee wastage and turn over rates – cost of absenteeism – measuring human resource cost.

**HR Score card:** HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring HR alignment – two dimensions of alignment – assessing internal and external alignment – systems alignment map.

**Section B**

**Case and Problems**

**M-313**  
**LEADERSHIP SKILLS AND CHANGE MANAGEMENT**

**Course/Paper : 313**  
**MBA Optional(C)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objectives:**

The course will let the student understand the impact and importance of becoming a leader, effective leadership behaviour and styles. Understanding the change, its role and implementation.

**Section A**

**The nature and importance of leadership:** The meaning of leadership – leadership as a partnership – leadership vs. management – the Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. **Traits, Motives, and characteristics of leaders:** Personality traits of effective leaders’ leadership motives-cognitive factors and leadership.

**Effective leadership behaviour and attitudes:** task-related attitudes and behaviours – relationship-oriented attitudes and behaviours – super leadership: leading others to lead themselves – 360-degree feedback for fine-tuning leadership approach.

**Leadership styles:** the leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style – gender differences in leadership style – selecting the best leadership style.

**Developing teamwork:** team leadership vs. solo leadership – advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork. **Leadership development, succession and the future:** development through self-awareness and self-discipline – leadership development programmes.

**Understanding change:** nature of change – forces of change – perspective on change: contingency perspective – population ecology perspective institutional perspective – resource-dependence perspective

**Types of change:** continuous change – discontinuous change – participative change – directive change. **Implementing change:** assemble a change management team – establish a new direction for change – prepare the organization for change – set up change teams to implement change – align structure, systems and resources to support change – identify and to remove road blocks to change – absorb change into the culture of the organization

**Section B**

**Case and Problems**

**M-314**  
**HUMAN RESOURCE PLANNING**

**Course/Paper : 314**  
**MBA Optional(C)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objectives:**

To understand the purpose, process and applications of human resource planning in the context of different organizational strategies. To create a critical appreciation and knowledge of understanding the determinants of human resource requirements. And the means for meeting those requirements. To create practical awareness about the current trends in human resource planning in global companies.

**Section A**

**Introduction:** definition and concept of HRP, benefits, process. HRP components.

**HR planning and corporate strategies:** HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.

**Job analysis:** meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.

**HR Forecasting:** Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, regression analysis.

**Career planning and succession management:** definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

**Section B**

**Case and Problems**

## M-409

### EMPLOYMENT LAWS

**Course/Paper : 409**  
**MBA Optional(C)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objectives:**

This course is designed to understanding basic concept behind procedural substantive and protective legislation relating to employment laws.

#### **Section A**

**Trade Unions Act, 1926:** Objectives of the act, definitions, coverage, registration & recognition of Trade Unions. **Industrial Employment (Standing Orders) Act, 1946:** Various issues pertaining to employment standing orders. **Industrial Disputes Act, 1947:** Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.

**The Payment of Bonus Act, 1965:** Computation of gross benefit and available surplus disqualification for bonus, set on and set off allocable surplus, reference of disputes under the act, penalty special provision with respect to payment of bonus linked with production of productivity.

**Employees Provident Funds ( and Misc. Provisions) Act, 1952 :** Exempted establishments, employee family pension scheme, employee's deposit linked insurance scheme, Mode of Recovery of Money due from employees, protection against attachment, priority of payment of contribution over other debts, employer not to reduce wages etc., liability in case of transfer of establishment.

**Workman's Compensation Act, 1923:** Objective of the Act Definitions, Dependant Employer, Wages, Workmen, Workmen's Compensation (Employer's Liability for compensation, amount of compensation, Procedure for compensation)

#### **Employee's State Insurance Act, 1948:**

Contributions, administrative arrangements, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, Penalties. **Minimum Wages Act, 1948:** Definition, all provisions of the act. **Payment of Wages Act, 1936:** Definition, scope and provision of the act.

**The Contract Labor Regulation and Abolition Act:** Definition, scope and provision of the act.

**Factories Act, 1948:** Definition, scope and provision of the act. **Shops & Establishment Act :** Ethical issues & Laws at Work Places.

#### **Section B**

#### **Case and Problems**

**M-410**  
**PERFORMANCE MANAGEMENT & RETENTION STRATEGIES**

**Course/Paper : 410**  
**MBA Optional(C)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objectives:**

The objective of this paper is to introduce the basic concept of performance management and to widen the knowledge of the students in selecting and implementing the various performance measurement methods for better designing of reward system associated with it.

**Section A**

**Performance Appraisal** – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal vs Performance Management System, Concept of performance management, Process & elements Of performance management.

**Behavioral Performance Management** - Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Mod.

**Potential Appraisal & HRD** - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

**Performance Planning & Measuring Performance** - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches &: tools to measure organizational performance, Traditional and modern performance appraisal methods

**Competency Analysis and Competency Mapping** - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees

**Section B**

**Case and Problems**

## List of Optional Groups for MBA (Third & Fourth Semester) Group D [PRODUCTION AND OPERATIONS MANAGEMENT]

M-315	Material Management
M-316	Total Quality Management
M-317	Production Planning & Control
M-318	Operations Research
M-411	Logistics Management
M-412	Supply Chain Management

### M-315

### MATERIALS MANAGEMENT

**Course/Paper : 315**  
**MBA Optional(D)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### Objective:

While the principal objective of this course is to familiarise the students with various facets of materials management, the course has been designed in such a manner so as to bring the students closer to the advanced and recent techniques in materials management. It will develop the skills necessary in the present dynamic environment.

#### Section A

**Purchasing Process:** Purchasing Objectives and process, Types of Purchases, Types of Purchasing Strategies. **In sourcing and outsourcing:** Outsourcing decision process, Total cost analysis, Outsourcing Alternatives

**Supplier evaluation selection and measurement:** Identification of supplier sources, Methods of supplier selection, Methods of supplier evaluation, Supplier quality management, Supplier evaluation systems: ISO:9000. **World wide sourcing:** Overview of world wide sourcing, International sourcing process.

**Basic Inventory Systems:** Functions and types of Inventories, Measures of Inventory performance, Inventory Systems. **Distribution Inventory Management:** Multi Location Systems, Centralization of Inventories, Safety Stocks, Distribution Inventory System.

**Aggregate Planning:** The nature of the Aggregate Planning decisions, Aggregate Planning Defined, The Value of Decision Rules, Costs, Aggregate planning Strategies, Aggregate Planning Methods.

**Capacity Planning and Control:** Long Range Capacity, Medium Range Capacity Planning and Control, Short Term Capacity Planning and Control.

**High Volume Production Activity Control and Just-in-Time Systems:** The Production Environment, Controlling Continuous Production, Sequencing and line Balancing Methodologies, Relationship to Aggregate Planning, Batch Processing Techniques, Process Industry Scheduling, Just-in-Time.

#### Section B

#### Case and Problems

Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS,  
Department of Management & Technology, Engineering College, Bikaner.

**M-316**  
**TOTAL QUALITY MANAGEMENT**

**Course/Paper : 316**  
**MBA Optional(D)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

**Section A**

**Introduction:** Concept of quality, Definition, Dimensions of quality, Evolution of TQM, Components of TQM, Developing quality Culture.

**Customer Focus and Satisfaction:** Meeting Customer needs and Expectations, Translating customer needs into requirements (Kano Model) using customer complaints.

**Philosophy of TQM:** Philosophies of Deming, Crosby, Juran and Taguchi, PDCA Cycle, Costs of Quality, Measuring quality costs, Criteria for Malcolm Baldrige Quality Award.

**Pre-requisite for TQM:** Quality Orientation, Leadership, Employee Involvement, Role of ISO9000 QMS , Organizing for quality.

**SQC/SPC Techniques:** Control charts for variables and attributes, Acceptance sampling, Process Capability studies, Six Sigma approaches, seven tools of SQC.

**Quality Function Deployment (QFD):** Building a house of Quality, Voice of Customers, applications of QFD.

**Quality by Design:** Production and product development tools, Taguchi methods, Design of Experiments, Orthogonal Arrays.

**Bench Marking:** Evolution, Process of benchmarking, Understanding current performance, Types of Benchmarking, issues in Benchmarking.

**Tools of TQM:** Management Tools, Design review, Pokayoke, Force field analysis, FMEA, FTA, DRM and 5S Principles.

**Strategic Quality Management:** Principles of Quality Management, Linking with strategic quality management process, TQM Implementation, Continual improvement/Kaizen Program, quality circles , roles of BPR.

**Section B**

Case and Problems

**Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS,  
Department of Management & Technology, Engineering College, Bikaner.**

**M-317**  
**PRODUCTION PLANNING AND CONTROL**

**Course/Paper : 317**  
**MBA Optional(D)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.

**Section A**

**History and Overview of Production Management.** Capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and Probabilistic Inventory Management models, Purchasing and Warehousing. Methods Study, Motion Study and Work Measurement. Job Evaluation. Wage Incentive Schemes. Value Analysis

**Production systems,** type of production, Functions of production, planning and control, production procedure.

**Sales forecasting:** Nature and uses of forecast sources of data Forecasting techniques: Regression methods, Moving average method Exponential smoothing method etc., forecast errors, Adaptive response system. Bayesian method, the Box-Jenkins Model.

**Production order:** Process charts, Production master programme breakdown production order and preparation of various cards like job card, materials requisition from inspection card etc.

**Production -Planning:** for continuous, batch and job order production:. Capacity planning, planning models-static and dynamic.

**Scheduling:** Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.

**Section B**

Case and Problems



**M-318**

**OPERATIONS RESEARCH**

**Course/Paper : 318  
MBA Optional(D)**

**Max.Marks : 70  
Time : 3 Hrs.**

**Objective:**

To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate. To introduce some widely-used mathematical models. The understanding of these models will allow the students to communicate with persons who run them and to evaluate the results they present. To provide a tool that the students can use to solve management problems.

**Section A**

**Linear Programming Problems (LPP)-** An overview and scope of Operations Research, Introduction to Linear Programming (LP), Illustration of LP Problems, Formulation exercises on LP Problems, Graphical Method of solving LPP, Simplex Method, Unboundedness, Multiple Optimum Solutions, Degeneracy and Cycling Problems, Artificial Variables : Big-M Method, Sensitivity Analysis, Duality Problem, Economic Interpretation of Simplex Tableau, Computer Software for Solving LPP. Special Types of LPP- Formulation of Transportation Problems, Sensitivity Analysis in Transportation Problems, Assignment Problem.

**Integer and Goal Programming Problems-** Formulation, Cutting Plane Method, Branch and Bound Method, Applications, Single and Multiple Goal Programming Problems.

**Markov Chains,** Queuing Theory, Concepts, Transition Probabilities, Steady-State Probabilities, Applications Dynamic Programming Problems

**Section B**

**Case and Problems**

## M-411

### LOGISTICS MANAGEMENT

**Course/Paper : 411**  
**MBA Optional(D)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective:**

To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action. To incorporate and learn the critical elements of Logistics and Supply Chain Management processes.

#### **Section A**

**Logistics Management-** Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.

**Customer Service-** Introduction, Nature, Concept and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediments to an effective Customer Service Strategy.

**Inventory Management-** Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

**Transportation-** Introduction, Functions; Elements of Transportation Cost, Modes of Transport, Multi-Model Transport, Containerization, Selection of Transportation Mode,

#### **Section B**

#### **Case and Problems**

## M-412

### SUPPLY CHAIN MANAGEMENT

**Course/Paper : 412**  
**MBA Optional(D)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

#### **Objective:**

This course is designed to acquaint the students with due basic management decisions encountered in the organization of function and the effective utilization of materials and its supply.

#### **Section A**

**Introduction:** What is supply chain management – Global optimization – managing uncertainty – Why supply chain management – key issues in supply chain management – supply chain performance – achieving strategic fit.

**Logistics Network Configuration:** Introduction – data collection – data aggregation – Transportation rates – mileage estimation – warehouse costs – warehouse capacities – potential warehouse locations – service level requirements – future demand – model and data validation – solution techniques – heuristics and the need for exact algorithm – simulation models and optimization techniques – key features of a network configuration DSS

**Inventory management and Risk pooling:** Introduction – single warehouse inventory – the economic lot size model – the effect of demand uncertainty – supply contracts – multiple order opportunities – continuous review policy – variable lead times – periodic review policy – risk pooling – centralised versus decentralized systems – managing inventory in the supply chain – practical issues – forecasting – judgment methods – market research methods – time series methods – causal methods – selecting the appropriate forecasting technique.

**Supply Chain Integration:** Introduction – push, pull and push-pull systems – push – based supply chains – pull – based supply chain – push-pull supply chain - identifying the appropriate supply chain strategy – implementing a push-pull strategy – demand – driven – strategies – the impact of the internet on supply chain strategies – distribution strategies – direct shipment – cross docking – trans shipment – centralised versus decentralized control – central versus local facilities.

**Customer value and supply chain management:** Introduction – the dimensions of customer value – conformance to requirements – product selection – price and brand – value added services – relationships and experiences – strategic pricing – revenue management – customer value measures – information technology and customer value.

**Decision-support systems for supply chain management:** Introduction – the challenges of modeling – structure of decision support systems – input data – analytical tools – presentation tools – supply chain decision – support systems.

#### **Section B**

#### **Case and Problems**

**Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS,  
Department of Management & Technology, Engineering College, Bikaner.**

## **Group E [INFORMATION TECHNOLOGY MANAGEMENT]**

M-323	Business Process Re-engineering
M-324	System Analysis and Design
M-325	Strategic Management of Information Technology
M-326	Data Base Management
M-415	Management Support System
M-416	E-Business

### **M-323**

## **BUSINESS PROCESS RE-ENGINEERING**

**Course/Paper : 319**  
**MBA Optional(F)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

### **Objective:**

To provide a greater understanding of effective solutions to change problems that need to combine technological, organizational and people-orientated strategies by adopting a process based approach to change management. To introduce the contingencies that affect management and the most effective measures for dealing with them. To introduce strategic IS/IT planning and how it must relate to business strategy. To demonstrate the use and validity of organizational development models through current real-life case studies.

### **Section A**

**Business process reengineering**-an overview. Concepts and techniques. Changing business processes: the importance of technology as a driver for organisation.

**BPRE & TQM**, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers.

**Change management**-Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change.

**The importance of communication and the resistance to change**: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organisations in the future.

The concept of the learning organisation and its influence on systems development: restructuring the organisation.

### **Section B**

Case and Problems

**Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS, Department of Management & Technology, Engineering College, Bikaner.**

**M-324**  
**SYSTEM ANALYSIS AND DESIGN**

**Course/Paper : 324**  
**MBA Optional(F)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The course will enable the student to have the insight of the systems concept through the analysis and design. The course will also help him understand the systems implementation and scheduling.

**Section A**

**Overview of Information System Development:** What is SAD – What system analysis is NOT – Responsibility for computer programming – Users – Business System Concepts – Information systems – Categories – System development strategies – SDLC, Structured analysis, Prototype – tools for system development. **Managing Application Development:** How system projects begun – Reasons for project proposals – sources of project requests – Methods of project review and selection – Preliminary Investigation.

**Requirement Analysis:** What is Requirement determination – Fact finding Techniques – interview, questionnaires, record review, and observation – tools for documenting procedures and decisions – Decision trees – Decision tables- Structured English. **Structured Analysis:** Concept and components – Data flow analysis – Data flow strategy – DFD's- DFD Development and advantages – Data Dictionary – Why is data dictionary important Contents of data dictionary – recording of data descriptions.

**Prototyping:** Purpose – Rationale – Steps in prototype methods – Uses – Tools – Strategies. **Case Tools:** Role and benefits – Categories – Components – Integration of Tools – Using Case Tools – Advantages, disadvantages of using case tools.

**System Design:** Software requirement specification – Objectives of design – Design specification and features – introduction to output, input, file, database design. **Output Design:** Objectives – types of output – Key output questions – presenting information – tabular, output, graphics, use of color – Design of printed output. **Input Design:** Objectives – capturing data – Guidelines – Design of source document – coding methods – input validation – Methods.

**Quality Assurance, System Testing and Implementation:** Levels – Testing verification, validation, certification – Testing strategies – Practices – Test data – Implementation review – System audit.

**Section B**

**Case and Problems**

**M-325**  
**STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY**

**Course/Paper : 325**  
**MBA Optional(F)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

This course is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

**Section-A**

Key Issues in Information system & Management, the Role of CEO. Analytical Framework for Strategic IT Initiatives. Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth.

Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

Information Partnerships. Managing in the Market space- National Information Infrastructure and IT Policy at the National Level. Planning for strategic IT Resource. Managing the IT Function. Outsourcing IT Function.

**Section-B**

**Cases and Problems.**

**M-326**  
**DATA BASE MANAGEMENT**

**Course/Paper : 326**  
**MBA Optional(F)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

This course has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment.

**Section-A**

**File System and Databases:** Introducing the database – files and file systems – database systems – introduction to database models – data base models and internet. **The Relational Database Model:** A Logical view of data – keys – integrity rules – relational database operators – relationships within the relational database – data redundancy indexes.

**Entity Relationship Modeling:** Basic Modeling Concepts – degrees of data abstraction – entity relationship model – converting an E-R Model into a database structure. **Normalization:** Database tables and normalization – normalization and data base design  
Higher level normal forms – Denormalization.

**Structured query language:** SELECT Statement – distinct clause – handling of null values – ORDER BY clause, WHERE clause – relational operators – logical operators (AND, OR, NOT), SQL Operators – (BETWEEN, AND, IN, LIKE) – numeric functions – string functions – date functions – conversion functions – GROUP BY clause – group functions – HAVING clause – joining tables – SET Operators (UNION, INTERSECTION, MINUS) – Sub queries.

**Distributed database management system:** Evolution – distributed processing and distributed databases – distributed database management systems – DDBMS Components – levels of data and process distribution.

**Client server systems:** Client/server systems – need – evolution – managerial expectations – client/server architecture styles – client/server implementation issues – backend database connection – to front end application like Visual Basic.

**Object oriented databases:** Object oriented concepts – features of an object oriented DBMS – How object orientation affects database design – Advantages and disadvantages of OODBMS.

**Web based databases**

**Database security and administration:** Database security – access control – GRANT, REVOKE – GRANT, REVOKE on views and integrity constraint – data as a corporate asset – the evolution of database administration function – The DBA's managerial role.

**Section-B**

**Cases and Problems.**

**M-415**

**MANAGEMENT SUPPORT SYSTEM**

**Course/Paper : 415  
MBA Optional(F)**

**Max.Marks : 70  
Time : 3 Hrs.**

**Objective:**

This course introduces students to the use of computer-based systems in support of managerial decision making in organizations. Topics include: evolution of management support systems; decision making and decision makers; modeling; development of DSS; data-, and model-management in DSS; organizational DSS; EIS; GDSS; data warehousing and mining; integration and implementation issues.

**Section A**

**Overview of management support systems.** Decision making and decision makers.

Introduction to decision support systems. Decision modeling

**Overview of DSS software.** Spreadsheet modeling. Modeling with Visual DSS. Development of DSS.

**Introduction to Data warehousing and development process:** concept, why, framework-options-developing. The business driven approach-requirements management control-development life cycle-development methodologies.

**Data warehousing applications:** CRM, SCM, Banking sector, insurance sector.

Group decision support systems. Enterprise/Executive information systems

Implementation, integration & impacts of MSS

**Section B**

**Case and Problems**



## **M-416 E-BUSINESS**

**Course/Paper : 416  
MBA Optional(F)**

**Max.Marks : 70  
Time : 3 Hrs.**

### **Objective:**

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from "real" business settings. They also need to acquire hands on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.

### **Section A**

**Introduction, background and current status:** digital economy, principles of e-business, e-business models.

**e-business frameworks:** e-selling process, e-buying planning, e-procurement, convergence strategies.

**e-business design and e-markets:** overview, steps in e-business design, reversing the value chain, knowledge building. E-market models, direct B2B markets, coalitions.

**Integrating supply chain management process:** definitions, components of e-supply chain, managing relations in e-supply chain.

**Integrating enterprise resource planning process:** enterprise architecture planning, lead time reduction, improved supplier performance.

**Selling chain management process:** definition, business and technology drivers, infrastructure, sales and distribution configuration.

e-CRM processes and their integration, e-banking, e-governance.

E-Business strategy into action, Challenges, e-Transition and Summary. e-Security.

### **Section B**

Case and Problems

## Group F [TOURISM AND HOTEL MANAGEMENT]

M-331	Introduction to tourism
M-332	Airlines Management
M-333	Management of Travel agency and Tour management
M-334	Legal and regulatory Framework of tourism.
M-419	Hotel Management
M-420	Field study and project report: Event and conference management.

### M-331

## INTRODUCTION TO TOURISM

**Course/Paper : 331**  
**MBA Optional(H)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

### Objective:

The objective of the course is to familiarize students with evolutionary process and conceptual framework of tourism. Tourism has grown exceptionally during last few decades and subsequently various new types of tourism have been introduced. The students will be systematically made aware about these types of tourism along with socio-economic issues linked with unbelievable growth of tourism world over.

### Section A

**Evolution and Growth of Tourism** : Historical perspective: co-relation between trade and travel, travel during Roman Empire and various evolutionary stages of tourism; Growth of World Tourism: Important trends and future prospects; Organization of tourism in India, Role Functions of NTO's Department of Tourism, ITDC, STDC, Tourism Policy of India.

**Conceptual Framework and Type of Tourism:** Meaning of travelers, visitors, excursionist, business travelers and tourism; Distinction between travelers and visitor, visitor and tourist; types; Domestic, Regional, Intra-regional tourism and international tourism; cultural, adventure, sports, social, convention, conferences, tourism, Linkages and inter-dependence between domestic and inter- national tourism.

**Motivation, Resources and Mobility for Tourism:** Motivation: Pleasure; education, cultural ethical; social, historical, religious, health, sports and business; Resources; Recourses and Mobility: Establishment of priorities, availability of resources, development strategy.

**Socio-Economic Benefits of Tourism:** Employment generation, Earning of foreign Exchange, National integration, Regional development, Patronage to handicraft and arts, International understanding and world peace. Cultural Exchanges and development of human relations.

**Tourism Promotion in India:** Fiscal and non-fiscal incentives for tourism, concessions granted by Central and State Government's declaration and consequences of tourism as an industry.

### Section B

Case and Problems

Dean, Rajasthan Technical University, Kota/ 2008-2009/Prof. Surendra Kumar Vyas, Chairman BoS,  
Department of Management & Technology, Engineering College, Bikaner.

**M-332**  
**AIRLINES MANAGEMENT**

**Course/Paper : 332**  
**MBA Optional(H)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

This course will attempt to familiarize students with various sectors of economy that are facilitating growth of tourism industry. Airlines are one of the most important sectors among other such key sectors. Airlines are considered as the backbone of international as well as domestic tourism, as it facilitates the movement of tourists from their homes to desired destinations. In this course students will learn historical and contemporary issues related to airlines.

**Section A**

**Civil Aviation in India:** History, Present Scenario, legal and Regulatory Framework, aviation Policy and Planning

**Introduction to Infrastructural Requirements in Aviation:** Airports, Support Services, Maintenance set up, role of organization related to Civil Aviation-Ministry of Civil Aviation, DGCA, AAI, IATA, and ICAD.

**Airlines Feasibility and Planning:** Procedural Requirements, Facilities, Planning and Layout  
Establishing an Airline Company: Organization and Structure. Operations, Marketing, Aviation Safety, Costing

**Relationship between Civil Aviation and Tourism:** Strategies for Development of Civil Aviation in India.

**Section B**

Case and Problems

**M-333**  
**MANAGEMENT OF TRAVEL AGENCIES AND TOUR MANAGEMENT**

**Course/Paper : 333**  
**MBA Optional(H)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

This course will familiarize students with key agencies linking potential tourists spread all over the world with tourism related activities. The students will learn processes as to how travel agencies and tour operators facilitate management of tourism related activities.

**Section A**

**Meaning and functions of travel agencies and tour operation**, growth and present status of travel agency, How to work as sub agent, working as a G.S.A. and P.S.A. Organization structure of travel agency and their profit and loss potential

**Tour and tour Operator**: Various types of whole sellers and operators, planning, costing, budgeting & marketing; Documentation formalities: passport, health, visa, foreign exchange allowances for business and holiday; International Travel passes- VUSA, GURAIL, GREYHOUND, DISCOVER INDIA etc; International Sale Indicators; International Time Calculator; Baggage Allowance, Airline codes; International Credit Cards; Travel Insurance-Medicaid

**Incentives** availability to entrepreneurs in travel business, modalities and systems of recognition clearances and approvals for travel agencies and operators

**The Changing nature of travel business**: Introduction of high technology, managerial skill requirements and growing professionalisation.

**Section B**

Case and Problems

**M-334**  
**LEGAL AND REGULATORY FRAMEWORK OF TOURISM**

**Course/Paper : 334**  
**MBA Optional(H)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

This course will help students understand legal restrictions imposed upon various sectors of tourism by regulatory bodies. Students will learn about legal restriction imposed upon various sectors related to tourism such as tourists themselves, foreign exchange, accommodation, travel agencies, and transportation.

**Section A**

Laws, rules and regulations relating to Tourist: Citizenship Act, passports Act, Foreign Act, Foreigners Registrations Act, Foreign Exchange Regulation Act, Import Export Control Act  
Law and Regulations relating to Accommodation Sector  
Law and Regulations relating to Travel Agency Sector  
Law and Regulations relating to Transport Sector  
Regulatory Role of the Department of Tourism, Need to Central Tourism Law in India

**Section B**

Case and Problems

**M-419**  
**HOTEL MANAGEMENT**

**Course/Paper : 419**  
**MBA Optional(H)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The objective of this course is to familiarize students with evolutionary process of hotels as well as introduce them with various types of hotels that have emerged during last few decades during extraordinary growth of international and domestic tourism. The hotels are now managed scientifically and its operations have become more systematic. Students will learn these operational processes in this paper.

**Section A**

**Origin and Evolution of Hotel Industry.**

**Types of hotel, hotel chains** in India and abroad, classification of hotels with special reference to star ranking, heritage, hotels Ownership and Management, Franchises, Hotel and Airlines.

**Relationship, Problems of hotel industry:** Capital, Managerial, Manpower, Mechanization, Computerization.

**Brief introduction to management** and operation of front office. House keeping, Restaurant and Bar services, Food and beverage Services, Service for Conference, Conventions and Marriages.

**Section B**

Case and Problems

**M-420**  
**FIELD STUDY AND PROJECT REPORT: EVENT AND**  
**CONFERENCE MANGEMENT**

**Course/Paper : 420**  
**MBA Optional(H)**

**Max.Marks : 70**  
**Time : 3 Hrs.**

**Objective:**

The objective of this course is to familiarize students with theoretical as well as practical dimensions of events and conference management. Recently, event and conference management has emerged as socio-economic activity in a very big way. This has opened new avenues of employment for young men and women. The students will gain theoretical knowledge about events and conferences in the classroom and prepare a project report after conducting a teacher-supervised field study.

**Section A**

Introduction to events, its significance, types and appropriate management approaches, impact of Hallmark event.

Introduction to conferences, its significance, types and appropriate management approaches.

Preparing a project report, after conducting a field study to demonstrate understanding about various dimensions of event and conference management.

**Section B**

Case and Problems