

MAHARSHI DAYANAND SARASWATI UNIVERSITY, AJMER



पाठ्यक्रम  
**SYLLABUS**

SCHEME OF EXAMINATION AND COURSES OF STUDY

FACULTY OF MANAGEMENT STUDIES

**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**(BUSINESS ECONOMICS)**

Semester I & II Examination  
(w.e.f. 2015-16)

Semester III & IV Examination  
(w.e.f. 2016-17)

महर्षि दयानन्द सरस्वती विश्वविद्यालय, अजमेर

### NOTICE

1. Change in Statutes/Ordinances/Rules/Regulations Syllabus and Books may, from time to time, be made by amendment or remaking, and a candidate shall, except in so far as the University determines otherwise comply with any change that applies to years he has not completed at the time of change. **The decision taken by the Academic Council shall be final.**

### सूचना

1. समय-समय पर संशोधन या पुनः निर्माण कर परिनियमों/अध्यादेशों/नियमों / विनियमों / पाठ्यक्रमों व पुस्तकों में परिवर्तन किया जा सकता है, तथा किसी भी परिवर्तन को छात्र को मानना होगा बशर्ते कि विश्वविद्यालय ने अन्यथा प्रकार से उनको छूट न दी हो और छात्र ने उस परिवर्तन के पूर्व वर्ष पाठ्यक्रम को पूरा न किया हो। विद्या परिषद द्वारा लिये गये निर्णय अन्तिम होंगे।

### 0.22 (B) Ordinances for the Masters of Business Administration (Business Economics)

#### i) Objective:-

This programme aims at preparing the graduates for economic analysis and policy formulation. It contributes in some direct and substantial way to one's expertise as a business person, executive or business economist which will be very useful for the research and development departments of large industrial houses for policy formulation and day to day operations.

The MBA (BE) graduates shall also be available for placements with all types of business firms as functional experts. This will also help to take up self employment in selected areas of the business economy.

#### ii) Duration of course:-

MBA (BE) Programme is designed as a four semester programme spread over a two years period. Semester I and Semester II is in 1st year (MBA - BE Previous) and Semester III and Semester IV in 2nd year (MBA - BE Final).

#### iii) Eligibility:-

A candidate seeking admission to MBA (Business Economics) previous shall be required to possess a Bachelor's Degree of Honours/Pass in/with Economics/Commerce with 48% marks or Bachelor's/Master's degree in any discipline with 50 percent marks in aggregate. A Candidate who has appeared/is appearing in the final year of the qualifying examination may also apply for admission subject to the condition that he will be required to submit the mark-sheet of the qualifying examination by the date notified by the University failing which his candidature shall be cancelled.

#### iv) Admission Process:-

Admission to MBA(Business Economics) Previous shall be made on the basis of a Merit/ Written test and a Personality test carrying a total weightage of 200 marks as decided by the university from time to time.

- i. The written test will be of two hours duration. Questions will be objective type and will be based on information on Indian Economy, Numerical ability, Business data interpretation and on basic knowledge of Economic

Concepts. The written test is 70% of the weightage. The personal interview will consist of Group Discussion and Interview and carry 30% weightage.

- ii. Final selection shall be made on the basis of performance of candidate both in written test and personal interview. Selected candidate will be informed by post and he/she has to deposit required fees (Non refundable) before the date stipulated therein, otherwise his selection will be automatically stands cancelled.

**v) Course Structure:-**

The examination shall consist of (a) Theory and applied papers (b) Summer Training report and Viva - Voce (c) Industrial Visit Report and Viva Voce. Candidate is required to pursue a regular course in the University/Affiliated Colleges for appearing in the examinations. Each semester shall have six courses. Each course is worth 40 to 45 hours on instructions.

**vi) Examination:-**

- a.) There shall be 24 papers in all of 2400 aggregate marks (Six papers in each Semester) including two optional groups of two papers each in semester IV. There shall be an examination at the end of each semester as determined by the University.
- b.) Every prescribed course shall carry a total of 100 marks. There shall be 80 marks for written examination and 20 marks for internal examinations.
- c.) Summer training report and its comprehensive viva-voce will carry 100 marks i.e. 50 marks each.

At the end of IInd semester, all students will have to undergo summer training of continuous period of 45 days with an industrial, business or service organization for taking up a project.

The project shall comprise of two parts- Part one, a general understanding of the industry and the firm and part two - a specific real time project with the consent of both the organization and the Department's Training and Placement Advisor/ Officer. The students who undergo the training are compulsorily required to arrange to deliver the confidential report of the training supervisor directly to the Training & Placement Officer/ Advisor of the department in a sealed envelope, in the absence of which the student will not be allowed to report back at

the Department and any summer Training Report will not be allowed to be submitted and no Viva-voce or presentation taken. Training Report evaluation shall be done as following: 50 marks for training project report to be evaluated by external examiner. 50 marks for Viva - voice examination, which would be based on student presentation before the faculty members of the Department in the presence of external examiner. The Summer Training Project Report submitted by the student in triplicate copies which should essentially include at least one certificate in original by the training supervisor on company stationary along with one soft copy on CD/DVD before the due date as announced by the Department.

Depending upon the needs of this student training, the Head of the Department may depute the faculty members to visit the organizations outside Ajmer where the students may be undergoing training to ensure the effectiveness of training and to sort out any of the training related issues on the spot, this would also be used as an opportunity to guide the students on the spot, this would also be used as an opportunity to guide the students on the spot for training/ project report.

- d.) To pass a semester a student shall have to score 40% marks in each course separately for Internal and external examination and also 50% marks in aggregate excluding the ATKTs subject viz (2 in a Semester and 4 in all).
- e.) A student will be Allowed To Keep Term (ATKT) to next semester if s/he obtains 50% marks in aggregate and fails in not more than 2 (two) courses in a semester examination. A student can hold at most 4 (four) ATKTs at any point of time.
- f.) Wherever a student appears at an ATKT examination s/he will do so according to the present syllabus.
- h.) A student not appearing at any examination/ absent in any paper of term end examination shall be deemed as fail.

**vii) Award of degree**

A Student shall be eligible for the award of MBA(Business Economics) degree only if s/he fulfills the following conditions:

- i.) Passes all the four semesters as laid down above, as well as all the viva voce examination and also secures minimum prescribed pass marks

in the summer training project and industrial visit report.

ii.) Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the four semesters examinations as follows:

First division 60% and Above

Second division 50% and above and below 60%

iii.) Fulfills all other requirements prescribed by the competent authority from time to time for satisfactory completion of each course of study in each of the two years.

**viii) Attendance**

Ordinance 144 and 145 related to minimum attendance and condition of shortage of attendance shall apply to MBA(Bussiness Economics) students.

ix) A student shall be required to successfully complete the programme within a continuous span of four years from the date of admission during this period. If there is any ATKT in any course/s the same has to be part with maximum of three chances within a span of four years from the date of admission.

x) A candidate re-appearing at an examination in a subsequent years shall be examined in accordance with the scheme of syllabus in force and for that reason he may be required to change any paper(s) if necessary.

xi) A candidate who is appearing at the MBA(Buss.Eco.) Final examination shall be allowed to appear in examination in any one/or more of the optional groups along with the examination of MBA(Bussiness Economics) Final and if successful, will be given a certificate to that effect provided that the candidate submits a separate examination form alongwith the prescribed University fees within due date.

xii) A candidate who has passed the MBA(Buss.Eco.) examination with some particular optional group(s) shall also be allowed to present himself for examination, during the subsequent year only in other optional group(s) not taken by him at the said examination and if successful, will be given a certificate to that effect.

**SCHEME OF EXAMINATIONS**  
**MBA(Bussiness Economics) Previous**

Paper No.	Paper Name	Practical/ Internal	Theory/ External	Total
<b>Semester I</b>				
101	Micro Economic Analysis	20	80	100
102	Statistical Methods	20	80	100
103	Principles of Management and Organisational Behaviour	20	80	100
104	Business Accounting	20	80	100
105	Computer Applications	30 / 20	50	100
106	Macro Economic Analysis	20	80	100
<b>Semester II</b>				
201	Public Finance & Taxation	20	80	100
202	Business Environment And Communication	20	80	100
203	Indian Financial Systems	20	80	100
204	Advanced study of Indian Economy	20	80	100
205	Business Research Methodology	20	80	100
206	Talent Acquisition and Development-	20	80	100

**SCHEME OF EXAMINATION OF**  
**MBA Bussines Economics FINAL 2016-17**

Semester III Paper	Internal/ Prctical	External/ Theory	Term End Exam. Total
301 International Economics and Finance	20	80	100
302 Development Economics	20	80	100
303 Project appraisal and Investment Management	20	80	100
304 Management Information System	20	80	100
305 Operations Research	20	80	100
306 Tranining Project Report and Viva Voce (based on Summer Training)			100

<b>Semster IV</b>				
401	Business Policy and Strategic Management	20	80	100
402	Business Ethics and Stress Management	20	80	100
<b>Optional Papers</b> (Student can choose any two of the following groups)				
<b>Group A : Quantitative Techniques in Business</b>				
403	Econometric Methods	20	80	100
404	Applied Econometrics	80	20	100
<b>Group - B : Marketing and Distribution</b>				
405	Marketing sales and Distribution Management	20	80	100
406	Intrnational Marketing	20	80	100
<b>Group - C : Business Finance</b>				
407	Financial Markets and Institutions and Services	20	80	100
408	Financial Derivatives	20	80	100
<b>Group - D : Human Resource Management</b>				
409	Human Resource Development	20	80	100
410	Industrial Relations and Legislation	20	80	100
<b>Group E : Economics of Insurance &amp; Infrastructure</b>				
411	Economics of Infrastructure	20	80	100
412	Economics of Insurance	20	80	100
<b>Group - F : Information Technology Management</b>				
413	Relational Data Base Management	20	80	100
414	Decision Support System (DSS) and Office Automation System	20	80	100

## 101. Microeconomic Analysis

Duration 3 hrs

Max. Marks 80

## Unit - I

**Theory of Demand:** Theory of Consumer Behaviour-The Cardinal Utility and Indifference Curve Theorems, The Consumer's Surplus; The Derivation of Market Demand Curve, Elasticities of Demand, Total Revenue and Marginal Revenue.

**Theory of Production:** The Production Function; Laws of Production- Return to Scale, The Law of Variable Proportion; Choice of Optimal Combination of Factors of Production, Expansion Path.

**Theory of Costs:** Cost Concepts and Cost Curves; Traditional Theory of Costs - Short-Run Costs, Long -Run Costs: The Envelop Curve; Modern Theory of Costs - Short-Run Costs, Long -Run Costs: The L-Shaped Cost Curve.

## Unit - II

**Perfect Competition:** Assumptions, Concept of Perfect and Pure Competition, Short-Run and Long-Run Equilibrium of Firm and Industry under Perfect Competition; Optimum Resource Allocation under Perfect Competition. Does Perfect Competition exit in the Real World; The Cases of Near Perfect Competition.

**Monopoly:** Definition, Equilibrium of a Firm in Short-run and Long-Run under Monopoly, Comparison of Pure Competition and Monopoly, Discriminating Monopoly.

**Monopolistic Competition:** Assumptions; Product Differentiation and Demand Curve; The Concept of the Industry and the Group; Equilibrium of the Firm; Comparison with Pure Competition.

## Unit - III

**Oligopoly:** Non-Collusive Oligopoly and Collusive oligopoly Models.Examples from Real World.

**Average Cost-Pricing:** Full-Cost Pricing Principle; Limit -Pricing Theory and Barriers to Entry of New Firms.

**Managerial Theories of the Firm:** Baumol's Theory of Sales Revenue Maximisation; Marris's Model of the Managerial Enterprise; Williamson's Model of Managerial Discretion; The Behavioural Models of Cyert and March.

## Suggested Readings:

1. Modern Microeconomics: A. Koutsoyiannis, Macmillan, 1979.
2. Microeconomics Theory & Applications: Dominick Salvatore, Oxford University Press N Delhi, 2006.
3. Managerial Economics: Principles & Worldwide Applications. Dominick Salvatore, Oxford University Press N Delhi, 2008.



**102. Statistical Methods**

Duration: 3 hrs

Max. Marks 80

**Unit - I**

**Mathematics for Business Analysis:** Matrices and Determinants; Arithmetic, Geometric and Harmonic Progression; Application of Differential Calculus in Economics-Revenue, Cost, Demand and supply Functions; Elasticities and Their Types; Simple Problems of Market Equilibrium; Growth Rates.

**Organisation of Data and Sampling:** Nature and Uses of Statistical Analysis in Organising Data; Simple Random Sampling; Stratified and Multi-stage Sampling; Sampling v/s Census Methods; Frequency Distribution and Graphs.

**Unit - II**

**Measures of Central Tendency, Dispersion and Skewness.**

**Theoretical Distribution (with a Focus on Their Applicability to Business Data):** Normal, Binomial and Poisson Distribution.

**Correlation and Regression:** Basic Concepts, An introduction to Multiple Linear Regression, Interpretation of Standard Error of estimate.

**Unit - III**

**Index Numbers:** Simple and Weighted Index Numbers, Laspeyres, Paasch's and Fisher's Ideal Index Numbers, WPI and CPI.

**Analysis of Time Series:** Components of Time Series.

**Hypothesis Testing:** Formulation of Null and Alternate Hypotheses, Type I and Type II Errors Relating These Errors to Consumer's Risk and Producer's Risk, Level of Significance, Power of Test, Use of Z, t,  $\chi^2$  and F tests.

**Suggested Readings:**

1. Statistical Methods; S.P. Gupta, Sultan Chand and Sons, New Delhi.
2. Statistics for Social Sciences (with SPSS applications): Hari Shankar Asthana, Prentice-Hall India Pvt Ltd, 2007.
3. Mathematics for Economists: B.C. Mehta and G.M. K. Madnani, Sultan Chand and Sons, New Delhi

**103 Principles of Management and Organisational Behaviour**

Duration 3 hrs.

Max. Marks : 80

**Unit - I**

**Concepts of Management :** Nature, meaning and significance of management : Managerial processes, functions, skills and rules in organization Evolution of Indian management thought and approaches to management.

**Unit - II**

**Functions of Management :** Overview of the function of planning, organizing staffing, leading and controlling.

**Behaviour and motivation :** Nature of human behaviour; Personality; Values and Job satisfaction, Perception and learning processes; Major theories of motivation; and motivational techniques for Indian managers.

**Unit - III**

**Group and Interpersonal behaviour :** Understanding group behaviour, group structure and process; communication, transactional analysis, conflict management.

**Organisational behaviour Leadership :** Organisational culture, job stress and organisational development and change.

**Suggested Readings**

1. Luthan, F. organization Behaviour, Prentice Hall of India, New Delhi
2. Robbins, S. Organization Behaviour, Pearson Education, New Delhi.
3. Newman & Summer : *The Process of Management*.
4. D. Gvishiani : *Organisation and Management*.
5. Banerji Shyamal : *Management, Oxford & IBH*.

**104 BUSINESS ACCOUNTING AND FINANCIAL MANAGEMENT**

Duration : 3 hrs.

Max. Marks 80

**Unit - I**

**Financial and Management Accounting :** Principle and concept of Finance and Financial Management, Basic accounting standards, Role of Finance Manager in an organisation.

**Unit - II**

**Financial statements :** Profit and Loss Account, Balance sheet Adjustments in final accounts, Methods for providing depreciation.

Cash Flow Statement and Fund Flow Statement.

**Financial statement analysis :** Ratio analysis, Cost-volume-profit analysis, Management and Valuation of Inventories.

**Unit - III****Budgeting :**

Meaning and concept of a budget, Budget and budgetary control, Types of budget fixed and flexible, Performance budgeting and Zero-base budgeting.

**Management finances :**

Determination of working capital requirement, Common methods of project appraisal and dividend policy.

**Suggested Readings**

1. Anthony RN and Welsh G.A. "*Fundamental of Management Accounting*"
2. Homgrun CT, "*Accounting for Management control*."
3. Khan MY and Jain PA, "*Financial Management*"
4. Maheshwari SN, "*Management Accounting of Financial control*"

**105. Computer Applications**

Duration : 3 hrs.

Max. Marks 50

**Unit - I**

**Fundamentals of Computer:** Components of a Digital Computer and Their Use; Data Representation and Storage; Overview of Hardware, Software, Languages and Packages; MS Windows-Basic Concepts, Features, Accessories, Windows Explorer.

**Unit - II**

**Introduction to DBMS:** Purpose of Database Systems; Data Abstraction; Data Models; Instance and Schemes; Data Independence; Data Definition Language(DDL); Data Manipulation Language(DML); Data Base Manager; Database Administrator(DBA); Entities and Entry Sets; Relationship and Relationship Sets; Entity-Relationship diagrammes.

**Unit - III**

**Introduction to MS Office:** Word, Excel and PowerPoint.

**Introduction to Statistical Packages for Social Sciences:** SPSS/SAS.

**Suggested Readings:**

1. P K Sinha, Computer Fundamentals, BPB Publications.
2. R K Taxali, PC Softwares made simple, Tata McGraw Hill.
3. Sanjay Saxena, First Computer Course, Vikas Publications.
4. Rajeev Mathur, DOS Quick Reference, Galgotia Publications.
5. Sanjay Saxena, Office 2000 for Everyone, Vikas Publications.
6. Henry F Korth, Database System Concepts, Tata McGraw Hill.

**Practical on Computer Application :**

Duration 2 hrs.

Max Marks 30

The Paper is designed to assess the competence of candidate in the application of available software packages for analysis of business data. Practical examination would be held asking candidates to apply MS Office and SPSS for analysis of business data. Each candidate will be provided with a computer/computer nod in the examination.

In the practical examination the examiner will assign the separate data sets to each of candidates and ask the him/her to write an analytical report on the same. Marks would be given on the choice of tools for analysis and the interpretation of results emerging there from. The practical will be based on theory paper as given below

- |                       |          |
|-----------------------|----------|
| a. Record             | 5 marks  |
| b. Viva Voce          | 5 marks  |
| c. Practical exercise | 20 marks |

**106. Macroeconomic Analysis**

Duration 3 hrs

Max. Marks 70

**Unit - I**

**Macroeconomics: What is it About?** Aggregate Income and Its Dimensions- Income and Welfare, Omissions in the Measurement of Aggregate Income; Measuring Output: Connecting Output with Income, Aggregate Income Categories, Components of Aggregate Expenditure; Real and Nominal Incomes- Comparison Across Time, Measures of Inflation.

**Saving, the Balance of Payments and Money Supply:** The Sources and Use of Savings;

**The Balance of Payments; Money Supply-Bank Balance Sheet and Money Supply, The Money Multiplier.**

**Unit - II**

**Consumption:** The Basic Theory of Consumption: Keynesian Consumption Function..

**Investment:** Profit Maximisation and the optimum Capital Stocks; Adjustment Costs and Investment; Residential and Inventory Investment; Irreversibility and investment; Investment in India.

**Unit - III**

**The Demand for Money:** Money, Bond and Private wealth; Nominal and Real Interest Rates; Financial Assets and the Budget Constraints-the Determination of the Real Money Demand.

**The Labour Market:** Profit Maximisation and Labour Demand,; Utility and Labour Supply; Aggregate Supply with/without Money illusion; Introducing Unemployment-Keynesian Aggregate Supply; Cyclical Unemployment and the Output Gap; The static Phillips Curve.

**The IS-LM Model:** Walras' Law; The IS Curve-Parametric Shifts in the IS Curve, Slope of the IS Curve; The LM Curve-Impact of the Varying Money Supply, Slope of the LM Curve; IS and LM-Fiscal and Monetary Policy-Crowding Out, Fiscalist and Monetarist Intervention; IS-LM in India

**Suggested Readings:**

1. Macroeconomics: Errol D'Souza, Pearson, Delhi, 2008.
2. Shapiro, E. Macro Economic Analysis.
3. M. C. Vaishya, Macro Economics

## Semester II

### 201 PUBLIC FINANCE AND TAXATION

Duration 3 hrs.

Max. Marks : 80

#### Unit - I

**Nature and scope of Public Finance :** Public and Private Finance, Optimal Budgeting.

**Theory of Public Expenditure :** Wagner's law, Lindhal and Samuelson Model. Effects of Public Expenditure on Production and Distribution.

#### Unit - II

**Public Revenue :** Classification of Taxes. Canons of Taxation : Least aggregate sacrifice principles of taxes. Incidence, impact and shifting of taxes. Effect of Direct, Indirect taxes. Major taxes and main trends in the revenues for the Central and State government in India.

#### Unit - III

**Taxes on Income :** individual, firm and HUF, Income from salary, house property, capital gains and income from business/profession and from other sources.

**Fiscal Policy :** Objective and instruments; Fiscal multipliers. Centre State financial relations in India.

#### Suggested Readings

1. Musgrave, R.A. and P. Musgrave : *Public Finance in Theory and Practice*.
2. Gandhi, V.P. : *Some Aspects of India's Tax Structure*. Vora and Co. Bombay.
3. *Students Guide to Income Tax* by Dr. V.K. Singham.
4. B.B. Lal : *Elements of Income Tax* : Konark Publishers Pvt. Ltd., Nw Delhi.
5. S. Ganguli, *Public Finance*
6. H.L. Bhatia : *Public Finance*.
7. Musgrave : *Theory of Public Finance*.

### 202 : BUSINESS ENVIRONMENT AND COMMUNICATION

Duration : 3 hrs.

Max. Marks : 80

#### Unit - I

**Business environment and society :** Nature of business environment, Factors in business environment and their interaction, Business ethics, social responsibility and social audit.

**Business and economy :** Circular flow of economic activities. National Income in India (Only Trend Since 1991) Inflation and its impact on business. Emerging trends and structure of India economy.

#### Unit - II

**Business and Government :** Political environment. Economic role of government. Planning in India and its implications for business decisions.

**Business and government policies :** Industrial policy, Govt. Policy for foreign collaboration and NRI investment. Industrial sickness and govt. rehabilitation policy, Govt. policy for small scale sector.

#### Unit - III

**Business Communication :** Nature, Role, Scope and Importance of bussiness Communication, Effective Communication Skills, Process of Communication, Barriers and Gateways in Communication, Individual and group Communication. Oral Communication - Presentation of Reports, Public Speaking and negotiation. Written Communication.

#### Suggested Readings

1. Amarchand D : *"Government and Business"*, Tarta McGraw-Hill, New Delhi, 1991.
2. Cherunilam, F : *"Business and Government"*, Himalaya, Mumbai 1984.
3. Dasgupta A and Sengupta N.K. : *Government and Business*, New Delhi, 1987.
4. Pearse, C G. Lenn : *Bussiness Communication; Priciples and applicaton*
5. Ray S.K. : *"Indian Economy Prentice-Hall of India, Nw Delhi, 1987.*

### 203 : INDIAN FINANCIAL SYSTEM

Duration : 3 hrs.

Max. Marks : 80

#### Unit - I

**The financial system :** Financial Instruments, Financial markets, Financial risks, Financial intermediaries, indicators of financial development. Analysis of Balance sheet of commercial bank and Principles of Asset management.

**Money supply determinants :** Money multiplier and High powdered money. Credit creation money market instruments and Rate of Interest, security prices and yields. Term structure of interest rates.

#### Unit - II

**RBI : Function and its monetary policy :** Commercial banking in India : Branch expantion, Deposit mobilisation and deployment of credit Operational efficiency and Profitability of scheduled commercial banks.

#### Unit - III

**Internationalisation of Indian banking :** Deregulation, Liberalisation, , competition and modern tecnology, problems and challenges of commercial banks in India, financial sector reforms in India.

**Working of Financial Isntitutions :** IFCI, IDBI, ICICI, UTI, SIDBI, Exim Bank and NABARD

#### Suggested Readings

1. S.B. Gupta - *Monetary Economics*
2. RBI - *Functions and Working*.
3. Bharti V. Pathak : *Indian Financial Systems*.
4. L. M. Bhole : *Indian Financial Systems*.
5. I. Aurenheimer and Ekelund - *The essentials of money and banking*.
6. D.G. Luckett - *Money & Banking*



**204 ADVANCED STUDY OF INDIAN ECONOMY**

Duration : 3 hrs.

Max. marks : 80

**Unit - I**

**Demographic aspects :** Population growth, Labour force, Occupational distribution. Poverty and Unemployment issues in measurement and policy options.

**Agriculture :** Institutional changes, technological changes. farm price policy, agricultural finance. Industry : recent trends in industrial policy and licensing policy.

**Unit - II**

**Role of Multinationals in developing Indian Industries :** Impact of MNC's on Indian economy. Swadeshi views on Indian economic development.

**Foreign Trade :** Main trends in imports and exports foreign trade policy, export promotion. India's Balance of payments position in recent years. WTO agreement relating to trade and its impact on Indian economy.

**Unit - III**

**Indian Economy :** The Institutional framework and its structural changes during the plan period. Economic growth during plan period. Recent economic reforms in India and its impact.

**Suggested Readings**

1. A. N. Agarwal : Indian Economy.
2. Rudradutt and Suridram : Indian Economy.
3. Laxminarain Nathuramka : Indian Economy.
4. Sudama Singh : Indian Economy.

**205 BUSINESS RESEARCH METHODOLOGY**

Duration : 3 hrs.

Max. marks : 80

**Unit - I**

Definition, importance and types of business research, nature and scope of research methodology; Problem Formulation and Statement of Research objectives research process, research designs- Exploratory, Descriptive and Experimental Research Designs.

**Unit - II**

Methods of Data Collection- Observational and Survey Methods; Questionnaire Design; Attitude measurement Techniques, Administration of Surveys; Sampling; measurement and scaling, primary and secondary data collection methods.

**Unit - III**

Data analysis; measures of central tendency and dispersion, correlation and regression, probability distribution (Binomial Poisson, Normal), sampling distribution, hypothesis testing, non parametric tests

**Suggested Readings**

1. Schindler and Cooper, Business Research methods, TMH, New Delhi.
2. CR Kothari, Research Methodology.
3. Remenyi, Williams, Money and Swartz, Doing Research in Business and Management, Sage Publications. New Delhi
4. K.R. Sharma, Business Research methods, National Publishing House- New Delhi.

**206 TALENT ACQUISITION AND DEVELOPMENT**

Duration : 3 hrs.

Max. marks : 80

**Unit - I**

**Job Analysis and HR Planning :** Job Analysis, Writing Job Descriptions, Job, Specification, Job Analysis in a Jobless World and Human Resource Planning and Forecasting

**Recruiting and Selection:** Developing and Using Application Forms: The Application Blank, Information Technology and HR: Recruiting on the Internet, Global Talent Search. The Selection Process. Basic Selection Model: The Decision Theory Approach, Basic Testing Concepts and Interviewing Candidates

**Unit - II**

**Retention Management:** Basics of Absenteeism, Turnover, Attrition and Retention of HR, Importance of retention, Retention Determinants, Retention Management Process, Retention interventions.

**Process and evaluation of Training and development**

Establishing objectives, preparing the parameters, designing the programs, methods, trainers and training styles, Training for Trainers, Trainer Certifications, Training Evaluation- Need for evaluation, Concept of Return on Investment, Cost-Benefit Analysis, Developing Models of Training Evaluation for Technical and Behavioural Training.

**Unit - III**

**Training and Development for Modern Organizations:** Concept and Need for Learning Organizations, Creativity, managing Change, Leadership, Team Playing and Effective Group Dynamics, Managing differences at workplace, Effective Communication, Meaning Cultural Diversity, Sensitivity Training, Total Quality Management, Computer Based Training.

**Suggested Readings**

1. Dessler, G. (1997), Human Resource Management, Prentice Hall of India
2. Lynton R.P. and Pareek U. (1990). Training for Development, Vistaar Publications, New Delhi.
3. Ramnarayan, S. & Rao, R.M., (1996), Managerial Dilemmas: Cases in Organizational Behaviour. Tata Mc.Graw-Hill, India.
- Srivastava, S., (1999), Recruitment, Selection & Retention, ABS Course pack.
- Wexley, K & Latham Gary, (2002), Developing & Training HR in Organization, Prentice Hall India.

**SYLLABUS OF MBA  
(BUSSINESS ECONOMICS) (FINAL) 2016-17**

**Semester III**

**301 International Economics and Finance**

Duration : 3 hrs.

Max Marks : 80

**Unit - I**

**Determinants of Trade :** Trade and economic development; Ricardo, Heberler and Heckscher-Ohlin trade theories. Gains from Internationalised Trade and terms of trade.

**Protectionist Policies :** Types, impact on economic development, Balance of payments adjustment mechanism and international capital movements. Theories of Exchange Rate determination.

**Unit - II**

**Intrnational Trading System :** From GATT to WTO. (Trips, Trims) The Kennedy Round and the Tokyo round. Trading blocks : EU, NAFTA, East-Asia and SAARC, Special trading arrangements for trade blocks in the developing countries.

**International commodity agreements :** Collaboration and technology agreements, private foreign investment. Convertibility of currency.

**Unit - III**

**International Portfolio Investment :** Corporate strategy and foreign Direct Investment and its evaluation. SDR, GDR, Euro equity, IMF, World Bank and Asian Development Bank - achievements and failures, WTO and world Bank from the point of view of India.

**Readings**

1. K.R. Bulkchandani and B. Ramani - *International Economics*, Himalaya Publishing House, Bombay.
2. C. Kindlebrger - *International Economics*
3. BO Sodersten - *International Economics* - Macmillan
4. Kerr W.A. and Perdakis N - *The Economics of International Business*, Chapman and Hark, London.

**302 DEVELOPMENT ECONOMICS**

Duration : 3 hrs.

Max. Marks : 80

**Unit - I**

**Economic Development :** Meaning and measurement of economic development and Human Development, Features of Developing economies. Factors affecting economic growth.

**Strategies of Economic development I :** Rostow's stages of economic growth, Theoretical contribution of Nurkse, Lewis, Ricardo and Schumper.

**Strategies of Economic development II :** Theory of Bigpush, Doctrine of balanced and unbalanced growth and critical minimum effort.

**Unit - II**

**Growth Models :** Harrod-Dommar, Solow and Two gap Model, Plan Models of India.

**Unit - III**

**Development and Planning :** Concept and measurement of rate of economic growth. Factor affecting rate of growth. Concept of COR Planning in India; achievements and failures. Recent five year plan of India.

Project evaluation techniques: Present vs future, Cost-Benefit analysis, shadow prices, project evaluation and UNIDO guidelines.

**Suggested Readings**

1. Lewis W.A. - *Development Planning*
2. Sen A.K. - *Growth Economics*
3. Michael P. Todaro - *Economic Development in Third world.*
4. Rostow - *The Stages of Economic growth.*
5. Kindleberger - *Economic Development*
6. Meier and Baldwin - *Economic Development*

**303 - Project Appraisal and Investment Management**

Duration 3 hrs.

Max. Marks : 80

**Unit - I**

**Introduction :** Project counselling; project identification; appraisal strategies; project life cycle.

**Project Formulation :** Planning Appraisal and Evaluation; Appraisal procedures of financial institutions. Social Cost Benefit Analysis.

**Unit - II**

**Long term financing :** Project capital cost estimation, Searching of finances and their appropriate mix ; loan syndication; consortium financing; venture capital and credit rating;

**Unit - III**

**Short-term financing :** Assessment of short term funds requirements; short term financial policies; short term financing-trends and practices.

**Implementation and control :** Project management techniques; Problem of cost over run and Project evaluation; Project implementation practices in India.

**Suggested Readings**

1. Chandra, P. "Projects Preparation Budgeting and Implementation" Tata McGrawhill, New Delhi, (latest edition).
2. Chawla. K. "Social Cost Benefit Analysis". Mittal, Delhi- (latest edition).
3. Clark J.J. Hindlang, T.J. and Pritchard, R.E. "Capital Budgeting Planning and Control of Capital Expenditures : Prentice Hall, Englewood Cliffs, N.J. (latest edition).
4. Scherr, F.C. "Modern Working Capital Management: Text and Cases" Prentice Hall, EnglewoodCliffs N.J. (latest edition).

5. Bhattacharya : Working Capital Management : Strategies and techniques- PHI, New Delhi.
6. Pandey, I.M. : Finance: A Management Guide for Managing Complete Funds and Profits. - PHI, New Delhi.
7. Chandra P. : Financial Management, Tata McGraw Hill - New Delhi.

### 304 Management Information System.

Duration 3 hrs.

Max. Marks : 80

#### Unit - I

**Introduction :** Concept, meaning, elements and characteristics of MIS, Historic development of MIS, Future of MIS. Computer based information system.

**Information System :** E-mail, Internet, Intranet and their application in modern business, Transaction Processing System. Decision support system. Knowledge based system, programmed and non-programmed decision, support service elements.

#### Unit - II

**Application Development Cycle :** analysis synthesis, and implementation of MIS. Feasibility of installing MIS. Role of System analyst, decision table.

**MIS aided decision making :** Database Management System. Education and Training for MIS. Management's role in system development.

#### Unit - III

**Introduction and Evolution of GIS as DSS :** Business application of GIS in corporate planning, sales and marketing. Case study of business GIS application.

#### Readings

1. Davis G.B. & M.H. : "Management Information System" 2nd ed. McGraw Hill, New York, 1985.
2. Danter J. : "Management Information Systems" 3rd ed. Prentice Hall of India, New Delhi, 1987.
3. Hodge B., Fleck Jr. R.A. Honess C.B. : "Management Systems" Reston, Virginia, 1984.
4. Rajaraman V. : "System Analysis and Design"
5. Murthy, C.S.V. : Management Information System (Text, Cases and Application).
6. Chris Edwards, Ward & Others : The Essence of Information System.
7. Kumar Muneesh : Business Information System.
8. Gupta A.K. : Management Information System.

### 305 : Operations Research.

Duration 3 hrs.

Max. Marks : 80

#### Unit - I

**Linear Programming and related Problems :** - LP Problem formulation, Graphical and Other method of Solution; Assignment and Transportation Problems.

**Replacement Problem :** individual group replacement; Waiting Line model : single channel single server model.

Game Theory and Prisoner's Dilemma : its Solution by dominance Method, Graphical solution.

#### Unit - II

**Decision Theory :** decision making under risk and uncertainty, Simulation - Monte Carlo simulation.

**Introduction to Networks :** CPM and PERT, CP, slacks, floats ; Crashing of projects.

#### Unit - III

**Inventory Models :** EOQ, RDP, Price Break models, selective control Statistical Process Control  $\bar{X}$  bar, R, p and c charts.

#### Readings

1. N.D. Vohra : *Quantitative Techniques in Management*.
2. S.D. Sharma : *Operations Research*.
3. Kantiswaroop : *Operation Research*.

## Semester IV

### 401-Business Policy and Strategic Management

Duration 3 hrs.

Max. Marks : 80

#### Unit - I

**Business Policy :** Socio Economic set up of Business in India, Internal and External Perceptions.

**Strategic Management Decision :** Nature, Characteristics and Process of Strategic Management decisions.

#### Unit - II

**Strategy formulation :** Defining company Mission & Goals, Assessing External Environment. Internal Analysis of the Firm, SWOT Analysis.

#### Unit - III

**Policy Alternative and Grand Strategies :** Different types of Strategies; Strategic Analysis : Corporate Portfolio Analysis, Industry and Competitor Analysis, Subjective Factors in Strategic Choices.

**Strategic Implementation and control.**

#### Suggested Readings

1. Lawrence R. Jauch and William F. Clucle, *Business Policy and Strategic Management*, McGraw Hill, 5th Ed.
2. Rober M. Grant, *Contemporary Strategy Analysis*, Basil Blackwell.
3. John A. Pearce II, Richard B. Robinson, J.R. *Strategic management's: Strategy formulation and implementation*, Richard D. Irwin Inc.

4. John L. Thompson, *Strategic Management*, Chapman & Hall, London.
5. Michael Porter, *Competitive Strategy*, The Free Press.
6. Henry Mintzberg, *The Fall and rise of strategic planning*, prentice Hall.
7. James Brian Quinn Henry Mintzberg and Robert M. James, *Strategic Process*.
8. G.Hamel and C.K. Prahalad, *Competing for the future*, Harward Business Press, MA.
9. Kami A. *Business Policy*, Tata McGraw Hill, New Delhi.

**402. Business Ethics and Stress Management**

Duration 3 hrs.

Max.Marks. : 80

**Unit - I**

**Need for Ethics in Business :** The nature of ethics in Management. Ethics and Consumption, Production, Sales, Environment and Business Taxation.

**Indian Ethics and Management :** Vedantic perspective, code of conduct of earning and spending : View of Manu, Shukra, Kutilya and Gandhi.

**Unit - II**

Business Ethics & Anuvart. Value oriented Holistic Management.

**Concept of stress :** Stress induced problems in management. Concept and definition of Yoga. Basis of Yoga. Concept of Health and preservation.

**Yogic Management of Stress :** Instant Relaxation Technique (IRT), Quick Relaxation Technique (QRT), and Self Management of Executive Tension (SMET), Deep Relaxation Techniques (DRT)

**Unit - III**

**Stress Levels, Stimulations :** the pointers of awareness, Depth of perception and expansion of awareness. Working through the group. Progress in tune with nature, Holistic Life style for effective stress Management.

**Suggested Readings**

1. Green, R.M., *The Ethical Manager, a new Method for Business Ethics*, NY : MacMilan, 1994
2. Hoffman, M. Robert E. Friedman (eds.), *Business Ethics, Reading and vases in corporate morality*. 3rd ed. NY : McGraw Hill, 1995.
3. Sherlakor, S.A. *Ethics in Management*, Himalaya Publishing House, Delhi.
4. S.K. Chakraborty, *Ethic in Management - Vedantic perspectives*, Oxford University Press, Delhi.
5. Larue Tone Hasmer, *The Ethics of Management*, Universal Book Stall, New Delhi, 1998.
6. B.L. Gupta - *Value and Distribution System in Ancient India*.
7. Kautilya - *Arthshastra*.
8. Shukranitisar
9. M.G. Bokare - *Hindu Economics*
10. *New Perspectives in Stress Management* - H.R. Nagendra and R. Nagrantna
11. *Yoga - Its Bosis and application* - H.R. Nagedra
12. *Health and Yogasana* - Swami anandanand
13. *Yoga Practices* - Shivanand.

**OPTIONAL GROUPS**

(Students can choose any two of the following groups)

**GROUP - A****QUANTITATIVE TECHNIQUES IN BUSINESS****Paper I: 403. Econometrics: Concepts and Methods**

Duration 3 hrs.

Max. Marks. : 80

**Note:** The students are expected to comprehend relevant concepts and interpret estimated models. They are not expected to derive theoretical prepositions.

**Unit - I**

**The Methodology of Econometrics :** The Simple Linear Regression Model: Estimation of Parameters, Properties of Estimators, Goodness of Fit, Tests of Hypotheses, Confidence Intervals.

**Unit - II**

**Multiple Linear Regression Model:** Estimation of Parameters, Goodness of Fit, Testing Hypotheses,

**Functional Forms of Regression Models:** Linear, Log-Linear, Lin-Log, Reciprocal and Polynomial Models.

**Unit - III**

**Problems in Simple Linear Model:** Specification Error, Multicollinearity, Autocorrelation and Heteroscedasticity.

**Dummy Variables, Autoregressive and Distributed Lag Models, Probit and Logit Function, Forecasting**

**Suggested Readings:**

1. Introductory Econometrics with Applications: Ramu Ramanathan, Cengage Learning (Thompson), 2002.
2. Essentials of Econometrics: Damodar Gujarati, McGraw Hill, 2005.

**404. Applied Econometrics**

Duration 3 hrs.

Max Marks : 80

The Paper is designed to assess the competence of candidate in the application of available software packages for analysis of business data using econometric techniques mentioned in Paper 403 Econometrics: Concepts and Methods. Only practical examination (internal as well as external) would be held asking candidates to apply any of the statistical tool SPSS/Eviews/Gretl for analysis of business data. Each candidate will be provided with a computer/ computer nod in the examination.

In the internal examination the examiner will assign the separate data sets to each of candidates and ask the him/her to write an analytical report on the same. Marks would be given on the choice of tools for analysis and the interpretation of results emerging there from. The similar procedure will be followed in external examination.

## GROUP - B MARKETING AND DISTRIBUTION

### 405 : PAPER I : MARKETING, SALES AND DISTRIBUTION MANAGEMENT

Duration 3 hrs.

Max. Marks. 80

#### Unit - I

**Introduction :** Marketing and Sales. Marketing Mix, Product, Price, Place, Promotion strategies, Marketing information systems and marketing research. Concepts and Components of MIS, Internal Records Systems, marketing intelligence system.

**Sales Management :** Objectives of sales management, Meaning and Importance of Personal Selling, Personal Selling in India.

#### Unit - II

**Sales force Management :** Sales force objectives, Sales force Strategy, Sales force structure, Size and Compensation, Recruitment & Training of Sales force, Motivating and evaluating salesforce.

**Distribution Management :** Scope and Importance, Channels of distribution, Distribution Channels in India, Public Distribution System in India, Marketing Channel Functions and flows, Channel levels, Control of Marketing channels, nature and Scope of Physical Distribution.

#### Unit - III

**Marketing of Services :** Conceptual Framework, Services marketing : Basic issues Marketing of Financial Services, Hospitality and tourism services, Health Educational Services and Public Utilities in India.

#### Suggested Readings

1. Dalrymple D.J. : "Sales Management : Concept and cases" John Wiley, New York, 1989.
2. Khanna K.K. "Physical Distribution Management : Logical Approach" Himalaya, Bombay, 1985.
3. Still R.R. Cundiff E.W. & Govoni N.A.P. : "Sales Management Hall, Englewood Cliffs, N.J. 1987.
4. Vaccaro J.P. : "Sales Management : Text, Cases and Readings "Prentice Hall, Englewood Cliffs N.J. 1987.
5. S.C. Jain, *Market Planning and Strategy*.
6. Kotler "P" *Marketing Management : Analysis, Planning, Implementation and control*, Prentice Hall of India, New Delhi (Latest edition).

### 406: PAPER II: INTERNATIONAL MARKETING

Duration 3 hrs.

Max. Marks : 80

#### Unit - I

**International Marketing :** Scope and size of international marketing, conceptual framework, Environment of International Business.

**Internationalisation of the firms :** Global Markets: Researching, Understanding and Negotiating for Global Market Opportunities.

#### Unit - II

**Marketing Strategy I :** Market Entry Strategies and constraints of International Marketing.

**Marketing Strategy II :** Developing, Implementing and Controlling the International Marketing Mix. Identification of markets, product policy, promotion and distribution strategy of various forms of International Business.

#### Unit - III

**Policy framework and procedural aspects :** Export-Import Policy and recent trends in export-import of India; Export-Import Documentation Institutional Framework, Export Marketing risk, Export Finance.

#### Readings

1. Keegan, W.J. *Global Marketing*, Englewood Cliffs, New Jersey: Prentice Hall.
2. Sak Onk visit & John J. Shaw. *International Marketing*, Prentice Hall
3. Hans B. Thorelli and S. Tamer Cavusgil, *International Marketing Strategy*, Pergaman Press,
4. Isobel Doole and Robin Lowe, *International Marketing Strategy*, *International Man Power*, Business Press.
5. Varshney R.L. & Bhattacharya, B., *International Marketing Management*, Sultan Chand & Sons.
6. Government of India *Handbook of Export-Import Procedure* (Latest).
7. Government of India *Handbook of Import and Export Policy* (Latest).
8. UNCTAD/GATT International Trade Forum.
9. Bhattacharya B. "Export marketing, strategies for success". Global Business Press, New Delhi, (Latest edition).

## GROUP - C BUSINESS FINANCE

### 407 : PAPER I : FINANCIAL MARKETS, INSTITUTIONS AND SERVICES

Duration 3 hrs.

Max. Marks 80

#### Unit - I

**Financial Markets :** Role of Financial Markets in the economy. Functions of financial markets, Classification of financial markets. The role of Government in financial markets.

**Money Market in India :** Definition, nature & role of money market instruments. Rates in the money market, Inter-relationship between short term and long term interest rates. Fluctuations in money market rates.

**The Derivatives Market :** Definition, Need, Economic benefits of Derivatives ; Types of Financial Derivatives and their trading Mechanism ; Forwards, Futures and Options and their trading strategy.

#### Unit - II

**Capital Market in India :** Primary Market and Secondary market for corporate and Government securities. Mechanism of Stock Exchange Operation, Functions and Powers of Securities and Exchange Board of India : Over



the counter Exchange in India. Role of Stock Holding corporation of India and Securities Trading Corporation of India.

#### Unit - III

**Financial Institutions :** Working of Life Insurance Corporation, Venture Capital Institutions, Export Import Bank of India.

**Financial Services :** Role and Services rendered by Merchant Banks, Factoring Companies, Credit Rating Agencies.

#### Suggested Readings

1. Bai Krishnan - *Industrial Securities Market in India*.
2. *Report of the Committee to Review the working of the Monetary system* - Reserve Bank of India.
3. *Report of the Working Group on the Money Market*, Reserve Bank of India.
4. *World Development Report* - Oxford University Press.
5. *Reports on Currency and Finance*.
6. *Financial Markets and the Economy* by Henning, Pigett.
7. *Annual Reports of Financial Institutions*, LIC, EXIM Bank, Oxford, Ill.
8. Report of Trends and Progress of Banking in India.
9. L. M. Bhole : *Financial Institutions and Market*.
10. Bhole L. M. (1999) : *Financial Institutions and Markets*, Tata McGraw Hill Company Ltd., New Delhi.
11. Bhole L. M., *Indian Financial System*, Chugh Publication, Allahabad

#### 408 : PAPER II : INVESTMENT THEORY AND PORTFOLIO MANAGEMENT

Duration 3 hrs.

Max. Marks 80

#### Unit - I

**Introduction :** Nature and Scope of Investment Management, Principles of investment, Risk & Return, Investment alternatives.

#### Unit - II

**Investment Decisions :** Application of profitability in investment decisions, Uncertainty and capital budgeting. Expected marginal approach, utility approach, portfolio selection and uncertainty, capital asset pricing models and measurement of risks.

#### Unit - III

**Techniques of Capital Budgeting :** Application of programming techniques in capital budgeting and application of game theory.

**cost of capital and uncertainty.**

**International portfolio investment and foreign exchange risks.**

#### Suggested Readings

1. Archer, S.R. and D'Ambrosio, C.A. *Business Finance, Theory and Management*, MacMillan.
2. Solomon, E. *Management of Corporate Capital*.
3. Fame, E.F. and Miller, M.H. *Theory of Finance*, Holt, Rinehart and Winston.

4. Miller, E.L. *Accounting Problems of Multinational Enterprises*, Lexington Books.
5. Braking, R. and Myers, S. *Principles of Corporate Finance*, McGraw Hill Book Company.
6. Alexander G.J. and Sharp, W.F. : *Fundamentals of Investment* Prentice Hall, 1989.
7. Colen, A and Coben Z : *Investment analysis and Portfolio Management*.

#### GROUP - D

#### HUMAN RESOURCE MANAGEMENT

#### 409 : PAPER I : INDUSTRIAL RELATIONS AND LEGISLATION

Duration 3 hrs.

Max. Marks 80

#### Unit - I

**Introduction :** Labour Market Theory : Theory of Wage Determination, Union Wages and Inflation.

**Employment :** Industrial Employment, Structural Unemployment, Full Employment, Women in Job Market Industrial Workforce in India.

#### Unit - II

**Trade Unions Movement :** Origin of Labour Movement the Assumptions of Trade Unionism, Trade Unionism in India, Major Trade Unions and Their Economic Philosophy.

**Bargaining :** Collective Bargaining Theories and Process of Bargaining, Goals and Strategy in Bargaining, Limits of Collective Bargaining. Collective Bargaining in India.

#### Unit - III

**Industrial Relations and Law :** Industrial Relations System and the Role of State in Industrial Relations in India.

Protective Legislation and Social Security Measures, Factories Act, Industrial Dispute Act, Trade Union Act, Payment of Wages Act, Minimum Wages Act, Workmen's Compensation Act and Employees State Insurance Act.

#### Suggested Readings

1. Renolds, Lloyd G. Stanley M. Masters and Moser, *Readings in labour Economics and Labour Relations*, prentice Hall Inc.
2. Dunlop, John T. *The Theory of Wage Determination*, MacMillan Co. London.
3. Dunlop, John T., *Industrial Relations System*, Henry Holt & Co. New York.
4. Chales, A., Myers & Kannappa. S. *Industrial Relations in India*, Asian Publishing House, Bombay.
5. Ramaswamy & Ramaswamy, *Industry & Labour - An Introduction*.
6. Dayal, R, *Text Book on Labour & Industrial Laws*. Allahabad Law Agency, Allahabad.

### 410 HUMAN RESOURCE DEVELOPMENT

Duration 3 hrs.

Max.Marks 80

#### Unit - I

**Introduction :** Human resources development (HRD)

Concepts, Aims, processes, issues, HRD strategies; Functions of HRD professionals: Open systems perspective; Strategic planning of HRD; evaluation of HRD systems.

**HRD Implementation :** Motivational aspects of HRD ; Line managers and HRD; developmental supervision; Counselling and mentoring;

#### Unit - II

**Training and Development :** Formulation and statement fo training and development policies; training and developments of managerial personnel, technical personnel and workers. Managerial success; management effectiveness audit and management development methods. Evaluation of training and development programmes.

#### Unit - III

**HRD in action :** HRD approaches for coping with major organisational changes; and case studies of HRD in Indian organisations; Comparative HRD experiences; Current Developments.

**TQM and HRD :** Role of HR functions in Total Quality Management; Integrating TQM an Human Resource Development as complementary to each other.

#### Suggested Readings

1. Maheshwari, B.L. and Sinha, D.P. "Management Change through HRD" Tata McGraw Hill, New Delhi, 1991.
2. Mathur B.L. "Human Resources Development." Arihant, Jaipur 1989.
3. Pareek, U. Padaki, R and Nair, MRR. "Managing Transitions: The HRD response: Tata McGraw Hill, New Delhi.
4. Rao, T.V. Verma, K.K. Khandlwa, A.K. and Abraham, S.J. "Alternative Approaches and strategies of Human Resources Development." Rawat Jaipur 1988.
5. Silvera, D.N. "HRD: The Indian Experience, New India, Delhi, 1991.

### GROUP - E

### ECONOMICS OF INSURANCE AND INFRASTRUCTURE

#### 411 : PAPER I: ECONOMICS OF INFRASTRUCTURE

3 Hrs. Duration

Max. Marks 80

#### Unit - I

**Infrastructure and economic development - Infrastructure as a public good; Social and physical infrastructure; Special characteristics of public utilities. Transport Economics**

The structure of Transport Costs and Location of Economic Activities. Demand for Transport. Models of Freight and Passenger Demand. Model Choice; Cost Functions in the Transport Sector. Principle of Pricing. Problems of Transport system in India.

#### Communications

**Different Methods of Communication :** Rate-making in Telephone Utilities. Principles of Decreasing Costs in Telephone Industry. Characteristics of Postal Services. Criteria for Fixation of Postal Rates. Measurement of Standards of Service in Telephone and Postal Utilities. Issues of communications in India.

#### Unit - II

#### Energy Economics

**Primacy of Energy in the Process of Economic Development, Factors Determining Demand for Energy; Effects of Energy Shortages. Energy conservation. Renewable and Non-conventional Sources of Energy. The Search for an Optimal Energy Policy in the Indian Context.**

#### Electricity, Gas and Water Supply

**Bulk Supply and Pricing of Electricity. The Relative Economics of Thermal, Hydel and Nuclear Powr Plants, The Case for a National Power Grid. Financing Water Utilities. urban and Rural Water Supply. The Exploitation of Natural Gas, Pricing Problem.)**

#### Unit - III

#### Social Infrastructure

**Organization and Financing of Supply of Social Services. Private vs. Public Sector Financing; Recent debate about the fixation of prices of social services. Development of social services in the successive Indian Plans.**

#### Education and Health

**Education and Economic Growth. Approaches to Educational Planning. Social Demand. Rate of Return and Manpower Balance Approaches. The Case for Universal, Free, Primary Education; Structure of higher education and problems of its financing in India. Health dimensions of development; Determinants of Health - poverty, malnutrition, illiteracy and lack of information; Economic dimensions of health care - Demand and supply of health care; Financing of health care and resource constraints; Inequalities in health in India.**

#### Suggested Readings:

1. Crew, M.A. and P.R. Kleindorfer (1979), Public Utility Economics, Macmillan, London.
2. Indian Council of Social Sciences Research (ICSSR) (1976), Economics of Infrastructure, Vol. VI, New Delhi.
3. National Council of Applied Economic Research (NCAER) (1996), India Infrastructure Report : Policy Implications for Growth and Welfare, NCAER, New Delhi.
4. Parikh, K.S. (Ed.) (1997), India Development Report 1997, Oxford, New Delhi.
5. Parikh, K.S. (Ed.) (1999), India Development Report - 1999-2000, Oxford, New Delhi.
6. Turvey, R. (Ed.) (1968), Public Enterprises, Penguin, Harmondsworth.

**412: ECONOMICS OF INSURANCE**

3 Hrs. Duration

Max. Marks 80

**Unit I**

Economic security; Human quest for economic security through time; Exposure to losses; Role of insurance; Definition of insurance; Risk pooling and risk transfer; Economic and legal perspectives, Social vs. private insurance; Life vs. non-life insurance; Classification of life, health and general insurance policies.

Fundamentals of uncertainty and risk; Pure risk and speculative risk; Expected utility and decision-making under uncertainty; Expected utility and the demand for insurance; Moral hazard and insurance demand; Concept of risk management; Essentials of risk management; Elements of risk management - Risk assessment; Risk control and risk financing.

**Unit II**

Risk management and insurance in economic development, Insurance institutions as financial intermediaries; Insurance institutions as investment institutions; Insurance institutions in Indian capital market; Regulations governing investments of insurance institutions in India.

Fundamentals of life and health insurance; Functions of life and health insurance; Mathematical basis of life insurance; Plans of life insurance; Legal aspects of life insurance; Provisions of policies; Selection and classification of risks; Basics of premium construction.

**Unit - III**

Definition of general insurance; Types of general insurance; Importance of general insurance; Importance of general insurance in a country's economic development; Concept of short-term risk.

Wealth accumulation planning; Life cycle planning; Planning for accumulation, objectives; Purchase of insurance and accumulation planning; Investments - Tax-advantaged and tax non-advantaged; Essentials of individual retirement planning.

Regulation of insurance; Purpose of government intervention in markets; Theories of regulation; Insurance regulation in India; Insurance Regulation and Development Authority (IRDA).

**Suggested Readings:**

- Bailey, R. (Ed.) (1999), Underwriting in Life and Insurance, LOMA, Atlanta, Ga.
- Bhole, L.M. (1990), The Indian Financial System, Tata McGraw Hill, New Delhi.
- Bickelhaupt, D.L. (1992), General Insurance, Irwin Inc., Burr Ridge, Ill.
- Black, K. Jr. and H.D. Skipper Jr. (2000), Life and Health Insurance, Prentice Hall, Upper Saddle River, New Jersey.

- Finsinger, J. and M.V. Pauly (Eds.) (1986), The Economics of Insurance Regulation : A Cross national Study, Macmillan, London.
- Graves, E.E. and L. Hayes (Eds.) (1994), McGill's Life Insurance, The American College, Bryn Mawr, Pa.
- Head, G.L. and S. Horn II (1991), Essentials of Risk Management, Volume I, Insurance Institute of America, Malvern, Pa.
- Skipper, Jr. H.D. (Ed.) (1998), International Risk and Insurance : An Environmental managerial Approach, Irwin McGraw Hill, Boston.
- Tacchino, K.B. and D.A. Little (1993), Planning for Retirement Needs. The American College, Bryn Mawr, Pa.

**GROUP F****INFORMATION TECHNOLOGY MANAGEMENT****413 : PAPER I : RELATIONAL DATABASE MANAGEMENT SYSTEM**

Duration - 3 hrs.

Max Marks :80

**Unit - I**

**DBMS:** Object of database systems, data abstraction, data definition language, data manipulation language, data base manager, database administrator. Trade offs between utilities of data and control of data.

**Entity relationship model:** Entities and entity sets their relationship, mapping constraints, generalization, aggregation, use of ER model for the design of databases.

**Unit - II**

Introduction and history of relational database, system relational algebra, normalization upto DKNF.

**Introduction to SQL \* Plus:** Data types, operators, Data Definition Language (DDL) commands, Data Manipulation Language (DML) commands. Computations on table data. Functions, sub queries. Integrity constraints and Security specifications in SQL. Introduction to Oracle forms, reports.

**Unit - III**

**Communication and Network concepts:** Transmission media, network devices, topologies, LAN, MAN, WAN. Introduction to internet, e-commerce framework, Electronic Data Interchange, advantages of EDI, EDI standards.

**Suggested Readings**

1. Korth, Database Management System Concepts, McGraw Hill.
2. C.J. Date, An Introduction to Database Systems, Narosa.
3. Muller, Oracle Developers Guide, Tata McGraw Hill.
4. Ivan Bayross, SQL, PL/SQL Programming Language, BPB Publications.
5. Tanenbaum, Computer Networks, PHI.

6. Catherine Ricardo, Database Systems, Maxwell and Macmillan.
7. Ivan Bayross, Commercial Application Development Using Oracle Developer 2000, BPB Publications.
8. Leon and Leon, SQL Complete Reference, Tata McGraw Hill.

**414 : PAPER II : DECISION SUPPORT SYSTEMS AND  
OFFICE AUTOMATION SYSTEM**

Duration 3 hrs.

Max. Marks. : 80

**Unit - I**

**MS-Windows:** Concept of GUI, Windows explorer, Control panel, Accessories. Managing hardware and software, System tools - Backup, Disk Defragmenter, Scandisk.

**Advanced MS-Word:** Working with tabs, Page setup, Borders and shading, Print options. Creating and formatting tables, table autoformat, calculations in table, sorting text. Using graphics, templates and wizards. Mail Merge and miscellaneous features of MS Word.

**Unit - II**

**Advanced MS-Excel:** Formulas and functions, using date, time, addressing modes. Database management in a worksheet, Advanced formatting commands. Miscellaneous commands and functions- IF function, performing What-if analysis with data table, VLOOKUP, HLOOKUP, creating series, protecting range and workbook. Using data analysis tools.

**Unit - III**

**Introduction to HTML:** creating web page, methods of linking, text formatting arranging text in lists, images on web page, frames.

**Introduction to JAVA:** Object Oriented Programming (OOP) concepts, history and features of JAVA, tokens, constants, variables, data types, operators and expressions.

Decision making branching and looping, arrays. Classes and methods, interface packages, managing errors and exceptions.

Inheritance, method overloading and overriding, Multi threaded programming, Applet programming, creating and executing Applets, Applet life cycle.

**Suggested Readings**

1. S. Sangman, "MS Office 2000 for Windows"
2. Sanjay Saxena, Office 2000 for Everyone, Vikas publications.
3. Darnell, HTML Unleashed, BPB Publications.
4. Patrick Naughton, JAVA Complete Reference, Tata McGraw Hill.
5. E. Balaguruswamy, Introduction to JAVA Programming, PHI.