

SYLLABUS

For

MASTER IN MANAGEMENT STUDIES

Under Choice Based Credit System

Academic Session:

w.e.f. 2020-2022



for

***UNIVERSITY P.G. DEPARTMENT OF
MANAGEMENT STUDIES***

**Binod Bihari Mahto Koyalanchal University,
Dhanbad**

Members of Board of Studies of CBCS Post-Graduate Syllabus as per Guidelines of the Binod Bihari Mahto Koyalanchal University, Dhanbad

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3. Members

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(*HOD & Dean University Department of Commerce, BBMKU, Dhanbad*)
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(*HOD, University Department of Economics, BBMKU, Dhanbad*)
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(*Assistant Professor, University Department of Economics, BBMKU, Dhanbad*)
4. **Invited Member**

Dr. Devjani Biswas
(*Dean, Faculty of Social Sciences, BBMKU, Dhanbad*)

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**University Department of Management Studies,
Binod Bihari Mahto Koyalanchal University, Dhanbad**

***Semester Wise Course Structure for Master in Management Studies**

Semester	Paper code	Paper Name	Full Marks	End Semester Marks	Mid Sem (internal marks) written marks 20+day to day assessment includes C.C.A(5 MARKS)+Attendance (5 marks)
I	MMS -F-101 (credit/lecture) 5 credit,60 lecture+15 tutorials	Foundation (Perspective Management & Organisational Behaviour)	100	70	30
I	MMS-C-102 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (Statistics and Business Research Method)	100	70	30
I	MMS-C-103 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (Managerial Economics)	100	70	30
I	MMS-C-104 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (Management Accounting)	100	70	30
II	MMS-S-205 (credit/lecture) 5 credit,60 lecture+15 tutorials	Skill Enhancement Course(SEC) (Managerial Skill Development & Management Information System)	100	70	30
II	MMS-C-206 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (Marketing Management)	100	70	30
II	MMS-C-207 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (Human Resource Development)	100	70	30
II	MMS-C-208 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (Financial Management)	100	70	30

III	MMS-A -309 (credit/lecture) 5 credit,60 lecture+15 tutorials	Open Elective 1.GROUP A- (Brand Management) 2.GROUP B- (Personnel Management & Corporate Social Responsibility) 3.GROUP C- (Financial Market and Banking Operations) 4.GROUP D- (Production, Operation & Supply Chain Management)	100	70	30
III	MMS-C-310 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (Business Law and Ethics)	100	70	30
III	MMS-C-311 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (Project Management & Entrepreneurship Development)	100	70	30
III	MMS-C-312 (credit/lecture) 5 credit,60 lecture+15 tutorials	Core (internship)	100	70	30
IV	MMS-E-413A/413B/413C (credit/lecture) 5 credit,60 lecture+15 tutorials	Specialization centric A. Marketing Management (Sales and Distribution Management) B. Human Resource Management (Industrial Relations. & Labour law) C. Finance Management (Security Analysis and Portfolio Management) D. Production and Supply Chain Management (Planning and Control of Operations)	100	70	30

IV	MMS-E-414A/414B/414C (credit/lecture) 5 credit,60 lecture+15 tutorials	Specialization centric A. Marketing Management (Consumer Behaviour) B. Human Resource Management (Human Resources Development) C. Finance (Derivatives And Risk Management) D. Production and Supply Chain Management (Productivity Management)	100	70	30
IV	MMS-E-415A/414B/414C (credit/lecture) 5 credit,60 lecture+15 tutorials	Specialization centric A. Marketin Management (Customer Relationship Management) B. Human Resource Management (Organizational Development & Change Management) C. Finance (International Finance Management) D. Production and Supply Chain Management (Supply chain Management)	100	70	30
IV	MMS-D-416 5 credit,150 lectures	Dissertation/project	100	70	30
		Total Marks	1600	1120	480

Note: Symbol of Paper: The first three symbols in Roman capital letters indicate the subject. The next symbol(s) denotes Foundation (F), Core (C), Discipline Centric Elective (E), Skill Enhancement Course ie. SEC (S), etc. Out of the next three digits, the first digit indicates the semester e.g. 1,2,3,4 for semester I, II, III, IV respectively, and the next two digits indicate paper number. The last letter T indicates Theory Eg **MMS-F-101**: This denotes the 1st paper of 1st Semester of Foundation course in Management Studies.

Details of papers in each Semester	:	Perspective Management & Organisational Behaviour.(MMS-F-101)
Semester	:	I – FOUNDATION

****Instruction to faculty members and Question Setter***

A. for Foundation, specialization, elective and core Papers:

Mid Semester Examination (MSE):

There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of multiple type questions consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “Best of Two” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module I. Evolution and Function of Management

1.1-Evolution of Management era, Theories and approaches of Management (Scientific management, Bureaucratic Management, Administrative Management, Hawthorne Experiments)

1.2 -Functions of Management: Planning, Organising, Directing, Coordination, Controlling and Staffing with their concepts and process.

Module II. Leadership and Strategic Management

2.1-Leadership: Concepts and skills of leadership, Difference between leadership and management,

2.2 -Strategic Management Definition, Decision making-concept, Process, Tools

2.3 -Change Management, Various steps to be followed to bring about change.

Module III. Modern Management and Corporate Governance

3.1- Modern Management –Systems Theory, Contingency Theory, Emerging Approaches – Theory Z, McKinsey 7-S & Quality Management

3.2 Corporate governance-Concept, BCG model, Porter generic strategies.

3.3. Ansoff's growth vectors, competency-concept and its mapping.

Module IV. Organizational Behaviour, Personality and Organizational Design

4.1 -Introduction to OB, Personality-Meaning and Determinants of Personality, Perception and its process

4.2- Attitude and Value-formation and there concept. Motivation -Concepts and Theories .Learning-concepts and Theories .Morale and Fatigue.

4.3Group-concept, group formation, group Behaviour and group dynamics

4.4 Organisational Design: Structure, Span of control, Centralization

Module V. Entrepreneurship Development

5.1-Entrepreneurship Development – Concept, Types, Theories and Process, Developing Entrepreneurial Competencies

5.2-Intrapreneurship – Concept and Process Women Entrepreneurship and Rural Entrepreneurship

5.3-stress-concept, causes, remedies

Suggested Readings

1. *Principles and Practices of Management* by Dr. Kiran Nerkar and Dr. Vilas Chopde ,Dreamtech Press
2. *Principles of Management – Davar*, Progressive Corporation Ltd
3. *Organisational Behaviour*-Kalyani publication
4. *Strategic Management – V S P Rao & V Hari Krishna*,Excell books.

Details of papers in each Semester	:	Statistics and Business Research Methods (MMS-C-102)
Semester	:	I – Core

Instruction to faculty members and Question Setter

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I Foundations of Research:

1.1. Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management.

1.2. Questions in Research: Formulation of Research Problem – Management Question – Research Question – Investigation Question.

- 1.3. The process of business research: Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up- The iterative nature of business research process, Elements of a Research Proposal.
- 1.4. Practical considerations: Values –researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy Deception, Reciprocity and trust, Affiliation and conflicts of interest.
- 1.5. Legal considerations - Data management, Copyright.

Module II Research Design

- 2.1. Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect,
- 2.2. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative Research approaches,
- 2.3. Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis.
- 2.4. Concept of Hypothesis Testing - Logic & Importance.

Module III Data and Measurement

- 3.1. Data & Measurement: Meaning of data, Need for data.
- 3.2. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency.
- 3.3. Primary Data: Definition, Advantages and disadvantages over secondary data. Measurement: Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, and Ratio.
- 3.4. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales,
- 3.5. Questionnaire: Questionnaire Construction – Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.

Module IV: Sampling

- 4.1. Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.
- 4.2. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

4.3. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.

4.4. Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected)

Module V Data Analysis & Report Writing:

5.1. Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables,

5.2. Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation.

5.3. Correlation Analysis - meaning & types of correlation, Regression analysis, Chi-square test Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test.

5.3. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms.

5.4. Report Writing

Suggested Readings

1. *Statistics for Management* Richard Levin, David Rubin, Prentice Hall of India.
2. *Complete Business Statistics* Aczel Sounderpandian, Tata McGraw Hill.
3. *Statistics for Managers* Levine, Stephen, Krihbiel, Berenson, Pearson Education.
4. *Research Methodology Methods & Techniques* – C.R. Kothari, New Age International Publisher.
5. *Business Research Methods* – Naval Bajpai – Pearson Publications

Details of Papers in each Semester	:	Managerial Economics – (MMS-C-103)
Semester	:	I – Core

****Instruction to faculty members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

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Module I. Meaning and Scope of Managerial Economics

1.1-The Meanings and scope of Managerial Economics, nature of firms, objectives of firms, Baumol's theory of sales maximization

1.2-Consumer Behaviour-I: Demand, types of demand, factors affecting demand & demand function, Making of linear demand function & linear demand curve, Law of demand, Consumer's surplus

1.3- Concept of elasticity of demand and its significance for a businessman, Types of Elasticity – Price Elasticity of Demand, Income Elasticity of Demand, Cross elasticity of demand & Promotional Elasticity of Demand,

1.4-Supply – Factors affecting supply & the Law of supply, Elasticity of Supply

1.5-Production analysis-Laws of Variable Proportions – Production function in the short run and long run, returns to scale

Module II Market Concept

2.1-Market-concept, Types of markets: Perfect competition, monopoly, oligopoly & monopolistic competition – features

2.2-Pricing and Employment of inputs in different types of markets,

Module III. Pricing Strategies

3.1. Factors affecting pricing decision Marginal cost pricing, Mark up pricing,

3.2-Profit Management, Nature and measurement of profit, profit policies, The hypothesis of profit maximization and its alternatives.

Module IV. Cost Function

4.1. Determinants of cost, forecasting of cost, short and long run cost.

4.2--Economies of scale, diseconomies of scale

Module V. Macro Economic concept

4.1. National Income, Marginal Propensity of Consume Multiplier,

4.2. Inflation-causes, Effects and measures to control, Economic Development-NITI Aayog, GST

Suggested Readings

1. *Management Economics in a Global Economy* by Dominic Salvatore Harcourt college publisher.
2. *Managerial Economics* by Suma Damodaran, Oxford University Press.
3. *Microeconomics for Business* by Satya P Das Sage Publication.
4. *Managerial-Economics*-D.N.Dwivedi, Pearson publication
5. *Managerial Economics* RL Varshney & K L Maheshwari Sultan and Chand Publication.

Details of papers in each Semester	:	Management Accounting (MMS-C- 104)
Semester	:	I (core)

**Instruction to faculty members and Question Setter*

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Module I. Basic Concepts

1.1. Forms of Business Organization. Meaning and Importance of Accounting in Business

Organization,

1.2. Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions,

1.3. Fundamental Accounting Equation, Journal, Ledger and Trial Balance.

Module II. Financial Statement

2.1. Financial Statements: Meaning of Financial Statements, Importance and Objectives of Financial Statements.

2.2. Preparation of Final Accounts of sole proprietary firm.

Module III Cost Accounting

- 3.1. Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting,
- 3.2. Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs,
- 3.3. Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost,
- 3.4. Preparation of Cost Sheet.

Module IV Short Term Business Decision Techniques

- 4.1. Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis,
- 4.2. Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions,
- 4.3. Shutting Down Decisions.

Module V Exercising Control

- 5.1. Budgetary Control & Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages.
- 5.2. Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget.
- 5.3. Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis.

Suggested Readings

- 1. Management Accounting, Khan and Jain, Tata McGraw Hill
- 2. Fundamentals of Management Accounting, H. V.Jhamb, Global Professional Publishing.
- 3. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni,Himalaya Publishing House.
- 4. Management Accounting, Dr. Mahesh Kulkarni, Nirali Prakashan.
- 5. Management Accounting RSN pillai, S Chand Publication.
- 6 .Management accounting I M Pandey, Vikash Publication.

Details of Papers in each Semester	:	Managerial Skill Development & Management Information System. – (MMS-S-205)
Semester	:	II (Core)

****Instruction to faculty members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:
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Module I Introduction

- 1.1. Communication: Meaning, Nature, Process, Types, Importance
- 1.2. Different Forms Communication.
- 1.3. Communication Networks, Formal and Informal Communication, Grapevine, Significance of Corporate Communication
- 1.4. Barriers to Communication, Causes of Barriers.
- 1.5. Types of Barriers and Ways to Deal with Them.

Module II Principles of Business Letter Writing

- 2.1 Nature & Function of letters, Principles, Elements of structure, Forms of Layout, Styles of presentation.
- 2.2 Business Correspondence: Inviting quotations, Sending quotations, Placing orders, Inviting tenders,
- 2.3 Sales letters, claim & adjustment letters and social correspondence.

Module III Other Business Communications

- 3.1. Memorandum, Essentials of a memorandum, Drafting Inter-office Memo,
- 3.2. Notices, Agenda, Minutes,
- 3.3. Job application letter, preparing the Resume
- 3.4. Ethical and legal issues in business communication.

Module IV Report writing

- 4.1. Report writing - What is a report, Objectives of report, types of report,
- 4.2. Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts,
- 4.3. Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports

Module V. Management Information System

- 5.1 Hardware, Software & Communications Technology for Information Systems,
- 5.2 MIS – Definition, Basic elements, Characteristics, MIS as a Corporate Resource
- 5.3 Artificial Intelligence, Data Mining, Big Data, Business Analytics

5.4 Enterprise Resource Planning, Customer Relationship Management.

Suggested Readings

1. *Business Communication Today*, Bovee C L et. al., Pearson Education.
2. *Business Communication*, P.D. Chaturvedi, Pearson Education.
3. *Business Communication*, T N Chhabra, Bhanu Ranjan, Sun India Publication.
4. *Verbal and Non-Verbal Reasoning*, Prakash, P, Macmillan India Ltd., New Delhi
5. *Management Information System* S Sadgopan Publisher: PHI Learning

Details of papers in each Semester	:	Marketing Management – (MMS-C-206)
Semester	:	II (Core)

****Instruction to Faculty Members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

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Module I. Introduction and Concept of Marketing

1.1. Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix;

1.2 Strategic Marketing Planning – an overview. Market Analysis and Selection: Marketing environment – Macro and Micro components and their impact on marketing decisions; Market segmentation and positioning;

1.3 Buyer Behaviour; Consumer Versus Organizational Buyers;

1.4 Consumer Decision Making Process

Module II. Product Decision

1.1. Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix;

2.2 Branding; Packaging and labelling;

2.3 Product life cycle – strategic implications; New product development and consumer adoption process.

2.4 Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Module III. Distribution Channel and Promotion

3.1. Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries;

3.2. Channel Management Decisions; Retailing and wholesaling.

3.3. Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations;

3.4. Determining Advertising Budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Module IV -Marketing Research

4.1. Marketing Research: Meaning and scope of marketing research; Marketing research process.

4.2. Marketing Organisation and Control: Organising and controlling marketing operations.

Module V. Issues and Developments in Marketing

5.1. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing;

5.2 Marketing of services; International marketing;

5.3. Green marketing; Cyber marketing;

5.4 Relationship Marketing and other Developments of Marketing

Suggested Readings

1. *Marketing Management (A South Asian Perspective)* by Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Pearson Education.
2. *Principles of Marketing* Philip Kotler, Pearson Education.
3. *Marketing Management* by R. Varshney, S. Chand & Sons publication
4. *Marketing Management* by Rajan Saxsena, Tata McGraw Hill
5. *Marketing Management* Rajan, Govinda, Phi learning PVT Ltd

Details of papers in each Semester	:	Human Resource Management – (MMS-C – 207)
Semester	:	II (Core)

****Instruction to faculty members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of multiple type questions consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “Best of Two” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module I. Introduction to HRM

1.1. Human Resource Management, Definition Concept and Significance of HRM

1.2. Principles and Objectives, Designing and Development HR System

Module II. Human Resource Planning

2.1-Human Resources Planning, Job Analysis- Job Evaluation & Job specification, job enlargement, job Enrichment, job rotation

2.2- Recruitment & Selection-methods and difference between recruitment and selection, Placement, Transfer and Promotion,

2.3-Compensation – Introduction, objective, Different methods of deciding compensation. Maintenance & Separation

Module III. Training and Development

3.1-Training & Development – Methods of training, evaluation of training,

3.2-Performance Management- Importance and process of performance management, Performance appraisal and its methods.

3.4-Organizational Strategic Planning and succession planning

Module IV. HRD concept and Techniques

4.1-HRD-concept and techniques

4.2 -Gender Issues at work place.

4.3-Career planning –process, need and phases

Module V International human resource management

5.1-IHRM-concept and practices

5.2- Workforce diversity management

Book suggested

1. *Human Resource Management* – P. Subaa Rao, Himalaya Publishing House.
2. *Human Resource Management*-Gary Dessler, Pearson Publication.
3. *Human Resource Management*, Joshi Rosy Gupta Shashi K, Kalyani Publishers
4. *Human Resource Management* Sashi Gupta Kalyani publishers
5. *Human Resource Management* K Aswathapa, McGraw-Hill Education

Details of papers in each Semester	:	Financial Management – (MMS-C-208)
Semester	:	II (Core)

****Instruction to Faculty Members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I: Business Finance

- 1.1 Introduction to Business Finance, Meaning and Definition of Financial Management.
- 1.2. Objectives of Financial Management- (Profit Maximization and Wealth Maximization).
- 1.3. Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision),
- 1.4. Finance and its relation with other disciplines, Functions of Finance Manager

Module II: Techniques of Financial Statement Analysis

- 1.2. Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements,
- 2.2. Comparative Statements, Trend Analysis, Ratio Analysis,
- 2.3. Funds Flow Statement & Cash Flow Statement

Module III: Working Capital Management

- 3.1. Meaning of Working Capital, its components & types, Operating Cycle,
- 3.2. Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)

Module IV: Capital Structure

- 4.1 Capital Structure: Meaning and Factors affecting Capital Structure,
- 4.2. Different sources of finance.
- 4.3. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.

Module V: Capital Budgeting

- 5.1 Capital Budgeting: Meaning, Definition of Capital Budgeting,
- 5.2 Time value of money.
- 5.3 Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR.

Suggested Readings

1. Financial Management – I.M. Pandey, Vikas Publishing House Pvt Limited.
2. Financial Management – Prasanna Chandra, McGraw Hill Education.
3. Financial Management – M.Y. Khan and P.K. Jain, Tata McGraw-Hill.
4. Principles of Corporate Finance – Myers and Brealey, McGraw-Hill/Irwin.
5. Financial Management: Theory and practice – Brigham Eugene F; Ehrhardt, Michael, Pearson Publication.

Details of papers in each Semester	:	Brand Management – (MMS-A-309)Group A
Semester	:	III (Open Elective)

****Instruction to Faculty Members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.*

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module I. Introduction to Product and Brand

- 1.1-Introduction to Product & Brand Management, Emergence as a separate area of study,
- 1.2-Product, Product Levels, Product Hierarchy, Classification of Product

Module II. Product Mix

- 2.1Product Mix - A strategic choice, Product Mix decision
- 2.2Product Line decision - strategic decision involving adding or pruning product lines

Module III. Product Positioning

- 3.1-Concept of STP & strategies, Product Positioning, Developing Positioning Strategy,
- 3.2-Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy

Module IV. Product Research & Development

- 4.1-Product Research - Importance, tools and analysis,
- 4.2-Product Development & Testing, Product Launch Decisions

Module V.Branding and Brand Decision

- 5.1-Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning,
- 5.2-Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service, e-branding.

Suggested Readings

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition
2. Product Management, Donald R. Lehmann and Russell S. Winer , Fourth Edition, TMH Publication.
3. *Marketing Management (A South Asian Perspective)* by Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Pearson Education.
4. *Principles of Marketing* Philip Kotler, Pearson Education.
5. *Marketing Management* by R. Varshney, S. Chand & Sons publication
6. *Marketing Management* by Rajan Saxsena, Tata McGraw Hill

Details of papers in each Semester	:	Personnel Management & Corporate Social Responsibility (MMS-A-309) Group B
Semester	:	III (Open Elective)

****Instruction to Faculty Members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will***

contain descriptive type five questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “Best of Two” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module I. Personal Management Introduction

1.1-Personnel management- concept, evolution, functions, structure of personnel department ,line and staff ,difference between Human resource and personnel management.

1.2- Labor market analysis – Demand for and supply of Labour- determinants of demand for and supply of labor – Mobility of labor –

1.3- Problems for Labor Market – migratory, casual labor

Module II. Labor Market Equilibrium

2.1--Labor Market Equilibrium, Wage determination, Changing market conditions and wages, Income taxes and wage, Wage regulations and wage Monophony

2.2-Internal job markets and different considerations behind wage setting

2.3 Investment in Human Capital ,Individual's choice of educational attainment , Costs and benefits of human capital investments , Who should invest in human capital – the individual or the firm?

Module III. Discipline & Grievance Procedure

3.1.Discipline & Grievance Procedure: Definition, Disciplinary Procedure Model, , Grievance resolution procedure.

3.2. Code of conduct, Procedure of conducting domestic enquiry by observing principles of natural justice.

3.3.Termination of Employment: Retirement, Resignation & Termination of Contract, Layoff & Exit Interview,

Module IV. Introduction to CSR

4.1 Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR.

4.2. Models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR;

4.3.CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII,

Module V. Assessment and Evaluation of CSR

5.1-Assessment and Evaluation of CSR under current guidelines

Suggested Readings

1. *Human Resource Management, text and cases*-Aswathppa (Tata McGraw-Hill Education)
2. *Predictive HR Analytics: Mastering the HR Metric*:Kirsten & Martin Edwards
3. *Human Resource Management* – P. Subaa Rao, Himalaya Publishing House.
4. *Human Resource Management*-Gary Dessler, Pearson Publication.
5. *Human Resource Management*, Joshi Rosy Gupta Shashi K, Kalyani Publishers

Details of papers in each Semester	:	Financial Market and Banking Operations (MMS-A-309) Group C
Semester	:	III (Open Elective)

****Instruction to Faculty Members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I Basic Concepts of Indian Financial System

- 1.1. Structure and Components of Indian financial system. Role of financial system in economic development.
- 1.2. Introduction to financial Institutions – Banking – Non Banking Institutions.
- 1.3. Role and Functions of Banks and their Contribution to Indian Economy.

Module II Introduction to Financial Markets

- 2.1. Functions and Classification of Financial Market.
- 2.2. Money market: Money Market Instruments, Structure of Money Market, The reforms in Indian Money Market.

- 2.3. Capital market: Components & Functions of Capital Markets, Capital Market Instruments.
- 2.4. Derivatives markets, Futures markets, and Foreign exchange markets
- 2.5. SEBI, Introduction, Objective, Role and Function of SEBI in Capital market.

Module III Types of Banks & NBFCs

- 3.1. Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks
- 3.2. NBFCs
- 3.3. Types of Banking: Wholesale and Retail Banking, Investment Banking, Corporate Banking, Private Banking, Development Banking.

Module IV Concepts in Banking and Accounting of transactions

- 4.1. Accounting in banks,
- 4.2. Electronic Banking, RTGS, ATM, MICR, OCR, OMR, and DATANET,
- 4.3. Petty Cash, Electronic Clearing Service (ECS),
- 4.4. National Electronic Funds Transfer (NEFT) System, Real Time Gross Settlement (RTGS) System, IMPS.

Suggested Readings

- 1. Principles and Practices of Banking –R GUPTA, Ramesh Publishing House
- 2. Banking and Finance- Arun Arora , Seema Nashier Rana ,Mc Graw Hill.
- 3. Macroeconomics for Management Student by A. Nag. Laxmi Publications.
- 4. The Theory and Practice of Banking by Henry Dunning Macleod, Nabu Press.
- 5. Banking and Financial Services ,N. Mukund Sharma ,Himalaya Publication.

Details of papers in each Semester	:	Production, Operation & Supply Chain Management (MMS-A-309)Group D
Semester	:	III (Open Elective)

Module I. Basic Production Management Concepts

- 5.1 Production design: Process planning – plant capacity - capacity planning – make or buy decisions – Use of cross over chart for selection processes.
- 1.2. Plant location: Factories to be considered in plant location – choice of general region, particular community and site – Multiplant location decision – Plant location trends.
- 1.3. Layout of facilities: Principles of a good layout – Layout factors – Basic types of layout – Service facilities – Principles of materials Handling – Materials handling equipment.

Module II. Production and Inventory Control

- 2.1 Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Activating and Monitoring

- 2.2 Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity Reorder point – Safety stock
- 2.3 Classification and codification of stock - Classification and codification of stock – ABC classification – Procedure for stock control,
- 2.4 Materials Requirement Planning (MRP), JIT.
- 2.5 Implications for Supply chain Management.

Module III. Operations Scheduling

- 3.1. Introduction, Purpose of Operations Scheduling, Factors Considered while Scheduling,
- 3.2. Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines,
- 3.3. Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services

Module IV. Introduction to Supply Chain Management

- 4.1. Generic Types of Supply Chain; Various Definitions and Implications
- 4.2. Major Drivers of supply chains;
- 4.3. SCM as a profession

Module V. Inventory and Transport Management in Supply Chain

- 5.1. Types of Inventory Supply/ Demand Uncertainties; Vendor Managed Inventory Systems.
- 5.2. Inventory Performance Measures; Transportation Selections.

Suggested Readings

1. *Supply Chain Management by Bidur (Vikas Pub. house)*
2. *Supply Chain Management by R.P. Mohanty & S.G. Deshmukh; Bizantra.*
3. *Supply Chain Management: strategy, planning & operation; Chopra, Sunil Meindl, Peter, New Delhi : Pearson Education.*
4. *Production and Operation Management K. Aswathappa , K. Shridhara Bhat, Himalaya Publishing House*
5. *Production and Operation Management S N Chary ,Mc Graw hill*

Details of papers in each Semester	:	Business Law & Ethics (MMS-C-310)
Semester	:	III (Core)

****Instruction to Faculty Members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of multiple type questions consisting of 1 mark each. Group B will contain descriptive type five questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day &

Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I. Indian Contract Act 1872

1.1-Indian Contract Act 1872 – Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract.

Module II Special Contract Act

2.1-Special Contracts – Indemnity – Concept, Rights and Duties of Parties

2.2-Guarantee – Concept, Difference Between Indemnity and Guarantee, Bailment – Concept Sale, Duties and Rights of Parties.

Module III. Indian Partnership Act 1932 and Companies Act 1956

3.1-Indian Partnership Act 1932 – Meaning and Nature of Partnership, Essential Elements of Partnership and Firms, Registration of Firms

3.2-Companies Act 1956 – Meaning Salient Features and Types of company, Lifting of Corporate Veil, Difference between public and Private company, Company Management – Directors – Appointment and Duties, Managing Director and Board of Directors

Module IV Consumer Protection Act 1986

4.1-Consumer Protection Act, 1986 -Introduction, definitions consumer, complaint, complainant, defect, deficiency, consumer Dispute, trader, manufacturer, restrictive trade practice, unfair trade practice, Consumer Councils

4.2-Redressal agencies under the Act and their Jurisdiction- Pecuniary, Territorial, Appellate and revision

4.3-Powers of Redressal agencies, procedure on receipt of a complaint, remedial orders and penalties for Frivolous and vexatious complaints

Module V Business Ethics

5.1-Ethics- Meaning & Intro, Types, Characteristics, Need, and its Theories. Evolution of Ethics,

5.2-Sexual Harassment at Workplace

5.3- Business Ethics – Nature, Introduction and application. Indian constitution and Ethics

Suggested Readings

1. Business Law, Satish B Mathur, McGraw – Hill
2. Business Law: One should Know, Ajay Garg, Navi Publication
3. Business Law Tejal Sethy, Pearson publication.
4. Business Law, Awtar Singh, EBC Publishers.
5. Business Law, Kapoor N D Sultan Chand Publication

Details of papers in each Semester	:	Project Management & Entrepreneurship Development (MMS-C-311)
Semester	:	III (Core)

****Instruction to Faculty Members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

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Module I: Basics of Project Management:

- 1.1. Introduction, Need for Project Management,
- 1.2. Essentials of Project Management Philosophy, Project Management Principles
- 1.3. The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes,
- 1.4. Project Identification and Selection, Project Initiation, Feasibility studies.

Module II: Project Planning and Project Risk Management

- 2.1. Need of Project Planning, Project Life Cycle,
- 2.2. Project Planning Process, Work Breakdown Structure (WBS)
- 2.4. Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts
- 2.5 Project Risk Management, Risk identification, Risk Analysis, and reducing Risk
- 2.6 Project Quality Management, Project Management Information System (PMIS).

Module IV: Entrepreneurship Development and Leadership

- 4.1. The Entrepreneur, Profile analysis, Behavior and Motivations, Lean Start –up, The Entrepreneurial Ecosystem, Entrepreneurs and Strategic Decisions,

- 4.2. Sustainability of Entrepreneurship: Dilemmas of an Entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market,
- 4.3. Building and Managing the Founder Team, Attracting and retaining the right people,. The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors,
- 4.4. Employee Management and Leadership in the Workforce,

Module V: Developing a Financial Roadmap for Entrepreneurship

- 5.1. Planning/Budgeting: Developing a Financial Roadmap,
- 5.2. Financial Statements: the four Components, How to budget for startup success, Bootstrapping and alternative sources of funding.
- 5.3. Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding,
- 5.4. The Pitch: Preparing for your investor presentation, Elements of the perfect investment pitch

Suggested Readings

1. *Project Planning estimation and assessment by Prasanna Chandra.*
2. *Project Management: The Managerial Process by Gray and Larson 3E Tata McGraw – Hill*
3. *New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson*
4. *The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.*
5. *Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd*
6. *Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi*

Details of papers in each Semester	:	Internship (MMS-C-312)
Semester	:	III (Core)

Course Objective:

The Primary objective of the Internship Programme (IP) is to enable students gain an exposure to industry and understand current and contemporary management practices through practical training in a company.

Internal = 30
Semester end = 70

The End Semester Examination, shall have two components: Assessment of Internship (four to six week) Project Report (70 marks) and Viva voice by External Examiners (30 marks).

The Assessment of Internship Project Report shall be done by Internal Faculty Guide (30 marks) and External Examiner (Industry or subject matter expert) (40marks).

Group A -Marketing Management

Details of papers in each Semester	:	Sales and Distribution Management – (MMS-E – 413 A)
Semester	:	IV

****Instruction to Faculty Members and Question Setter***

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

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End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I. Sales Management

1.1-Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting Methods, Sales Planning and Control, 1.2-Sales Organization : Need for sales Organizations, their structure, Sales Managers Function and responsibilities, Specific Characteristics of a successful salesman, Recruiting, Selection and Training of Sales force,

1.3-Sales Training, motivating the Sales Team: Motivation Programs – sales Meeting

Module II. Sales Force Management

2.1-Sales Force Management-personnel management in sales fielding, recruitment and selection of sales personnel, planning executing and evaluating sales training programmes

2.2-.Motivating and Compensating sales personnel, sales meeting and contest, sales control and cost analysis.

Module III Physical Distribution

3.1-Physical distribution – Definition, Importance participants in physical distribution process,

3.2-Different forms of channels, Functions of Marketing Channels, Integrated Marketing Channels Horizontal, Vertical, Multi – Channel Management – Channel Selection Process & criteria .

Module IV. Channel Implementation and Performance Measurement

4.1-Channel Implementation and Performance Measurement: Channel Power,

4.2-Conflict Management, Implementing Channel Decisions, Legal Issues in Distribution Management

Module V Channel Institution

5.1-Channel Institutions: Retailing, Wholesaling, Logistics and Supply Management, Franchising, Non-Store Retailing and Electronic Channels.

5.2-Contemporary issues in sales and distribution management.

Suggested Readings

1. Sales Management, Still Cundiff & Govani, Prentice Hall India
2. Professional Sales Management, Anderson, Hair & Bush, Taya McGraw Hill
3. Management of sales force, Stanton & Spiro McGraw Hill International
4. Sales Management, Futrell 6th edition Thomson South Western
5. Marketing management By Philip Kotler, Pearson Publication.

Details of papers in each Semester	:	Consumer Behaviour - (MMS-E – 414 A)
Semester	:	IV

**Instruction to Faculty Members and Question Setter*

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. **“Best of Two”** shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I Nature and Scope of Consumer Behaviour

1.1-Nature, Scope and Determinants of Consumer Behavior, the application of consumer behavior, Principles to Strategic Marketing

1.2-Consumer Decision Making: four views of consumer decision making- Economic man, Cognitive man, Emotional man, Passive man

1.3-Consumer Decision process, Factors influencing consumer decision making process
Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model, Seth Family decision model.

Module II Determinants of Consumer Behaviour

2.1- -Personality, Perception, Learning, Motivation and Attitude.(Structural model of attitude, Tri component attitude model, Multi attribute model.) and

2.2- Attitude Scaling Techniques.

Module III. Group Influence and Social Class

3.1-Group Influence (The influence of Culture & sub culture, Characteristics of Culture, The measurement of culture),

3.2-Social Class: The measurement of social class, Reference group and family, Family life Cycle (FLC), Lifestyle profiles of the social class (AIO & VALS),

Module IV. Consumer Psychographic and Opinion Leadership

4.1-Consumer Psychographics: Constructing a psychographic inventory, application of psychographic analysis,

4.2-Opinion Leadership Process: Measurement of opinion leadership

Module V. Consumer Research

5.1-Consumer Research, Diffusion of Innovations: The diffusion process, the adoption process,

5.2 A profile of the consumer innovator.

5.3. Consumer Behaviour Applications for Profit and Not - For - Profit organization.

Suggested Readings

1. *Consumer Behaviour*, Schiffman & Kanuk and S Ramesh Kumar, 10th edition Prentice Hall India.
2. *Consumer Behaviour*, Loudon & Della Bitta, 14th edition Tata McGraw Hill
3. *Consumer Behaviour*, Loudon & Della Bitta, 14th edition Tata McGraw Hill
4. *Consumer Behaviour Building Marketing Strategy*, Hawkind David Mothersbaug & Amit Mookerjee, 11th edition McGraw Hill international edition.
5. *Consumer Behaviour Text & Cases*, Satish Batra & S.H.H Kazmi

Details of Papers in each Semester	:	Customer Relationship Management - (MMS -E- 415 A)
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

There will be two groups of questions in written examinations of 20 marks. Group A is compulsory and will contain five questions of multiple type questions consisting of 1 mark each. Group B will

contain descriptive type five questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “Best of Two” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module I. CRM Concept

- 1.1-CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships -
- 1.2-CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Module II CRM in Marketing

- 2.1-CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention
- 2.2- Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization
- 2.3- Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Module III Analytical CRM

- 3.1-Analytical CRM - Managing and sharing customer data - Customer information
- 3.2 -Databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Module IV. CRM Implementation

- 4.1 CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. -
- 4.2-Choosing CRM tools - Defining functionalities – Home grown versus out-sourced approaches.

Module V. Managing Customer Relationship

- 5.1- conflict, complacency, Resetting the CRM strategy
- 5.2-Selling CRM internally - CRM development Team - Scoping and Prioritizing - Development and delivery – Measurement

Suggested Readings

1. CRM Hand Book A Business Guide to Customer Relationship Management 1st Edition by Jill Dyche Addison – Wesley
2. Customer Relationship Management : A Strategic Perspective, G. Shainesh, Jagdish N Sheth, Macmillan

3. CRM, Urvashi Makkar & Harinder Kumar Makkar, Tata McGraw Hill Education Private Ltd.
4. CRM Concept and Cases second edition, Alok Kumar Rai, PHI
5. Customer Relationship Management Kumar, V., Reinartz, Werner, Springer publication.

Group B -Human Resource Management

Details of papers in each Semester	:	Industrial Relations & Labour law – (MMS – E-413 B)
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization ,Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I Industrial Relation

1.1-Industrial Relations: Definition, Approaches to IR, Parties to IR, Industrial Worker in India-labour market and there feature, Problems of Industrial Workers: Absenteeism, Commitment,

1.2-industrial Dispute: Causes, Types, Settlement of Disputes, Collective Bargaining : Prerequisites, Process, Growth of Collective Bargaining in India,

1.3-Workers Participation in Management: Concept, Purpose, Workers Participation Scheme in India,

1.4-Trade Unions:- Origin, Meaning, Objective, theories, Growth, Structure and types, Problems in India Labour Welfare.-Concept ,Theories ,Principles and Purpose, Statutory & Non – Statutory Provisions of labour welfare.

Module II. The Constitution of India & Labour Laws

2.1 • Constitution of India vis –a – vis Labour Legislations • Art. 12. Definition • Art. 13. Laws inconsistent with or in derogation of the fundamental rights • Art. 14. Equality before law • Article 15. Prohibition of discrimination on grounds of religion, race, caste, sex or place of birth • Article 16. Equality of opportunity in matters of public employment • Reservation Policy & Art. 16 • Article 19. Protection of certain rights regarding freedom of speech etc. • Test of Reasonable Restriction • Art. 19 & Demonstration • Art. 19 & Right to Form Unions • Art. 19 & Closure • Art. 21 Protection of life and personal liberty • Art..21A. - Education for Children

2.2. Art. 23. Prohibition of traffic in human beings and forced labour • Prohibition of employment of children in factories, etc •

2.3. Right to Constitutional Remedies • Habeas Corp

Module III. Labour Laws

3.1. Group A (Laws for Industrial Relations-1. Trade Union Act 1926 , 2.Industrial Dispute Act 1947)

3.2.Group B(laws for industrial safety and health-1. The Factories Act 1948)

3.3.Group C(laws for child and women labour 1. Equal Remuneration Act 1976)

Module IV. Laws for Social Security

4.1.Group D(1.The Employee's Compensation Act 1923

4.2.The Employee's State Insurance Act 1948

4.3. Employee's Provident Fund And Miscellaneous Provisions Act 1952

4.4.The Payment Of Gratuity Act 1972 5.The Maternity Benefit Act 1961

Module V. Law of Labour and welfare

5.1.Group E(Laws for labour welfare- 1.The Contract Labour regulation and abolition act 1970)

5.2.Group F(Laws for Wages 1. The Payment of Wages act 1936 2. The Minimum Wages act 1948 3. The Payment Of Bonus Act 1965.)

Suggested Readings

1. Mamoria C.B. & Mamoria, S. *Dynamics of industrial Relations in India*. Himalaya Publishing House
2. Sharma, A. M. *Industrial Relations: Conceptual & Legal Framework*. Himalaya Publishing House.
3. Mamoria, C.B. Mamora, S & S. V. Gankar, *Dynamics of Industrial Relations in India*. Himalaya Publishing House
4. Dr. Satish kumar and Anju Agarwal: *Industrial Relations & Labour law*, SBPD Publication

Details of papers in each Semester	:	Human Resources Development – (MMS -E-414 B)
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will**

contain descriptive type five questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “Best of Two” shall be applicable for computation of marks for SIA.

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End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module I. HRD Concept and Interventions

1.1-H.R.D.-Concept, Importance, Objectives, Features, HRD matrix, HRD principles

1.2-HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.

Module II. HRD Process

2.1-HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

2.2-HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD;

2.3- HRD Mechanisms for Workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on developmental activities

Module III HRD Application and Trends

3.1-HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry;

3.2-Integrating HRD with Technology, Employer Branding and other emerging trends

Module IV. HRD Organizations

4.1-HRD in Organizations: Selected cases covering HRD practices in government organizations, Manufacturing and Service Industries and MNCs;

4.2-International Experiences of Human Resource Development

Module V. Quality Work Life

5.1-Quality of work life- introduction and Essentials of quality of work life, Productivity Concept in Context HRM- Total quality Management, Quality Circle, Kizen principle

5.2-International Human Resource Management Concept, International Human Resource Management Practices –Recruitment practices by Multinational organizations

Suggested Readings

1. Group Dynamics for Teams, by Daniel Levi
2. Group Dynamics And Team Building: A Hand Book, Hiriappa.B

3. *Human Resource Management, text and cases-Aswathppa (Tata McGraw-Hill Education)*
4. *Predictive HR Analytics: Mastering the HR Metric:Kirsten & Martin Edwards*

Details of papers in each Semester	:	Organizational Development & Change Management (MMS – E-415 B)
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization, Elective and Core Papers:

Mid Semester Examination (MSE):

*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.*

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks).

End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module I Introduction and Foundation of Organisation Development

1.1-Introduction: Organisation development- Concept and process; Assumptions and values underlying organisation development (OD);

1.2-Foundations of Organisation Development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners

Module II. Organizational Change

2.1. Organisational Change, Renewal, and Development: Planned change; Organisational growth and its implication for change; Kurt Lewin's model of change; Force field analysis;

2.2. Change cycles- Power and participative types; Organisational renewal and re –energising; Institution building; Creativity and innovation

Module III OD Interventions

3.1 OD Interventions: Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- Work redesign, work modules,

3.2 Quality of work life (QWL), Quality circles(QC); Behavioural interventions- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning;

3.3. Inter-group interventions- team building, survey feedback, Grid OD; Techno-structural interventions- Restructuring organizations, Employee involvement.

Module IV. Resistance to Change

4.1 Resistance to Change & techniques to overcome them, Difference between Effective & Efficient Organisation,

4.2. Learning & Learning organisation – Concept of org. Learning & its types, Concept of Learning org.

Module V. Organizational Transformation and Strategic Management

5.1. Strategy Transformation, Organizational Transformation,

5.2. Role of Culture, Strategic Change Management.

5.3. Power politics and ethics in OD

5.4. OD for future-Organization for Future, Monitoring and Stabilizing Action Program,

5.5. Emerging Issues and Values, Future trends in OD

Suggested Readings

1. Robins Khandwalla, P.N Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992.
2. Draft, R.L. Organization Theory and Design, Current Editions Thomson Southwestern

Group C Financial Management

Details of papers in each Semester	:	Security Analysis and Portfolio Management (MMS-E-413)
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization ,Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. **“Best of Two”** shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I: Introduction & Concepts:

1.1. Investment: Meaning, nature & objectives, Investments Vs. Speculation & Gambling,

- 1.2. Investment Process, Investment Environment,
- 1.3. Investment avenues: Marketable & Non marketable financial assets.
- 1.4. Portfolio Management: Meaning, Attributes, Significance and process of Portfolio Management, Portfolio Manager and his role.

Module II: Risk & Return Analysis:

- 2.1. Risk & Return: Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return.
- 2.2. Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis.
- 2.3. Technical Analysis: Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis.
- 2.4. Efficient Market Theory: Meaning. Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis.

Module III Valuation of bonds and shares:

- 3.1. Bond Valuation: Meaning, Types, Bond Prices, Bond Return, Risks in Bonds.
- 3.2. Equity Valuation: Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation

Module IV Portfolio Analysis & Selection

- 4.1. Concept of portfolio and portfolio management: Meaning, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio.
- 4.2. Markowitz Portfolio Selection Model: Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model.
- 4.3. Capital Asset Pricing Model (CAPM): Meaning, Assumptions & Limitations of CAPM.
- 4.4. Sharpe-The Single Index Model: Measuring security risk & return, Measuring Portfolio Risk & Return
- 4.5. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model

Module V: Portfolio Revision & Evaluation:

- 5.1. Portfolio Revision: Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies,
- 5.2. Portfolio Evaluation: Meaning and need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns

Suggested Readings

1. *Investment Analysis and Portfolio Management*, Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.)
2. *Securities Analysis & Portfolio Mgmt.*, V A Avadhani, Himalaya Publications
3. *Security Analysis and Portfolio Management*, S. Kevin, PHI Learning Pvt. Ltd.
4. *Investment Analysis & Portfolio Management*, Ranganathan & Madhumathi, Pearson Education Pvt. Ltd.

5. *Security Analysis and Portfolio Management By Fisher Donald*, Pearson Education India.
6. *Security Analysis and Portfolio Management- V A Avdhani*, Himalaya Publishing House.

Details of papers in each Semester	:	Derivatives And Risk Management (MMS-E-414)
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization ,Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I Introduction

- 1.1. Introduction: Definition of Derivative, Brief History of Derivatives,
- 1.2. Participants in Derivative Market,
- 1.3. Economic functions of derivative market, Evolution of Commodity,
- 1.4. Currency, Stocks and Interest Rate Derivatives,

Module II Structure of Derivative Market

- 2.1. Forwards, Futures, Options, Swaps, etc.
- 2.2. Reasons for Trading: Risk Management, Speculation and Arbitrage.
- 2.3. Market Characteristics: Futures and Options Contract Specifications, Underlying Asset, Contract Size, and Delivery Specifications. Mark to Market using Margin Accounts, Familiarizing with Market Quotes,
- 2.4. Trading Strategies involving Options and Futures, Interest Rate Derivatives, Contractual Specifications - Floating and Fixed Rate,
- 2.5. Valuation of Interest Rate Derivatives.

Module III Derivatives Pricing Theory

- 3.1. Option Pricing: Option Payoffs, Black-Scholes formula for Option Pricing,
- 3.2. Futures Pricing by Arbitrage: Relationship between Futures and Spot Price (cost of carry and reverse cost of carry),
- 3.3. Difference between Futures and Forward Price.

Module IV Risk Analysis and Management

- 4.1. Risk Measurement and Management Framework. Delta/Theta/Vega & Gamma risks of options,
- 4.2. Hedging with Futures.

Module V Options and Futures Applications in India

- 5.1. Structure of Indian Stock Markets and the Operational Efficiency of Options and Futures,
- 5.2. Determination of the Fair Value of Futures and Options Prices,
- 5.3. Interactions between Spot Equity

Suggested Readings

1. Derivatives and Risk Management – Dr. R.P Rustagi, Taxmann Publications.
2. Financial institutions Management: A Risk Management – Saunders, McGraw-Hill Education
3. Derivatives and Risk Management , Sundaram Janakiramanan, Pearson Education India
4. Derivatives and Risk Management Rajiv srivastava, Oxford Publication.
5. Options, Future & Other Derivatives , John C. Hull, Sankarshan Basu, Pearson Publication.

Details of papers in each Semester	:	International Finance (MMS-E-415)
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization ,Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.

Module I Fundamental of international finance

- 1.1. Introduction to international finance,
- 1.2. Balance of payment, current account, capital account and reserve account;

1.3. Determination of demand and supply of currency.

Module II International monetary system

2.1. Introduction to International monetary system,

2.2. Foreign exchange market,

2.3. exchange rate determination,

2.4. PPP & IRP

Module III International economics,

3.1. Globalisation,

3.2. Socialism and Communism ported economics,

3.3. International grants,

3.4. International Monetary Fund.

Module IV Exchange rate

4.1. Various approaches to exchange rate forecasting,

4.2. Exchange rate quotation,

4.3. Inter-Bank Forex market,

4.4. Merchant rates, Forward and discount rates

Module V International Business Environment

5.1 Free trade and protection, forms of trade regulation at the national level

5.2. Regulation of FDI

5.3. Political and legal environment

5.4. Economic environment

5.5. Socio-cultural and Ethical environment, Management of cultural diversity.

Suggested Readings

1. *International Financial Management- Jeff Madura*, Western College Publishing.
2. *International Finance Management- An Analytic frame work: Siddaiah* Pearson India.
3. *International Business Vyuptakesh Sharan* Pearson Education
4. International Financial Management, Madhuvij, Excel **Books** India
5. International Financial Management, O'Reilly, Pearson India

Group –D -Production and Supply Chain Management

Details of papers in each Semester	:	Planning and Control of Operations (MMS-E-413 D)
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization ,Elective and Core Papers:

Mid Semester Examination (MSE):

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contain descriptive type five questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “Best of Two” shall be applicable for computation of marks for SIA.

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End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module 1. Planning & Control of Operations

- 1.1. Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up.
- 2.2. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to Machine
- 2.3. Dispatch in production control-documentation.

Unit 2. Demand Forecasting:

- 2.1. Forecasting as a planning tool, Why do we forecast, Forecasting time horizon, 2.2. Design of forecasting systems, Developing the logic of forecasting,
- 2.3. Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.

Unit 3. Aggregate Production Planning:

- 3.1. Planning Hierarchies in operations,
- 3.2. Aggregate Production planning, Need for Aggregate Production planning,
- 3.3. Alternatives for managing demand, Alternatives for managing supply,
- 3.4. Basic strategies for aggregate production planning, Aggregate production planning methods,
- 3.5. Master Production Scheduling.

Unit 4: Resources Planning:

- 4.1. Dependent Demand Attributes, Planning a framework the basic building blocks:
- 4.2. Multiple levels in products, Product Structure,
- 4.3. The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises.
- 4.4. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services.

Unit 5: Scheduling of Operations:

- 5.1. Need for Scheduling, Scheduling – Alternative terms,

5.2. Loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control

5.3 Issues in Mass production systems.

Suggested Readings

1. *Operations Management: Theory and Practice*, B Mahadevan, Pearson.
2. *Operations Management*, Terry Hill, Palgrave
3. *The Fundamentals of Production Planning and Control*, Stephen Chapman, Pearson
4. *Operations Now*, Byron Fitch, TMGH.
5. *Production Planning & Control*, R,K,Singal, S.K. Kataria & Sons.

Details of papers in each Semester	:	Productivity Management (MMS-E-414)D
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization ,Elective and Core Papers:

Mid Semester Examination (MSE):

There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. **“Best of Two”** shall be applicable for computation of marks for SIA.

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd., 5 marks).

End Semester Examination (ESE): There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered

Module I. Introduction

- 1.1. Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity,
- 1.2. Productivity from product and service perspective, different inputs and productivity measures,
- 1.3. Various ratios related to finance, material and service.

Module II. Value Analysis and Value Engineering

- 2.1. Concept of Cost, Price and Value, Role in Productivity,
- 2.2. Procedure – Application and productivity benefit model.

Module III. Work Study:

- 3.1. Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement.

3.2. Method Study: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams,

3.3. Principles of Motion Economy.

Module IV. Work Measurement:

4.1. Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling.

4.2. Computation of Standard Time –Elements – Types of Elements

4.3. Performance Rating, Allowances Need for Allowances, Types of Allowances.

Module V. Advanced Methods of Productivity and service level enhancements:

5.1. Overview of JIT,

5.2. Lean,

5.3. 5S, TPM, BPR, Six Sigma, World Class manufacturing,

5.4. Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI.

Suggested Readings

1. *Productivity Measurement for Business Excellence*, Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House.

2. *Operations Management for Competitive Advantage*, Richard B Chase, Jacobs, Aquilano, Agarwal,

3. *Introduction to Work Study*, Editor - Geirge Kanawaty, Universal Publishing

4. *Production and Operations Management*, S.N.Chary, TMGH

5. *Total Productivity Management* David J sumantha , Taylor and Francis

Details of papers in each Semester	:	Supply Chain Management (MMS-E-415) D
Semester	:	IV

Instruction to Faculty Members and Question Setter

A. For Foundation, Specialization ,Elective and Core Papers:

Mid Semester Examination (MSE):

*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **multiple type questions** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered. The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. “**Best of Two**” shall be applicable for computation of marks for SIA.*

(Attendance Upto 75%, 1 mark; 75 < Attd. < 80, 2 marks; 80 < Attd. < 85, 3 marks; 85 < Attd. < 90, 4 marks; 90 < Attd, 5 marks).

End Semester Examination (ESE): *There will be two groups of questions. Group A is compulsory and will contain two questions. Question No. 1(A) will be multiple type questions consisting of six questions of 1 mark each. Question No. 1(B) will be two short answer type of 4 marks. Group B will contain descriptive type eight questions of fourteen marks each, out of which any four are to be answered.*

Module 1. Supply Chain Structure:

1.1. Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC,

1.2.Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC,

1.3. Commodity & cost centric SC, Agile SC

Module 2. Flows in SC:

2.1. Forward & Reverse SC,

2.2. Product, Services, Information, Funds, Demand,

2.3. Forecast flows in Upstream & Downstream direction.

Module 3. Total SCM:

3.1. Changing business landscape – driving forces: Shift from Operations to Services,

3.2. Impact of Globalization & Technological Revolution, Shift from linear SC to collaborative networks,

3.3. Power shifts in the SC- demands for flexibility of partnerships, core competencies,

3.4. Growth in outsourcing, Increased complexity of processes

Module 4.SCM Building Blocks:

4.1. Overview of customer focus & demand, resources & capacity management,

4.2. Procurement & supplier focus,

4.3. Inventory management,

4.4. Operations management, distribution management in SCM.

4.5. Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production.

Module 5. Customer Value:

5.1. Empowered consumer, Customer focused Marketing & SC service outputs,

5.2. Customer service –availability, operational performance, reliability.

5.3. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction.

5.4. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM

Suggested Readings

1. *Supply Chain & Logistics Management*, Bowersox, Closs & Cooper, Tata McGraw Hill
2. *Designing & Managing the SC – Concepts, Strategies & Case studies*, Levi, Kaminsky et. al., Tata McGraw Hill
3. *Supply Chain Management: Strategy Planning & Operations*, Sunil Chopra, Peter Meindl, Pearson
4. *Supply Chain Management by Bidur* (Vikas Pub. house)
5. *Supply Chain Management by R.P. Mohanty & S.G. Deshmukh; Bizantra.*
6. *Supply Chain Management: strategy, planning & operation; Chopra, Sunil Meindl, Peter, New Delhi : Pearson Education.*

Details of papers in each Semester	:	Final Project(MMS -D-416)
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Semester	:	IV

****Instruction to faculty members and Question Setter***

. For Dissertation/Project Papers:

Guidelines to Examiners for:

- **Mid-Semester/Internal Assessment Examination** = 30 marks
- **End Semester Examination:** Project model (if any) and the Project record notebook, Project presentation and viva-voce = 70 marks
(Jointly conducted by One External & One Internal Examiners)

Module 1	:	Project + project proposal (30 marks) <ul style="list-style-type: none"> • Formulation of the project proposal • Execution of the project. • Specification of data requirement. • Sources of secondary data • Data collection methods • Data analysis • Writing the project report • List of references • Project evaluation
Module 2	:	<u>Project Work</u> Students will have to do a project work. The project work will be of 70 marks. At the end of the semester the candidate will have to present his Dissertation.

***Dissertation/Project: Evaluation of project dissertation work may be as per the following guidelines:**

- **Mid-Semester/Internal Assessment Examination** = 30 marks **(Annexure-1)**
- **End Semester Examination:** Project model (if any) and the Project record notebook, Project presentation and viva-voce = 70 marks
(Jointly conducted by One External & One Internal Examiners)

Overall project dissertation may be evaluated under the following heads:

- Motivation for the choice of topic
- Project dissertation design
- Methodology and Content depth
- Results and Discussion
- Future Scope & References

- Participation in Internship programme with reputed organization
- Application of Research technique in Data collection
- Report Presentation
- Presentation style
- Viva-voce

Note:

(a) Each student must submit two copies of the dissertation work duly forwarded by the Head of the Department and duly signed by the supervisor concerned. The forwarded copies will be submitted to the concerned Department of University, for evaluation.

The paper will consist of

- Field work/Lab work related to the project.
- Preparation of dissertation based on the work undertaken.
- Presentation of project work in the seminar on the assigned topic & open viva there on.

(b) Each student shall have to complete a project work on any topic of his choice, but relevant to the frontier area of Science and Technology, or on a topic allotted by his/her Project Guide/Supervisor/Department in Semester -IV. This is compulsory and the candidates shall ensure that his project is on a relevant topic completed by him independently with the help and inputs from his/her guide/supervisor. Other guidelines pertaining to this paper shall be provided by the Department.

(c) Student alone or in a group of not more than five, shall undertake one Project approved by the Subject Teacher/H.O.D. of the Department/College concerned. The progress of the Project shall be monitored by the faculty members at regular intervals.

(d) Students will select topics for the project work in consultation with a teacher of The Department. The Seminar will be held in the concerned Department of University.

***FORMAT OF THE DISSERTATION /PROJECT**

The **Dissertation/Project** shall be presented with the following specifications:

- Size of Paper:** A4. Dissertation/Project must be printed on one side of the paper.
- Font Type:** Times New Roman/Arial for English and Kruti Dev 010 for Hindi.
- Font Size:** Font size for English text is 12pt. in standard form and for Hindi is 14pt.
- Font of Chapter Headings and Sub-Headings:**
 - Chapter headings may be written in all Capitals, bold text in point size 15
 - Sub-headings are written with left margin alignment
 - First level sub-headings are written in normal sentence case using bold text in point size 14
 - Second level sub-headings are point size 13
- Spacing and Paragraphing:**
 - Printing shall be in standardised form with 1.5 line spacing
 - Leave as triple spacing (2 empty lines) in base point size 12 before and after sub-headings and one empty line after all sub-headings
 - Use one empty line between left-justified paragraphs
- Margin:** Left margin should be 4cms and right and top margin should be 2cms. Bottom margins should be 2.5cms. No ornamental bordering of sides is permitted.

- (g) **Page Numbering:** Preliminary pages of the **Dissertation/Project**, i.e. those preceding in text are to be numbered in Roman numbered. Text should be numbered in Arabic beginning with Pg No 1 on the first page of chapter 1.
- (h) Preliminary sections of the **Dissertation/Project** should include, Declaration of Attendance, Certificate from Supervisor, Declaration by Candidate and Supervisor regarding Plagiarism, Acknowledgement, Table of Contents, List of Tables, List of Figures/Diagrams, List of Abbreviations (if any) and an Abstract of the Dissertation/Project.
- (i) **Referencing and Citation Style:** Citation i.e. a way of giving credit to individuals for their creative and intellectual works that you utilised to support your research, differs by faculty in the style of ordering, punctuating and formatting of name, date, page, work etc.

The referencing of work and Citation style in the Dissertation/Project submitted in **Faculty of Science and Social Science** will be in **American Psychological Association (APA) style (6th edition)**, for **Faculty of Humanities** except for the Indian Languages, format shall be **Modern Language Association (MLA) (8th edition)** and for **Medical Science**, it shall be **Vancouver style**.

Format of question Paper of Mid-Semester Theory Examination

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Binod Bihari Mahto Koyalanchal University, Dhanbad

Mid-Semester Examination xxxx (Session: xxxx-xx)

Subject/Code:

Full Marks: 20

Pass Marks: 08

Time: 1.5 Hours

General Instructions:

Candidates are required to give their answers in their own words as far as practicable.

The Questions are of equal value.

Answer any five questions of the following in which Q.1 is compulsory.

Group A

1. Multiple Choice Questions

(1x5=05)

- (i)
- (ii)
- (iii)
- (iv)
- (v)

Group B

(Descriptive answer type questions)

Answer any three of the following.

(5x3=15)

- 2.
- 3.
- 4.
- 5.
- 6.

.....X.....

Note: The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score of 5 marks and (c) Day to Day & Extracurricular activities of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.

(Attendance Upto75%, 1 mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

Format of question Paper of End-Semester Theory Examination

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Binod Bihari Mahto Koyalanchal University, Dhanbad

End-Semester Examination xxxx (Session: xxxx-xx)

Subject/Code:

Full Marks: 70

Pass Marks: 28

Time: 3Hours

General Instructions:

Candidates are required to give their answers in their own words as far as practicable.

The Questions are of equal value.

Answer any five questions of the following in which Q.1 is compulsory.

Group A

1. (A) Multiple Choice Questions

(1x6=06)

(i)

(ii)

(iii)

(iv)

(v)

(vi)

(B) Short answer type questions

(4x2=08)

(a)

(b)

Group B

(Long answer type questions)

Answer any four of the following.

(14x4=56)

2.

3.

4.

5.

6.

7.

8.

9. Short notes type questions (7x2=14)

(a)

(b)

(c)

(d)

X

Format of question Paper of End-Semester Theory Examination

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