

Student's Handbook

MASTER OF BUSINESS ADMINISTRATION
PROGRAMME

M B A



2020-21

DEPARTMENT OF MANAGEMENT STUDIES
SCHOOL OF STUDIES IN MANAGEMENT &
COMMERCE GURU GHASIDASVISHWAVIDYALAYA
(A CENTRAL UNIVERSITY ESTABLISHED BY THE CENTRAL UNIVERSITIES ACT, 2009)

BILASPUR (C.G.) 495 009

DEPARTMENT OF MANAGEMENT STUDIES
GURU GHASIDASVISHWAVIDYALAYA

(A CENTRAL UNIVERSITY ESTABLISHED BY THE CENTRAL UNIVERSITIES ACT, 2009)

Koni, Bilaspur (C.G.) 495 009

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TO THE STUDENTS

Welcome to Department of Management Studies, Guru Ghasidas Vishwavidyalaya, Bilaspur (C.G.) and congratulations for becoming an integral part of the Department of Management Studies. The reputation of an academic institution rests primarily with the student whose diligence, dynamism and creativity finds reflection both in what they do in Department and afterwards. Generations of students have contributed towards the eminence of the Department as a premier institution in the field of business management. The responsibility of upholding the esteemed image of the Department and University now rests on you. Your individual effort to excel will cumulatively enhance the collective performance of the Department as a whole.

This handbook is designed to acquaint you with all relevant aspects of the Department so that you may derive maximum benefits from your association with it.

Hope your association with Department of Management Studies is an enjoyable learning experience and may your years here bring you success and glory in whatever you do.

Personal Details

Name : _____

Father's Name : _____

Mother's Name : _____

Date of Birth : _____

Address : _____

Phone : _____

Mobile : _____

E-mail : _____

Local Guardian's Name : _____

(If any)

**In case of emergency
please contact** : _____

Phone : _____

Mobile : _____

Blood Group : _____

Driving License Number : _____

Other Information : _____

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ABOUT THE VISHWAVIDYALAYA

Guru Ghasidas Vishwavidyalaya (GGV) established by an Act of the Madhya Pradesh State Legislative Assembly was formally inaugurated on June 16, 1983 and was upgraded to a Central University by The Central Universities Act, 2009 in January 2009. GGV is an active member of the Association of Indian Universities and Association of Commonwealth Universities. The National Assessment & Accreditation Council (NAAC) has accredited the University as B+.

Situated in a socially and economically challenged area, the University is appropriately named to honour the Great Satnami Saint Guru Ghasidas (born in 17th century), who championed the cause of the down trodden and waged a relentless struggle against all forms of social evils and injustice prevailing in the society.

The GGV offers various courses in the areas of Arts, Commerce, Education, Engineering & Technology, Law, Humanities, Life Sciences, Management, Pharmacy, Physical Sciences, Social Sciences & Physical Education.

ABOUT THE DEPARTMENT

Responding to the changing and increasing need for professional education and training in Management, the Department of Management Studies was established in 1988. The Department prepares students to become effective managers in the new economic era and emphasis is always on quality education while promoting a culture of enquiry and enterprise.

The Vision

The Department strives to carve out a niche for itself to be amongst the leading management schools in India. Several batches of MBA students have successfully been educated and trained by the Department and have been placed in reputed business houses in India and abroad in the fields of banking, finance, marketing, general management and academics. Many are successfully managing their own business establishments.

The Department offers the following two programmes:

1. **Master of Business Administration – 2years (Full Time) Four Semesters**
2. **Doctoral Research in Management (Ph.D.)**

THE MBA PROGRAMME

The Master of Business Administration (MBA) is a two-year full-time programme. Objectives of the programme are:

- **To train and develop students for careers in management.**
- **To develop analytical, communicative and creative decision making skills to match the requirements of modern competitive world.**
- **To inculcate values and attitudes in the student that are necessary to become socially responsible managers.**
- **To improve the managerial competence of practicing managers/ executives.**
- **To explore new horizons in various functional areas of management through research.**

Academic Calendar for University Teaching Departments Odd Semester (2020-21)

S.No.	Event	1 st Sem	3 rd Sem
1.	Commencement of classes(New Admission)	22/12/2020	
2.	1st Unit Test (Internal Assessment)	22/2/2021 to 27/02/2021	
3.	Last date for showing the answer scripts of test to the students	02/03/2021	
4.	Last date for submission of marks	08/03/2021	
5.	Last date for submission of End Semester Examination Form	08/03/2021	
6.	2nd Unit test (internal assessment)	01/04/2021 to 07/04/2021	
7.	Last date of showing the answer script of test to the students	12/04/2021	
8.	Last date for submission of marks to COE along with evaluated manuscript (theory + practical)	13/04/2021	
9.	Practical /Project Examination	19/04/2021 to 24/04/2021	
10.	Last Day of Classes	26/04/2021	
11.	Preparation leave		
12.	Last Date for Submission of final marks of internal assessment to COE with evaluated manuscript (theory + practical)	03/05/2021	
13.	End of Semester Examination	04/05/2021 to 20/05/2021	

Academic Calendar for Even Semester

To be announced later on.

S.N.	Event	2 nd & 4 th Sem
1.	Reporting to the Department commencement of classes	
2.	All Cultural programs/Events of Schools	
3.	Sports and games events	
4.	1st Unit Test (Internal Assessment)	
5.	Last date of showing the answer scripts of test to the students	
6.	Last date of submission of marks to COE	
7.	Last date for submission of End Semester Exam form 2nd Unit Test (Internal Assessment)	
8.	Last date of showing the answer scripts of test to the students	
9.	Last date of submission of marks to COE	
10.	Practical/Project Examination	
11.	Last day of classes	
12.	Last date for submission of final marks of internal Assessment to COE	
13.	Preparation Leave	
14.	End Semester Examination	
15.	Summer vacation	
16.	Reporting to the Department commencement of classes	

AWARDS & SCHOLARSHIPS

The topper of each batch is awarded with a Gold Medal and Merit Certificate in the convocation of the University. The girl student securing highest marks in the final examination is awarded the Late Smt. Sumitra Devi and Late Shri Damroo Lal Pateriya memorial medal. Chhattisgarh Government provides scholarship to SC and ST students. These scholarships can be availed by the students of the Department.

FACILITIES IN THE CAMPUS

Hostel: Hostel facility for boys and girls are available in the campus.

Computer Centre: The University has a sophisticated computer centre equipped with latest versions of hardware and software. The centre has appropriate statistical, scientific and simulation packages to cater the educational and managerial needs. Students of the Department are eligible to avail the facility of centralized computer centre. The Department has also its own computer lab with 30 Computers.

Library: The University has a well-stocked up-to-date library containing large number of books, journals and projects / Ph.D thesis. Presently, it subscribes about 150 Indian and foreign journals in various disciplines. The reprographic facility on subsidized rate is provided to the users along with other library services. The library has internet facility and library automation with INFLIBNET link is under progress. Besides the central library, students can also use the departmental library.

National Service Scheme: The University has a unit of National Service Scheme (NSS) The aim of NSS is to provide an opportunity and working experience for social services. The students participate in various activities like plantation, blood donation, seminar, essay writing, quiz, debate etc.

Post Office and Bank: The residents and students on the Campus are provided with Banking & Communication facilities. Punjab National Bank, Koni Branch (PNB) and Post Office are rendering their services in the campus. ATM (24 hours) facilities as well as online banking have been recently introduced by the PNB. Also ATM (24 hours) facilities by State Bank of India are available in the campus. A new electronic telephone exchange is also established in the campus. Recently a new branch of Bank of India has also been opened for the benefit of students, faculty and employees of the university.

Health Centre: Health facilities to the students and residents are available in the Health Centre located near the University Computer Centre. One Medical officer with other staff is posted to take care of the Centre. Specialists from CIMS visit the Health Centre for specialized checkup & advice. Psychological Counseling Centre: The University has a Psychological Counseling Centre which provides psychological support to the students. The centre provides counseling services to students. Students can approach the cell for counseling and resolve their problem if any.

SC/ST Cell: University has a separate SC/ST cell. The cell provides assistance to the SC/ ST students to get scholarships as per the Government rules and deals with all the problems of the SC/ST students. The cell organizes special coaching programmes for the students belonging to this category. Unnat Bharat Abhiyan: The University has adopted five near by villages to develop the stand of living of these villagers through their all-round development. Students may associate with this programme and voluntarily contribute for the well being of the residents of these villages.

Conference Hall: The Department has a fully air conditioned state of the art conference hall with a seating capacity of 150 participants. The Hall is well equipped with modern audio visual gadgets including ceiling mounted LCD projector.

Cultural Activities:

GGU Young Manager's Club (GYMC): GGU Young Manager's Club came into existence in 2006. All the current students of the MBA programme are the members of the club. GYMC organises various cultural and extracurricular activities in the Department. The club also organises guest lectures, seminars and other campus development activities.

GGU Management Alumni Association (GMAA): Provisions for formation of GGU Management Alumni Association (GMAA) were passed by the executive council in 2006. The objectives of the GMAA are to develop continuous relationship with the alumni of the Department and to build a progressive corporate interface and to transform the Department into one of the leading management schools in the country. All students who successfully complete the program and pay the membership fee, become the member of the club. Major activities of GMAA include publishing and updating the alumni directory, organize alumni meets, organize seminars, workshops and talks of eminent business executives and academicians from time to time.

Campus Development: Students and faculty of the Department are actively involved in developing the area surrounding the Department.

CODE OF CONDUCT FOR STUDENTS

Students are admitted to the university to achieve academic excellence and shape their character to become responsible citizens. They must realize their responsibilities towards the university and to its components like faculty, staff & fellow students. Failure to maintain a good code of conduct shall result in disciplinary action.

DRESS CODE

Candidates admitted to the Department are required to follow the dress code of the Department. The students are supposed to come to the Department in the prescribed dress code as given below:

Normal Days:

Boys- Formal full sleeve shirt with dark colour trousers and black shoes with lace. **Girls-** Salwar-Kurtee with dupatta

Special Occasion & Functions:

Boys- White Full sleeve shirts with black trousers and black shoes with lace.

Girls - White Kurtee and black salwar with black dupatta.

DEPARTMENTAL LIBRARY RULES

1. The Library shall remain open during following timings in two slots on a normal working day- a. 1.00 PM to 2.00 PM b. 3.00 PM to 4.00 PM
2. During above timings Library will only issue and return books; no reading facility is available in the library.
3. A student is allowed to borrow only TWO books at a time, due to limited number of books in each subject.
4. Books will be issued only for one week, there after a fine will be charged at the rate of one rupee per day for first Five days and Rs. 10/- day there after.
5. Misuse of Library privilege will be regarded as breach of discipline and may attract punishment as per University Rules.
6. No material will be allowed in the Library except writing material such as Note pad or Copy.
7. The students are required to present their Identity card and Library card for accessing departmental Library facility.
8. Books will be issued strictly on First Come First serve basis subject to availability of books. The decision of Library in-charge will be final in this regard.
9. In case of loss or mutation of issued book/s the student must report to the Library in-charge as soon as possible. The student is required to replace the book within Fifteen days of reporting of loss along with fine due for these fifteen days or she/ he may pay the price of the Lost/Mutilated book as per University rules.
10. Library-in-charge may recall a book earlier than the due date in case there is urgency.
11. Any grievance / problem with respect to Library operations must be brought to the notice of Library-in-charge first and then to the Head of the Department.

MISCONDUCT

Any of the following activities (but not limited to these only) will be termed as misconduct:

1. Disruption of teaching activities or disturbing the learning process of other students in the campus.
2. Any act on the part of the student, which disrupts the functioning of the university, endangers health & safety of campus residents & damage the university properties.
3. Cheating in the examination & supplying false documents /information in order to seek any consideration/favour from the University.
4. Possession or consumption of intoxicating beverages on the campus.
5. Failure to return back the loaned material, settle university dues.
6. Possession of weapons.
7. Use of unparliamentarily language while in conversation with university staff & fellow students.

Disciplinary Actions:

Failure to adhere to good conduct may result in disciplinary actions like:

1. A warning by the authorities.
2. Suspension from the particular class.
3. Suspension/Expulsion from the university.
4. Suspension of campus privileges e.g. hostel, accommodation, etc.
5. Withholding of examination results or withdrawal of awarded diploma/ degree certificate.
6. Any other disciplinary action deemed appropriate by the university authorities.

RAGGING

It is observed that different form of ragging is prevalent in institutions of higher learning. The Government and the apex courts of the country have taken very serious view to combat the menace of ragging in universities and other educational institutions. Ragging has been recognized as the "Cognizable offence" and is punishable under law. The following Could be the possible punishments for those who are found guilty of participation in or abetment of ragging. The quantum of punishment shall, naturally depend upon the nature and gravity of the offence as established by disciplinary committee or the court of law.

PUNISHMENT

1. Cancellation of admission;
2. Suspension from attending the classes;
3. Withholding/withdrawing scholarships/fellowships & other benefits;
4. Debarring from appearing in any tests / examination or other evaluation process;

5. Withholding results;
6. Debarring from representing the institution in any national meet, tournament, youth festival, etc.;
7. Suspension / Expulsion from the hostel;
8. Rustication from the institution for period varying from 1 to 4 semesters;
9. Expulsion from the institution & consequent debarring from admission to any other institution;
10. Fine up to Rs. 25000/-and
11. Rigorous imprisonment up to three years.

While the first ten types of punishment can be awarded by the appropriate authority of the institution itself, the last punishment can be awarded by a court of law.

UGC REGULATIONS ON CURBING THE MENACE OF RAGGING IN HIGHER EDUCATIONAL INSTITUTIONS, 2009.

(Under Section 26 (1)(g) of the University Grants Commission Act, 1956)

PREAMBLE

In view of the directions of the Hon'ble Supreme Court in the matter of "University of Kerala v/s. Council, Principals, Colleges and others" in SLP no. 24295 of 2006 dated 16.05.2007 and that dated 8.05.2009 in Civil Appeal number 887 of 2009, and in consideration of the determination of the Central Government and the University Grants Commission to prohibit, prevent and eliminate the scourge of ragging including any conduct by any student or students whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other student, or indulging in rowdy or undisciplined activities by any student or students which causes or is likely to cause annoyance, hardship or psychological harm or to raise fear or apprehension thereof in any fresher or any other student or asking any student to do any act which such student will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other student, with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a student over any fresher or any other student, in all higher education institutions in the country, and thereby, to provide for the healthy development, physically and psychologically, of all students, the University Grants Commission, in consultation with the Councils, brings forth this Regulation.

In exercise of the powers conferred by Clause (g) of sub-section (1) of Section 26 of the University Grants Commission Act, 1956, the University Grants Commission hereby makes the following Regulations, namely;

1. Title, commencement and applicability-

These regulations shall be called the "UGC Regulations on Curbing the Menace of Ragging in Higher Educational Institutions 2009".

They shall come into force from the date of their publication in the Official. They shall apply to all the institutions coming within the definition of an University under sub-section (f) of section (2) of the University Grants Commission Act, 1956, and to all institutions deemed to be a university under Section 3 of the University Grants Commission Act, 1956, to all other higher educational institutions, or elements of such universities or institutions, including its departments, constituent units and all the premises, whether being academic, residential, playgrounds, canteen, or other such premises of such universities, deemed universities and higher educational institutions, whether located within the campus or outside, and to all means of transportation of students, whether public or private, accessed by students for the pursuit of studies in such universities, deemed universities and higher educational institutions

2. Objectives-

To prohibit any conduct by any student or students whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other student, or indulging in rowdy or undisciplined activities by any student or students which causes or is likely to cause annoyance, hardship or psychological harm or to raise fear or apprehension thereof in any fresher or any other student or asking any student to do any act which such student will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other student, with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a student over any fresher or any other student; and thereby, to eliminate ragging in all its forms from universities, deemed universities and other higher educational institutions in the country by prohibiting it under these Regulations, preventing its occurrence and punishing those who indulge in ragging as provided for in these Regulations and the appropriate law in force.

3. What constitutes Ragging- Ragging constitutes one or more of any of the following acts:

- a. any conduct by any student or students whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other student;
- b. indulging in rowdy or undisciplined activities by any student or students which causes or is likely to cause annoyance, hardship, physical or psychological harm or to raise fear or apprehension thereof in any fresher or any other student;
- c. asking any student to do any act which such student will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other student;
- d. any act by a senior student that prevents, disrupts or disturbs the regular academic activity of any other student or a fresher;
- e. exploiting the services of a fresher or any other student for completing the academic tasks assigned to an individual or a group of students;
- f. any act of financial extortion or forceful expenditure burden put on a fresher or any other student by students;
- g. any act of physical abuse including all variants of it: sexual abuse, homosexual assaults, stripping, forcing obscene and lewd acts, gestures, causing bodily harm or any other danger to health or person;
- h. any act or abuse by spoken words, emails, post, public insults which would also include deriving perverted pleasure, vicarious or sadistic thrill from actively or passively participating in the discomfiture to fresher or any other student ;
- i. any act that affects the mental health and self-confidence of a fresher or any other student with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a student over any fresher or any other student.

4. Definitions.-

• In these regulations unless the context otherwise requires,-

- a) "Act" means, the University Grants Commission Act, 1956 (3 of 1956);
- b) "Academic year" means the period from the commencement of admission of students in any course of study in the institution up to the completion of academic requirements for that particular year.
- c) "Anti-Ragging Helpline" means the Helpline established under clause (a) of Regulation 8.1 of these Regulations.
- d) "Commission" means the University Grants Commission;
- e) "Council" means a body so constituted by an Act of Parliament or an Act of any State Legislature for setting, or co-coordinating or maintaining standards in the relevant areas of higher education, such as the All India Council for Technical Education (AICTE), the Bar Council of India (BCI), the Dental Council of India (DCI), the Distance Education Council (DEC), the Indian Council of Agricultural Research (ICAR), the Indian Nursing Council (INC), the Medical Council of India (MCI), the National Council for Teacher Education (NCTE), the Pharmacy Council of India (PCI), etc. and the State Higher Education Councils.
- f) "District Level Anti-Ragging Committee" means the Committee, headed by the District Magistrate, constituted by the State Government, for the control and elimination of ragging in institutions within the jurisdiction of the district.
- g) "Head of the institution" means the Vice-Chancellor in case of a university or a deemed to be university, the Principal or the Director or such other designation as the executive head of the institution or the college is referred.
- h) "Fresher" means a student who has been admitted to an institution and who is undergoing his/ her first year of study in such institution.
- i) "Institution" means a higher educational institution including, but not limited to an university, a deemed to be university, a college, an institute, an institution of national importance set up by an Act of Parliament or a constituent unit of such institution, imparting higher education beyond 12 years of schooling leading to, but not necessarily culminating in, a degree (graduate, postgraduate and/or higher level) and/or to a university diploma.
- j) "NAAC" means the National Academic and Accreditation Council established by the Commission under section 12(ccc) of the Act;
- k) "State Level Monitoring Cell" means the body constituted by the State Government for the control and elimination of ragging in institutions within the jurisdiction of the State, established under a State Law or on the advice of the Central Government, as the case may be.
- l) Words and expressions used and not defined herein but defined in the Act or in the General Clauses Act, 1897, shall have the meanings respectively assigned to them in the Act or in the General Clauses Act, 1897, as the case may be.

5) Measures for prohibition of ragging at the institution level:-

- a) No institution or any part of it thereof, including its elements, including, but not limited to, the departments, constituent units, colleges, centres of studies and all its premises, whether academic, residential, play grounds, or canteen, whether located within the campus or outside, and in all means of transportation of students, whether public or private, accessed by students for the pursuit of studies in such institutions, shall permit or condone any reported incident of ragging in any form; and all institutions shall take all necessary and required measures,

including but not limited to the provisions of these Regulations, to achieve the objective of eliminating ragging, within the institution or outside,

- b) All institutions shall take action in accordance with these Regulations against those found guilty of ragging and/or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.

6. Measures for prevention of ragging at the institution level.-

An institution shall take the following steps in regard to admission or registration of students; namely,

- a) Every public declaration of intent by any institution, in any electronic, audio- visual or print or any other media, for admission of students to any course of study shall expressly provide that ragging is totally prohibited in the institution, and anyone found guilty of ragging and/or abetting ragging, whether actively or passively, or being a part of a conspiracy to promote ragging, is liable to be punished in accordance with these Regulations as well as under the provisions of any penal law for the time being in force.

- b) The brochure of admission/instruction booklet or the prospectus, whether in print or electronic format, shall prominently print these Regulations in full.

Provided that the institution shall also draw attention to any law concerning ragging and its consequences, as may be applicable to the institution publishing such brochure of admission/instruction booklet or the prospectus.

Provided further that the telephone numbers of the Anti-Ragging Helpline and all the important functionaries in the institution, including but not limited to the Head of the institution, faculty members, members of the Anti-Ragging Committees and Anti-Ragging Squads, District and Sub-Divisional authorities, Wardens of hostels, and other functionaries or authorities where relevant, shall be published in the brochure of admission/instruction booklet or the prospectus.

- c) Where an institution is affiliated to a University and publishes a brochure of admission/instruction booklet or a prospectus, the affiliating university shall ensure that the affiliated institution shall comply with the provisions of clause (a) and clause (b) of Regulation 6.1 of these Regulations.

- d) The application form for admission, enrolment or registration shall contain an affidavit, mandatorily in English and in Hindi and/or in one of the regional languages known to the applicant, as provided in the English language in Annexure I to these Regulations, to be filled up and signed by the applicant to the effect that he/she has read and understood the provisions of these Regulations as well as the provisions of any other law for the time being in force, and is aware of the prohibition of ragging and the punishments prescribed, both under penal laws as well as under these Regulations and also affirm to the effect that he/she has not been expelled and/or debarred by any institution and further aver that he/she would not indulge, actively or passively, in the act or abet the act of ragging and if found guilty of ragging and/or abetting ragging, is liable to be proceeded against under these Regulations or under any penal law or any other law for the time being in force and such action would include but is not limited to debarment or expulsion of such student.

- e) The application form for admission, enrolment or registration shall contain an affidavit, mandatorily in English and in Hindi and/or in one of the regional languages known to the parents/guardians of the applicant, as provided in the English language in Annexure I to these Regulations, to be filled up and signed by the parents/guardians of the applicant to the effect that he/she has read and understood the provisions of these Regulations as well as the provisions of any other law for the time being in force, and is aware of the prohibition of ragging and the

punishments prescribed, both under penal laws as well as under these Regulations and also affirm to the effect that his/her ward has not been expelled and/or debarred by any institution and further aver that his/her ward would not indulge, actively or passively, in the act or abet the act of ragging and if found guilty of ragging and/or abetting ragging, his/her ward is liable to be proceeded against under these Regulations or under any penal law or any other law for the time being in force and such action would include but is not limited to debarment or expulsion of his/her ward.

- f) The application for admission shall be accompanied by a document in the form of, or annexed to, the School Leaving Certificate/Transfer Certificate/Migration Certificate/Character Certificate reporting on the inter-personal/social behavioural pattern of the applicant, to be issued by the school or institution last attended by the applicant, so that the institution can thereafter keep watch on the applicant, if admitted, whose behaviour has been commented in such document.
- g) A student seeking admission to a hostel forming part of the institution, or seeking to reside in any temporary premises not forming part of the institution, including a private commercially managed lodge or hostel, shall have to submit additional affidavits countersigned by his/her parents/guardians in the form prescribed in Annexure I and Annexure II to these Regulations respectively along with his/her application.
- h) Before the commencement of the academic session in any institution, the Head of the Institution shall convene and address a meeting of various functionaries/agencies, such as Hostel Wardens, representatives of students, parents/ guardians, faculty, district administration including the police, to discuss the measures to be taken to prevent ragging in the institution and steps to be taken to identify those indulging in or abetting ragging and punish them.
- i) The institution shall, to make the community at large and the students in particular aware of the dehumanizing effect of ragging, and the approach of the institution towards those indulging in ragging, prominently display posters depicting the provisions of penal law applicable to incidents of ragging, and the provisions of these Regulations and also any other law for the time being in force, and the punishments thereof, shall be prominently displayed on Notice Boards of all departments, hostels and other buildings as well as at places, where students normally gather and at places, known to be vulnerable to occurrences of ragging incidents.
- j) The institution shall request the media to give adequate publicity to the law prohibiting ragging and the negative aspects of ragging and the institution's resolve to ban ragging and punish those found guilty without fear or favour.
- k) The institution shall identify, properly illuminate and keep a close watch on all locations known to be vulnerable to occurrences of ragging incidents.
- l) The institution shall tighten security in its premises, especially at vulnerable places and intense policing by Anti-Ragging Squad, referred to in these Regulations and volunteers, if any, shall be resorted to at such points at odd hours during the first few months of the academic session.
- m) The institution shall utilize the vacation period before the start of the new academic year to launch a publicity campaign against ragging through posters, leaflets and such other means, as may be desirable or required, to promote the objectives of these Regulations.
- n) The faculties/departments/units of the institution shall have induction arrangements, including those which anticipate, identify and plan to meet any special needs of any specific section of students, in place well in advance of the beginning of the academic year with an aim to promote the objectives of this Regulation.
- o) Every institution shall engage or seek the assistance of professional counselors before the

commencement of the academic session, to be available when required by the institution, for the purposes of offering counseling to fresher's and to other students after the commencement of the academic year.

- p) The head of the institution shall provide information to the local police and local authorities, the details of every privately commercially managed hostels or lodges used for residential purposes by students enrolled in the institution and the head of the institution shall also ensure that the Anti-Ragging Squad shall ensure vigil in such locations to prevent the occurrence of ragging therein.

An institution shall, on admission or enrolment or registration of students, take the following steps, namely;

- a) Every fresh student admitted to the institution shall be given a printed leaflet detailing to whom he/she has to turn to for help and guidance for various purposes including addresses and telephone numbers, so as to enable the student to contact the concerned person at any time, if and when required, of the Anti-Ragging Helpline referred to in these Regulations, Wardens, Head of the institution, all members of the anti-ragging squads and committees, relevant district and police authorities.
- b) The institution, through the leaflet specified in clause (a) of Regulation 6.2 of these Regulations shall explain to the freshers, the arrangements made for their induction and orientation which promote efficient and effective means of integrating them fully as students with those already admitted o the institution in earlier years.
- c) The leaflet specified in clause (a) of Regulation 6.2 of these Regulations shall inform the freshers about their rights as bona fide students of the institution and clearly instructing them that they should desist from doing anything, with or against their will, even if ordered to by the seniors students, and that any attempt of ragging shall be promptly reported to the Anti-ragging Squad or to the Warden or to the Head of the institution, as the case may be.
- d) The leaflet specified in clause (a) of Regulation 6.2 of these Regulations shall contain a calendar of events and activities laid down by the institution to facilitate and complement familiarization of freshers with the academic environment of the institution.
- e) The institution shall, on the arrival of senior students after the first week or after the second week, as the case may be, schedule orientation programmes as follows, namely; (i) joint sensitization programme and counselling of both freshers and senior students by a professional counsellor, referred to in clause (o) of Regulation 6.1 of these Regulations; (ii) joint orientation programme of freshers and seniors to be addressed by the Head of the institution and the anti -ragging committee;(iii) organization on a large scale of cultural, sports and other activities to provide a platform for the freshers and seniors to interact in the presence of faculty members ; (iv) in the hostel, the warden should address all students; and may request two junior colleagues from the college faculty to assist the warden by becoming resident tutors for a temporary duration;(v) as far as possible faculty members should dine with the hostel residents in their respective hostels to instil a feeling of confidence among the freshers. The institution shall set up appropriate committees, including the course-in-charge, student advisor, Wardens and some senior students as its members, to actively monitor, promote and regulate healthy interaction between the freshers, junior students and senior students.
- g) Freshers or any other student(s), whether being victims, or witnesses, in any incident of ragging, shall be encouraged to report such occurrence, and the identity of such informants shall be protected and shall not be subject to any adverse consequence only for the reason for having reported such incidents.
- h) Each batch of freshers, on arrival at the institution, shall be divided into small groups and each

such group shall be assigned to a member of the faculty, who shall interact individually with each member of the group every day for ascertaining the problems or difficulties, if any, faced by the fresher in the institution and shall extend necessary help to the fresher in overcoming the same.

- i) It shall be the responsibility of the member of the faculty assigned to the group of fresher's, to coordinate with the Wardens of the hostels and to make surprise visits to the rooms in such hostels, where a member or members of the group are lodged; and such member of faculty shall maintain a diary of his/her interaction with the freshers under his/her charge.
- j) Freshers shall be lodged, as far as may be, in a separate hostel block, and where such facilities are not available, the institution shall ensure that access of seniors to accommodation allotted to freshers is strictly monitored by wardens, security guards and other staff of the institution.
- k) A round the clock vigil against ragging in the hostel premises, in order to prevent ragging in the hostels after the classes are over, shall be ensured by the institution.
- l) It shall be the responsibility of the parents/guardians of freshers to promptly bring any instance of ragging to the notice of the Head of the Institution.
- m) Every student studying in the institution and his/her parents/guardians shall provide the specific affidavits required under clauses (d), (e) and (g) of Regulation 6.1 of these Regulations at the time of admission or registration, as the case may be, during each academic year.
- n) Every institution shall obtain the affidavit from every student as referred to above in clause (m) of Regulation 6.2 and maintain a proper record of the same and to ensure its safe upkeep thereof, including maintaining the copies of the affidavit in an electronic form, to be accessed easily when required either by the Commission or any of the Councils or by the institution or by the affiliating University or by any other person or organization authorised to do so.
- o) Every student at the time of his/her registration shall inform the institution about his/her place of residence while pursuing the course of study, and in case the student has not decided his/her place of residence or intends to change the same, the details of his place of residence shall be provided immediately on deciding the same; and specifically in regard to a private commercially managed lodge or hostel where he/she has taken up residence.
- p) The Head of the institution shall, on the basis of the information provided by the student under clause (o) of Regulation 6.2, apportion sectors to be assigned to members of the faculty, so that such member of faculty can maintain vigil and report any incident of ragging outside the campus or en route while commuting to the institution using any means of transportation of students, whether public or private.
- q) The Head of the institution shall, at the end of each academic year, send a letter to the parents/ guardians of the students who are completing their first year in the institution, informing them about these Regulations and any law for the time being in force prohibiting ragging and the punishments thereof as well as punishments prescribed under the penal laws, and appealing to them to impress upon their wards to desist from indulging in ragging on their return to the institution at the beginning of the academic session next.

Every institution shall constitute the following bodies; namely,

- a) Every institution shall constitute a Committee to be known as the Anti-Ragging Committee to be nominated and headed by the Head of the institution, and consisting of representatives of civil and police administration, local media, Non Government Organizations involved in youth activities, representatives of faculty members, representatives of parents, representatives of students belonging to the freshers' category as well as senior students, non-teaching staff; and shall have a diverse mix of membership in terms of levels as well as gender.
- b) It shall be the duty of the Anti-Ragging Committee to ensure compliance with the provisions

of these Regulations as well as the provisions of any law for the time being in force concerning ragging; and also to monitor and oversee the performance of the Anti-Ragging Squad in prevention of ragging in the institution.

- c) Every institution shall also constitute a smaller body to be known as the Anti- Ragging Squad to be nominated by the Head of the Institution with such representation as may be considered necessary for maintaining vigil, oversight and patrolling functions and shall remain mobile, alert and active at all times. Provided that the Anti-Ragging Squad shall have representation of various members of the campus community and shall have no outside representation.
- d) It shall be the duty of the Anti-Ragging Squad to be called upon to make surprise raids on hostels, and other places vulnerable to incidents of, and having the potential of, ragging and shall be empowered to inspect such places.
- e) It shall also be the duty of the Anti-Ragging Squad to conduct an on-the-spot enquiry into any incident of ragging referred to it by the Head of the institution or any member of the faculty or any member of the staff or any student or any parent or guardian or any employee of a service provider or by any other person, as the case may be; and the enquiry report along with recommendations shall be submitted to the Anti-Ragging Committee for action under clause (a) of Regulation 9.1.

Provided that the Anti-Ragging Squad shall conduct such enquiry observing a fair and transparent procedure and the principles of natural justice and after giving adequate opportunity to the student or students accused of ragging and other witnesses to place before it the facts, documents and views concerning the incident of ragging, and considering such other relevant information as may be required.

- f) Every institution shall, at the end of each academic year, in order to promote the objectives of these Regulations, constitute a Mentoring Cell consisting of students volunteering to be Mentors for freshers, in the succeeding academic year; and there shall be as many levels or tiers of Mentors as the number of batches in the institution, at the rate of one Mentor for six freshers and one Mentor of a higher level for six Mentors of the lower level.
- g) Every University shall constitute a body to be known as Monitoring Cell on Ragging, which shall coordinate with the affiliated colleges and institutions under the domain of the University to achieve the objectives of these Regulations; and the Monitoring Cell shall call for reports from the Heads of institutions in regard to the activities of the Anti-Ragging Committees, Anti - Ragging Squads, and the Mentoring Cells at the institutions, and it shall also keep itself abreast of the decisions of the District level Anti-Ragging Committee headed by the District Magistrate.
- h) The Monitoring Cell shall also review the efforts made by institutions to publicize anti-ragging measures, soliciting of affidavits from parents/guardians and from students, each academic year, to abstain from ragging activities or willingness to be penalized for violations; and shall function as the prime mover for initiating action on the part of the appropriate authorities of the university for amending the Statutes or Ordinances or Bye-laws to facilitate the implementation of anti-ragging measures at the level of the institution.

Every institution shall take the following other measures, namely;

- a) Each hostel or a place where groups of students reside, forming part of the institution, shall have a full-time Warden, to be appointed by the institution as per the eligibility criteria laid down for the post reflecting both the command and control aspects of maintaining discipline and preventing incidents of ragging within the hostel, as well as the softer skills of counselling and communicating with the youth outside the class-room situation; and who shall reside within the hostel, or at the very least, in the close vicinity thereof.

- b) The Warden shall be accessible at all hours and be available on telephone and other modes of communication, and for the purpose the Warden shall be provided with a mobile phone by the institution, the number of which shall be publicised among all students residing in the hostel.
- c) The institution shall review and suitably enhance the powers of Wardens; and the security personnel posted in hostels shall be under the direct control of the Warden and their performance shall be assessed by them.
- d) The professional counsellors referred to under clause (o) of Regulation 6.1 of these Regulations shall, at the time of admission, counsel freshers and/or any other student(s) desiring counselling, in order to prepare them for the life ahead, particularly in regard to the life in hostels and to the extent possible, also involve parents and teachers in the counselling sessions.
- e) The institution shall undertake measures for extensive publicity against ragging by means of audio-visual aids, counselling sessions, workshops, painting and design competitions among students and such other measures, as it may deem fit.
- f) In order to enable a student or any person to communicate with the Anti-Ragging Helpline, every institution shall permit unrestricted access to mobile phones and public phones in hostels and campuses, other than in class-rooms, seminar halls, library, and in such other places that the institution may deem it necessary to restrict the use of phones.
- g) The faculty of the institution and its non-teaching staff, which includes but is not limited to the administrative staff, contract employees, security guards and employees of service providers providing services within the institution, shall be sensitized towards the ills of ragging, its prevention and the consequences thereof.
- h) The institution shall obtain an undertaking from every employee of the institution including all teaching and non-teaching members of staff, contract labour employed in the premises either for running canteen or as watch and ward staff or for cleaning or maintenance of the buildings/lawns and employees of service providers providing services within the institution, that he/she would report promptly any case of ragging which comes to his/her notice.
- i) The institution shall make a provision in the service rules of its employees for issuing certificates of appreciation to such members of the staff who report incidents of ragging, which will form part of their service record.
- j) The institution shall give necessary instructions to the employees of the canteens and messing, whether that of the institution or that of a service provider providing this service, or their employers, as the case may be, to keep a strict vigil in the area of their work and to report the incidents of ragging to the Head of the institution or members of the Anti-Ragging Squad or members of the Anti-Ragging Committee or the Wardens, as may be required.
- k) All Universities awarding a degree in education at any level, shall be required to ensure that institutions imparting instruction in such courses or conducting training programme for teachers include inputs relating to anti- ragging and the appreciation of the relevant human rights, as well as inputs on topics regarding sensitization against corporal punishments and checking of bullying amongst students, so that every teacher is equipped to handle at least the rudiments of the counselling approach.
- l) Discreet random surveys shall be conducted amongst the freshers every fortnight during the first three months of the academic year to verify and cross-check whether the institution is indeed free of ragging or not and for the purpose the institution may design its own methodology of conducting such surveys.
- m) The institution shall cause to have an entry, apart from those relating to general conduct and behaviour, made in the Migration/Transfer Certificate issued to the student while leaving the institution, as to whether the student has been punished for committing or abetting an act of

ragging, as also whether the student has displayed persistent violent or aggressive behaviour or any inclination to harm others, during his course of study in the institution.

- n) Notwithstanding anything contained in these Regulations with regard to obligations and responsibilities pertaining to the authorities or members of bodies prescribed above, it shall be the general collective responsibility of all levels and sections of authorities or functionaries including members of the faculty and employees of the institution, whether regular or temporary, and employees of service providers providing service within the institution, to prevent or to act promptly against the occurrence of ragging or any incident of ragging which comes to their notice.
- o) The Heads of institutions affiliated to a University or a constituent of the University, as the case may be, shall, during the first three months of an academic year, submit a weekly report on the status of compliance with Anti-Ragging measures under these Regulations, and a monthly report on such status thereafter, to the Vice-Chancellor of the University to which the institution is affiliated to or recognized by.
- p) The Vice Chancellor of each University, shall submit fortnightly reports of the University, including those of the Monitoring Cell on Ragging in case of an affiliating university, to the State Level Monitoring Cell.

7. Action to be taken by the Head of the institution.-

On receipt of the recommendation of the Anti Ragging Squad or on receipt of any information concerning any reported incident of ragging, the Head of institution shall immediately determine if a case under the penal laws is made out and if so, either on his own or through a member of the Anti-Ragging Committee authorised by him in this behalf, proceed to file a First Information Report (FIR), within twenty four hours of receipt of such information or recommendation, with the police and local authorities, under the appropriate penal provisions relating to one or more of the following, namely;

- i. Abetment to ragging;
- ii. Criminal conspiracy to rag;
- iii. Unlawful assembly and rioting while ragging;
- iv. Public nuisance created during ragging;
- v. Violation of decency and morals through ragging;
- vi. Injury to body, causing hurt or grievous hurt;
- vii. Wrongful restraint;
- viii. Wrongful confinement;
- ix. Use of criminal force;
- x. Assault as well as sexual offences or unnatural offences;
- xi. Extortion;
- xii. Criminal trespass;
- xiii. Offences against property;
- xiv. Criminal intimidation;
- xv. Attempts to commit any or all of the above mentioned offences against the victim(s);
- xvi. Threat to commit any or all of the above mentioned offences against the victim(s);
- xvii. Physical or psychological humiliation;
- xviii. All other offences following from the definition of "Ragging".

Provided that the Head of the institution shall forthwith report the occurrence of the incident of ragging to the District Level Anti-Ragging Committee and the Nodal officer of the affiliating University, if the institution is an affiliated institution.

Provided further that the institution shall also continue with its own enquiry initiated

Signature of deponent Solemnly affirmed and signed in my presence on this the ____ (day) of ____ (month) ,of (Year) after reading the contents of this affidavit.

OATH COMMISSIONER

under clause 9 of these Regulations and other measures without waiting for action on the part of the police/local authorities and such remedial action shall be initiated and completed immediately and in no case later than a period of seven days of the reported occurrence of the incident of ragging.

8. Duties and Responsibilities of the Commission and the Councils.-

The Commission shall, with regard to providing facilitating communication of information regarding incidents of ragging in any institution, take the following steps, namely;

- a) The Commission shall establish, fund and operate, a toll-free Anti-Ragging Helpline, operational round the clock, which could be accessed by students in distress owing to ragging related incidents.
- b) Any distress message received at the Anti-Ragging Helpline shall be simultaneously relayed to the Head of the Institution, the Warden of the Hostels, the Nodal Officer of the affiliating University, if the incident reported has taken place in an institution affiliated to a University, the concerned District authorities and if so required, the District Magistrate, and the Superintendent of Police, and shall also be web enabled so as to be in the public domain simultaneously for the media and citizens to access it.
- c) The Head of the institution shall be obliged to act immediately in response to the information received from the Anti-Ragging Helpline as at sub-clause (b) of this clause.
- d) The telephone numbers of the Anti-Ragging Helpline and all the important functionaries in every institution, Heads of institutions, faculty members, members of the anti-ragging committees and anti ragging squads, district and sub-divisional authorities and state authorities, Wardens of hostels, and other functionaries or authorities where relevant, shall be widely disseminated for access or to seek help in emergencies.
- e) The Commission shall maintain an appropriate data base to be created out of affidavits, affirmed by each student and his/her parents/guardians and stored electronically by the institution, either on its or through an agency to be designated by it; and such database shall also function as a record of ragging complaints received, and the status of the action taken thereon.
- f) The Commission shall make available the database to a non-governmental agency to be nominated by the Central Government, to build confidence in the public and also to provide information of non compliance with these Regulations to the Councils and to such bodies as may be authorised by the Commission or by the Central Government.

The Commission shall take the following regulatory steps, namely;

- a) The Commission shall make it mandatory for the institutions to incorporate in their prospectus, the directions of the Central Government or the State Level Monitoring Committee with regard to prohibition and consequences of ragging, and that non-compliance with these Regulations and directions so provided, shall be considered as lowering of academic standards by the institution, therefore making it liable for appropriate action.
- b) The Commission shall verify that the institutions strictly comply with the requirement of getting the affidavits from the students and their parents/guardians as envisaged under these Regulations.
- c) The Commission shall include a specific condition in the Utilization Certificate, in respect of any financial assistance or grants-in-aid to any institution under any of the general or special schemes of the Commission, that the institution has complied with the anti-ragging measures.
- d) Any incident of ragging in an institution shall adversely affect its accreditation, ranking or grading by NAAC or by any other authorised accreditation agencies while assessing the institution for accreditation, ranking or grading purposes.

- e) The Commission may accord priority in financial grants-in-aid to those institutions, otherwise eligible to receive grants under section 12B of the Act, which report a blemishless record in terms of there being no reported incident of ragging.
- f) The Commission shall constitute an Inter-Council Committee, consisting of representatives of the various Councils, the Non-Governmental agency responsible for monitoring the database maintained by the Commission under clause (g) of Regulation 8.1 and such other bodies in higher education, to coordinate and monitor the anti-ragging measures in institutions across the country and to make recommendations from time to time; and shall meet at least once in six months each year.
- g) The Commission shall institute an Anti-Ragging Cell within the Commission as an institutional mechanism to provide secretarial support for collection of information and monitoring, and to coordinate with the State Level Monitoring Cell and University level Committees for effective implementation of anti-ragging measures, and the Cell shall also coordinate with the Non-Governmental agency responsible for monitoring the database maintained by the Commission appointed under clause (g) of Regulation 8.1.

9. Administrative action in the event of ragging.-

The institution shall punish a student found guilty of ragging after following the procedure and in the manner prescribed herein under:

- a) The Anti-Ragging Committee of the institution shall take an appropriate decision, in regard to punishment or otherwise, depending on the facts of each incident of ragging and nature and gravity of the incident of ragging established in the recommendations of the Anti-Ragging Squad.
- b) The Anti-Ragging Committee may, depending on the nature and gravity of the guilt established by the Anti-Ragging Squad, award, to those found guilty, one or more of the following punishments, namely;
 - i. Suspension from attending classes and academic privileges.
 - ii. Withholding/ withdrawing scholarship/ fellowship and other benefits.
 - iii. Debarring from appearing in any test/ examination or other evaluation process.
 - iv. Withholding results.
 - v. Debarring from representing the institution in any regional, national or international meet, tournament, youth festival, etc.
 - vi. Suspension/ expulsion from the hostel.
 - vii. Cancellation of admission.
 - viii. Rustication from the institution for period ranging from one to four semesters.
 - ix. Expulsion from the institution and consequent debarring from admission to any other institution for a specified period.

Provided that where the persons committing or abetting the act of ragging are not identified, the institution shall resort to collective punishment.

- c) An appeal against the order of punishment by the Anti-Ragging Committee shall lie,
 - i. in case of an order of an institution, affiliated to or constituent part, of a University, to the Vice-Chancellor of the University;
 - ii. in case of an order of a University, to its Chancellor.
 - iii. in case of an institution of national importance created by an Act of Parliament, to the Chairman or Chancellor of the institution, as the case may be.

Where an institution, being constituent of, affiliated to or recognized by a University, fails to comply with any of the provisions of these Regulations or fails to curb ragging effectively, such University may take any one or more of the following actions, namely;

- i. Withdrawal of affiliation/recognition or other privileges conferred.
- ii. Prohibiting such institution from presenting any student or students then undergoing any programme of study therein for the award of any degree/diploma of the University.
Provided that where an institution is prohibited from presenting its student or students, the Commission shall make suitable arrangements for the other students so as to ensure that such students are able to pursue their academic studies.
- iii. Withholding grants allocated to it by the university, if any
- iv. Withholding any grants channelised through the university to the institution.
- v. Any other appropriate penalty within the powers of the university.

Where in the opinion of the appointing authority, a lapse is attributable to any member of the faulty or staff of the institution, in the matter of reporting or taking prompt action to prevent an incident of ragging or who display an apathetic or insensitive attitude towards complaints of ragging, or who fail to take timely steps, whether required under these Regulations or otherwise, to prevent an incident or incidents of ragging, then such authority shall initiate departmental disciplinary action, in accordance with the prescribed procedure of the institution, against such member of the faulty or staff.

Provided that where such lapse is attributable to the Head of the institution, the authority designated to appoint such Head shall take such departmental disciplinary action; and such action shall be without prejudice to any action that may be taken under the penal laws for abetment of ragging for failure to take timely steps in the prevention of ragging or punishing any student found guilty of ragging.

The Commission shall, in respect of any institution that fails to take adequate steps to prevent ragging or fails to act in accordance with these Regulations or fails to punish perpetrators or incidents of ragging suitably, take one or more of the following measures, namely;

- i. Withdrawal of declaration of fitness to receive grants under section 12B of the Act.
- ii. Withholding any grant allocated.
- iii. Declaring the institution ineligible for consideration for any assistance under any of the general or special assistance programmes of the Commission.
- iv. Informing the general public, including potential candidates for admission, through a notice displayed prominently in the newspapers or other suitable media and posted on the website of the Commission, declaring that the institution does not possess the minimum academic standards.
- v. Taking such other action within its powers as it may deem fit and impose such other penalties as may be provided in the Act for such duration of time as the institution complies with the provisions of these Regulations.

Provided that the action taken under this clause by the Commission against any institution shall be shared with all Councils.

**ANNEXURE I
AFFIDAVIT BY THE STUDENT**

- 1) I, _____(full name of student with admission/registration/enrolment number) s/o d/o Mr./Mrs./Ms. _____, have been admitted to (name of the institution), have received a copy of the UGC Regulations on Curbing the Menace of Ragging in Higher Education Institutions, 2009, (herein after called the "Regulations") carefully read and fully understood the provisions contained in the said Regulations.
- 2) I have, in particular, perused clause 3 of the Regulations and am aware as to what constitutes ragging.
- 3) I have also, in particular, perused clause 7 and clause 9.1 of the Regulations and am fully aware of the penal and administrative action that is liable to be taken against me in case I am found guilty of or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.
- 4) I hereby solemnly aver and undertake that:
 - a) I will not indulge in any behaviour or act that may be constituted as ragging under clause 3 of the Regulations.
 - b) I will not participate in or abet or propagate through any act of commission or omission that may be constituted as ragging under clause 3 of the Regulations.
- 5) I hereby affirm that, if found guilty of ragging, I am liable for punishment according to clause 9.1 of the Regulations, without prejudice to any other criminal action that may be taken against me under any penal law or any law for the time being in force.
- 6) I hereby declare that I have not been expelled or debarred from admission in any institution in the country on account of being found guilty of, abetting or being part of a conspiracy to promote, ragging; and further affirm that, in case the declaration is found to be untrue, I am aware that my admission is liable to be cancelled.

Declared this ___day of _____month of _____year.

Signature of deponent

Name:

VERIFICATION

Verified that the contents of this affidavit are true to the best of my knowledge and no part of the affidavit is false and nothing has been concealed or misstated therein.

Verified at _____(place) on this the _____(day) of _____(month) _____(year).

Signature of deponent

Solemnly affirmed and signed in my presence on this the _____(day) of _____(month) ,of _____(year) after reading the contents of this affidavit.

OATH COMMISSIONER

**ANNEXURE II
AFFIDAVIT BY PARENT/GUARDIAN**

- 1) I, Mr./Mrs./Ms. _____(full name of parent/guardian) father/mother/guardian of _____(full name of student with admission/registration/enrolment number) , having been admitted to _____(name of the institution) , have received a copy of the UGC Regulations on Curbing the Menace of Ragging in Higher Educational Institutions, 2009, (hereinafter called the "Regulations"), carefully read and fully understood the provisions contained in the said Regulations.
 - 2) I have, in particular, perused clause 3 of the Regulations and am aware as to what constitutes ragging.
 - 3) I have also, in particular, perused clause 7 and clause 9.1 of the Regulations and am fully aware of the penal and administrative action that is liable to be taken against my ward in case he/she is found guilty of or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.
 - 4) I hereby solemnly aver and undertake that:
 - a) My ward will not indulge in any behaviour or act that may be constituted as ragging under clause 3 of the Regulations.
 - b) My ward will not participate in or abet or propagate through any act of commission or omission that may be constituted as ragging under clause 3 of the Regulations.
 - 5) I hereby affirm that, if found guilty of ragging, my ward is liable for punishment according to clause 9.1 of the Regulations, without prejudice to any other criminal action that may be taken against my ward under any penal law or any law for the time being in force.
 - 6) I hereby declare that my ward has not been expelled or debarred from admission in any institution in the country on account of being found guilty of, abetting or being part of a conspiracy to promote, ragging; and further affirm that, in case the declaration is found to be untrue, the admission of my ward is liable to be cancelled.
- Declared this ___day of _____month of _____year.

Signature of deponent

Name:

Address:

Telephone/ Mobile No.:

VERIFICATION

Verified that the contents of this affidavit are true to the best of my knowledge and no part of the affidavit is false and nothing has been concealed or misstated therein.

Verified at (place) on this the (day) of (month) , (year) .

Signature of deponent

Solemnly affirmed and signed in my presence on this the (day)(month) , of (year) after reading the contents of this affidavit.

OATH COMMISSIONER

UGC Guidelines on Students' Entitlements

It has been observed that the students are generally unaware of their various entitlements and ways & means to get their grievances redressed. It was a long felt need to prepare a charter of Students' Entitlements that list-out various entitlements of the students along with other students related services and a simplified procedure for redressal of grievances. Keeping this in view the UGC has now prepared guidelines on students' entitlements. The guidelines provide entitlement of students in relation to admission, quality of teaching and learning, fee and financial aid, infrastructure along with entitlements for non-discriminatory treatment and freedom of thought and expression.

**These guidelines are available in the UGC website-www.ugc.ac.in.
The students may go through these guidelines.**

CORE FACULTY

Dr. B.D. Mishra
Associate Professor & Head
M.B.A.; Ph.D., F.D.P. (IIM,K)
Financial Management, Business Policy & Strategic Management

Dr. Harish Kumar
Professor
M.Com (Bus.Admn.); Ph.D.; FDP(IIM ,A); D.Litt.
Human Resource Management, Organisational Behaviour and
General Management

Dr. L.P. Pateriya Professor
(On Leave)
M.Sc. (Maths); M.B.A.; LL.B.; ACTE (Tourism); Ph.D.
Quantitative Techniques & Operations Research, Marketing
Management and Business Laws

Dr. (Mrs.) Bobby B. Pandey
Assistant Professor (Senior Scale)
M.A.(Eco.); M.B.A.; Ph.D.
Business Economics and Marketing Management

UNIVERSITY TELEPHONE DIRECTORY

'A' : ADMINISTRATION

SN	DESIGNATION & NAME	OFFICE	RESIDENCE
1.	Vice Chancellor Prof. Anjila Gupta	260283 / 260353 Fax-07752-260148	
2.	Dean, Students Welfare Dr. M N Tripathi	260204,260013	
3.	Dean, SOS in Management & Commerce Prof. (Dr.) Manish Shrivastava	260025	
4.	Registrar Prof. Shailendra Kumar	260209 Fax-07752-260294	
5.	Chief Proctor Prof. (Dr.) V. S. Rathore	260206 M-75874-72651	
6.	Finance Officer Prof.S S singh	260036	8989429598
7.	Dy. Registrar (Acad./ Dev./Stores)	260021	260082
8.	Controller of Exams Dr. R K Sharma	260003	
9.	Secretary to V.C.	260353	260210
10.	University Engineer	260207	
11.	Librarian A.K. Sharma	260041	
12.	Chief Warden	415113 (PP)	260025
13.	Warden, Girls' Hostel Prof. ManishaDubey	260078 260460	
14.	Warden, Boys' Hostel Dr. M. S. Dhapola	260480 260466	9098146109
15.	University Guest House	260024	
16.	Cultural Coordinator,	260025	

'B': FACULTY

FACULTY	DESIGNATION	OFFICE	RESIDENCE
Dr. B.D. Mishra	AssociateProfessor, (Head of Department)	260460	271072
Dr. Harish Kumar	Professor	260460	
Dr. L.P. Pateriya	Professor (On Leave)	260460	
Dr. (Mrs.) Bobby B. Pandey Mr. TejuKujur	Asstt. Professor Asstt. Professor(Adhoc)	260460	402311
Ms. HarshaSahu	Asstt. Professor (Adhoc)		
Mr. GR Behera	Asstt. Professor (Adhoc)		

'C': OFFICE STAFF -

Shri Dinesh Kumar Dewangan, Superintendent		260460
Shri M.L. Jaiswal	Office Attend.	260460
Shri Suresh Kaivart	Peon	
Shri Narantak Suryavanshi	Peon	

'D' : OTHER USEFUL TELEPHONE NUMBERS -

Police Station, Koni		260039
Post Office, Koni		260032
Punjab National Bank, Koni		260034
Bank of India		260073 260202
Telephone Exchange, Koni		, 260098
University Health Centre (Dr. A.N. Mondal), Koni		260427 9425546165

COURSE STRUCTURE

The programme has been organized in two years each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

FIRST YEAR

Semester-I	Credits
Core-101 Management Process and Organizational Behaviour	3
Core-102 Quantitative Methods	3
Core-103 Managerial Economics	3
Core-104 Business Environment	3
Core-105 Managerial Skill Development	3
Core-106 Indian Ethos and Values	3
Core-107 Accounting for Managers	3
Core-108 International Environment and Management	3
Total Semester Credit	24
Semester - II	
Core-201 Organization Effectiveness and Change	3
Core-202 Operations Research	3
Core-203 Human Resource Management	3
Core-204 Financial Management	3
Core-205 Marketing Management	3
Core-206 Production and Operations Management	3
Core-207 Research Methodology	3
Core-208 Computer Applications in Management	3
Total Semester Credit	24
Summer Training	

At the end of second semester, all students will have to undergo summer training of **4-6 weeks** with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the executive in organizations as approved by the Department from time to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. Confidential reports of the student's performance in the training will be collected from the concerned organizations. Reports will be a part of the evaluation process.

SECOND YEAR

During Second Year, in addition to core courses and project studies, a student shall have to choose five elective courses in third semester and three elective courses in fourth semester from the list of elective courses announced at the beginning of each semester.

Semester III	Credits
Core-301 Decision Support System and Management Information System	3
Core-302 Corporate Legal Frame Work	3
Core-303 Summer Training Project	3
Plus Five elective courses	15
Total Semester Credit	24
Semester-IV	Credits
Core-401 Strategic Management	3
Core-402 Project Report	6
Plus Three elective courses	9
Total Semester Credit	18
Total Credit in MBA Programme	90

Following Four Areas of Specializations are offered.

1. Finance
2. Marketing
3. Organizational Behaviour and Human Resource Development
4. International Business

The actual electives which are open will be announced by the Head of the Department before the commencement of III semester. Currently only the first three areas of electives are open. There will be five courses in each Area of Electives. These courses will be as follows:

List of Elective Courses		Credits
Finance		
FM-3101	Management Control System	3
FM-3102	Security Analysis and Portfolio Management	3
FM-3103	Management of Financial Institutions	3
FM-3104	Management of Financial Services	3
FM-3105	International Financial Management	3
Marketing		
MM-3201	Consumer Behaviour	3
MM-3202	Advertising and Sales Promotion Management	3
MM-3203	International Marketing	3
MM-3204	Sales & Distribution Management	3
MM-3205	Marketing of Services	3
Organizational Behaviour and Human Resource Development		
OBH-3301	Management of Industrial Relations	3
OBH-3302	Legal Framework Governing Human Relations	3
OBH-3303	Management Training and Development	3
OBH-3304	Human Resource Planning & Development	3
OBH-3305	Organizational Change and Intervention Strategies	3
International Business		
IB-3401	International Financial Management	3
IB-3402	International Marketing	3
IB-3403	Export Import Procedures, Documentation & Logistics	3
IB-3404	India's Foreign Trade Policy	3
IB-3405	Global Human Resource Management	3

Note : First three elective courses are available in III semester and rest two courses are available in IV semester.

A student is required to opt total number of eight courses - Five in third semester and Three in fourth semester. A student can opt three courses in third semester from any one particular area of elective and two courses from the rest three areas. A student can opt two remaining electives in fourth Semester from the same area chosen in the third semester and one course from rest of the areas.

The Summer Training Project Report (Core-303) will be of 100 marks and has to be submitted within three weeks from the commencement of the third semester.

The Project Report (Core-402) will be of 200 marks (project Report 100 marks + Viva Voce. Examination 100 marks) and shall commence from third semester and the report shall be submitted towards the end of the fourth semester. A student will not be given any special permission to leave the Department for a long time to do the project, as he/she will be missing fourth semester classes. Preferably, market surveys, organization surveys in the local organizations can be done. A Board of Examiners consisting of internal and external examiners will evaluate the report

ESSENTIAL INFORMATION**1. The MBA Programme shall consist of:**

- (a) Such course (Papers) as may be prescribed by the Department.
 (b) Such Summer-training as may be prescribed by the Department.
 (c) Such factory visits as may be prescribed by the Department.

2. The medium of instruction and language of examination shall be English.

3. Each student shall have to appear at the Written University Examination of 70 marks in each paper at the end of every semester and participate in Internal Assessment of 30 marks in each paper which will be held in the manner prescribed below :

(i) Assignments & Presentations	=	10 marks
(ii) Test (Best out of Two Test)	=	15 marks
(iii) Class Participation	=	05 marks

Each paper in the Written University Examination will be of three hours duration. Each course (paper) will be of 100 marks and the distribution of marks shall be as under: University examination 70 marks and Internal assessment: 30 marks. But in the paper of project report, which shall be of 100 marks, internal examiner will award marks out of 50 and external examiner will also award marks out of 50. There shall be no supplementary or second full examination for failures. Provided that if a candidate after participating in the internal assessment and submitting the project report fails to appear at the Semester examination due to sickness or any other unavoidable reason, he/she will be allowed to appear at the next concerned semester examination as an Ex-student, for two subsequent examinations only and in case he/ she fails to pass the said examination, he/she shall cease to be a student of the course of studies in MBA. Provided, further that if a candidate after participating in the internal assessment of all the papers and after appearing in all the theory papers fails in any two of the theory papers in any one semester examination but secures at least 48% marks in aggregate in the papers cleared at that examination; he/she will be allowed to keep the term (ATKT) and promoted to the next semester.

Such candidate shall be eligible to take examination of those two papers as the case may be in which he/she has failed along with the semester examination concerned. He/she shall be eligible to carry backlog of two papers of each semester examination but in no case he/she shall be permitted to carry backlog of more than four papers at a time and there shall be no ATKT in case of internal assessment and there shall be no revaluation in case of assessment of theory papers.

Provided further that if a candidate fails in more than two papers in any semesters examination but has participated in internal assessment of all papers of that examination, he/she may be allowed to appear at the next concerned semester examination as an Ex-student.

Provided further that if a candidate fails to secure 50 per cent of marks in aggregate but clears all the papers in a semester examination, he/she will be allowed to keep the term (ATKT) and promoted to the next semester and he/she will be allowed to appear in the next concerned semester examination along with students of the same semester with any two of the theory papers of his choice of the concerned semester so as to obtain the minimum 50 percent of marks in aggregate in the concerned semester. The option about the choice of the theory papers once exercised shall not be allowed to be changed.

For this purpose, he/she shall be allowed to avail only one chance. However, the result of his higher semester examinations will be withheld until he clears all the lower semesters fully.

Provided further that if a candidate fails to secure the minimum 50 percent of marks in aggregate in the concerned lower semester, his concerned lower semester examination will be cancelled and he shall be allowed to appear as an ex-student in the next concerned semester examination.

Provided further that a candidate whose result is declared after the commencement of next higher semester for any reasons he/she may be allowed to attend classes for the next higher semester.

On account of shortage of attendance, if any candidate is not allowed to appear the semester examination his/her admission shall stand cancelled. However, he/she may apply for readmission only, once after paying the fees as prescribed for fresh admission.

4. There is no provision of Non-Collegiate candidate for this course.
5. A student of MBA Programme pursuing a regular course, shall not be permitted to take up any other examination or course or service simultaneously. However, this restriction shall not be applicable to the student of Language Certificate Courses.
6. No person shall be admitted to MBA Degree course if he/she has already passed MBA Examination or any equivalent examination of any university or statutory body. However, this restriction shall not be applicable to diploma holders.
7. Each student shall pay the fees as may be determined by the University from time to time. Examination fees, Hostel fees, Application Form fees, Admission Test fees etc. shall also be prescribed by the University from time to time.
8. For passing the examination, the candidate shall be required to secure at least 40% marks in each of the prescribed courses and an aggregate of 50% marks separately in internal assessment & written examination.
9. No student shall be allowed to take up the Examination unless he/she has:
 - (i) Attended at least 75% of lectures delivered,
 - (ii) Paid all the fees due,
 - (iii) Obtained "No Dues" Certificate, from the Library & the Department,
 - (iv) Submitted the field Project Report as prescribed by the Department,
 - (v) Received "In-plant Training" as prescribed by the Department and
 - (vi) Cleared all the dues of the Host Institution where "In-plant Training" has been received by him.
10. For points 01 through 09 provisions of ordinance No. 72 shall prevail. In matters of admission, attendance, examination and in all other matters not provided for in Ordinance No. 72, the MBA Degree Course shall be governed by the General Provision of the relevant Ordinance save in so far as they are not inconsistent with the provisions of Ordinance No. 72.

COURSE STRUCTURE

The programme has been organized in two years each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

FIRST YEAR

Semester-I	Credits
Core-101 Management Process and Organizational Behaviour	3
Core-102 Quantitative Methods	3
Core-103 Managerial Economics	3
Core-104 Business Environment	3
Core-105 Managerial Skill Development	3
Core-106 Indian Ethos and Values	3
Core-107 Accounting for Managers	3
Core-108 International Environment and Management	3
Total Semester Credit	24

Semester - II

Core-201 Organization Effectiveness and Change	3
Core-202 Operations Research	3
Core-203 Human Resource Management	3
Core-204 Financial Management	3
Core-205 Marketing Management	3
Core-206 Production and Operations Management	3
Core-207 Research Methodology	3
Core-208 Computer Applications in Management	3
Total Semester Credit	24

Summer Training

At the end of second semester, all students will have to undergo summer training of 4-6 weeks with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the executive in organizations as approved by the Department from time to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. Reports will be a part of the evaluation process.

SECOND YEAR

During Second Year, in addition to core courses and project studies, a student shall have to choose five elective courses in third semester and three elective courses in fourth semester from the list of elective courses announced at the beginning of each semester.

Semester III	Credits
Core-301 Decision Support System and Management Information System 3	3
Core-302 Corporate Legal Frame Work	3
Core-303 Summer Training Project	3
Plus Five elective courses	15
Total Semester Credit	24
Semester-IV	Credits
Core-401 Strategic Management	3
Core-402 Project Report	6
Plus Three elective courses	9
Total Semester Credit	18
Total Credit in MBA Programme	90

Following Four Areas of Specializations are offered.

5. Finance
6. Marketing
7. Organizational Behaviour and Human Resource Development
8. International Business

The actual electives which are open will be announced by the Head of the Department before the commencement of IIIrd semester. Currently only the first three areas of electives are open. There will be five courses in each Area of Electives. These, courses will be as follows:

List of Elective Courses	Credits
Finance	
FM-3101 Management Control System	3
FM-3102 Security Analysis and Portfolio Management	3
FM-3103 Management of Financial Institutions	3
FM-3104 Management of Financial Services	3
FM-3105 International Financial Management	3
Marketing	
MM-3201 Consumer Behaviour	3
MM-3202 Advertising and Sales Promotion Management	3
MM-3203 International Marketing	3
MM-3204 Sales & Distribution Management	3
MM-3205 Marketing of Services	3
Organizational Behaviour and Human Resource Development	
OBH-3301 Management of Industrial Relations	3
OBH-3302 Legal Framework Governing Human Relations	3
OBH-3303 Management Training and Development	3
OBH-3304 Human Resource Planning & Development	3
OBH-3305 Organizational Change and Intervention Strategies	3
International Business	
IB-3401 International Financial Management	3
IB-3402 International Marketing	3
IB-3403 Export Import Procedures, Documentation & Logistics	3
IB-3404 India's Foreign Trade Policy	3
IB-3405 Global Human Resource Management	3

Note: First three elective courses are available in III semester and rest two courses are available in IV semester.

A student is required to opt total number of eight courses - Five in third semester and Three in fourth semester. A student can opt three courses in third semester from any one particular area of elective and two courses from the rest three areas. A student can opt two remaining electives in fourth Semester from the same area chosen in the third semester and one course from rest of the areas.

The Summer Training Project Report (Core-303) will be of 100 marks and has to be submitted within three weeks from the commencement of the third semester.

The Project Report (Core-402) will be of 200 marks (project Report 100 marks + Viva Voce. Examination 100 marks) and shall commence from third semester and the report shall be submitted towards the end of the fourth semester. A student will not be given any special permission to leave the Department for a long time to do the project, as he/she will be missing fourth semester classes. Preferably, market surveys, organization surveys in the local organizations can be done. A Board of Examiners consisting of internal and external examiners will evaluate the report

DETAILED SYLLABUS

SEMESTER - I

Core-101 : MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Objectives

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents

Credits 3

Note: Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

School of Management Thought: Evolution of Management thought, Systems and Contingency approach of management, Decision Theory School. Managerial processes, functions, skills and roles in an organization. Nature, process and technique of Planning, Organizing, Staffing, Directing, Coordinating, Control.OrganisationalBehaviour : Concept, Significance, Understanding and Managing individual behaviour - Personality, Perceptions, Values, Attitudes, Learning, Work-motivation, Individual Decision Making and Problem solving. Understanding and Managing Group Processes: Interpersonal and Group dynamics. Applications of emotional intelligence in organizations.Group decision making. Leadership and Influence Process : Concept, Styles and Theories. Understanding and Managing Organizational Systems, Organizational Conflict- sources, patterns levels and types of conflict.Organisational design and structure. Work stress.

Communication - Process, Barriers.

Suggested Readings

1. Koontz, Harold, Cyril O' Donnell, and Heinz, Whelrich. Essentials of Management. New Delhi: Tata McGraw Hill.
2. Robbins, S.P. Organizational Behaviour. New Delhi: PHI.
3. Luthans, F. OrganisationalBehaviour. NewYork: McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-102 : QUANTITATIVE METHODS

Objectives

The objective of the course is to make the students familiar with some basic, statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten)compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Mathematical basis of managerial decision: Functions,Applications of Functions, Some special Functions- A. P. & G.P. and their managerial application. Matrices.Markov Chains & their applications.Frequency Distribution and Their analysis.Probability Theory and Probability Distributions- Binomial, Poisson, Normal and Exponential.Correlation and Regression Analysis.Time Series Analysis and Forecasting.Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality.Introduction to some Basic Quantitative Methods Package.

Suggested Readings

1. Chadha, N.K. (1996). Statistics for Behavioral and Social Scientists. New Delhi: Reliance Publishing House.
2. Gupta, S.P., and Gupta, M P. (1997). Business Statistics. New Delhi: Sultan Chand.
3. Kazmier, T. J., and Pohl, N. F. (1988). Basic Statistics for Business and Economics. New York: McGraw Hill.
4. Kelvin, Richard I., and Rubin David, S. (1995). Statistics for Management. New Jersey: Prentice Hall Inc.
5. Narag, A. S. (1995). Linear Programming and Decision Making. New Delhi: Sultan Chand.
6. Sharma, J.K. (2001). Fundamentals of Operations Research. New Delhi: Macmillan.
7. Terry, Sineich. (1990). Business Statistics by Examples. London: Collier Me Millian Publishers.
8. Shrivastava, Shenoy, and Sharma. (2004). Quantitative Techniques for Managerial Decisions. New Age.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core- 103: MANAGERIAL ECONOMICS**Objectives**

The objective of this course is to acquaint the participants with concepts and techniques used in Micro Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Concepts And Techniques, Nature And Scope Of Managerial Economics. Funda-mental Economic Concepts. Demand Analysis Theory Of Demand (Law, Elasticity, Forecasting). Utility Analysis- Cardinal And Ordinal, Production Function, One & Two Variables, Law of returns. Theory of Cost, Types Of Cost, Cost Output Rela-tionship, Cost Curves. Pricing Market Structure, Monopoly, Oligopoly, Monopolis-tic, Pricing Practices-Dumping, transfer pricing.Macro Economic Concepts- Na-tional Income Concepts GDP, GNP.Business Cycles- Nature, Phases, Theories.Inflation- Types, Importance, Role, Control measures.

Suggested Readings

1. Baumol, William J. Economic Theory and Operations Analysis. Prentice Hall.
2. Chopra, O.P. Managerial Economics. Tata - MC Graw Hill.
3. Dean, Joel. Managerial Economics. New Delhi: Prentice Hall.
4. Adhikary, M. Business Economics. New Delhi: Excel Books.
5. Mehta, P.L. Managerial Economics. Himalaya Publishing House.
6. Dwivedi, D.N. Managerial Economics. PHI.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-104: BUSINESS ENVIRONMENT**Objectives**

The course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Theoretical Frame Work of Business Environment, Concept, Significance and Na-ture.Elements of Environment - Internal and External.Economic Environment of Business Elements and Significance.Economic System. Economic Planning in In-dia- Planning Commission and NDC, Function, Role. Government Policies - Indus-trial Policy, Fiscal Policy, Monetary Policy, EXIM Policy, Licensing Policy. Role of Public and Private Sector in Economic Development.Political and Legal Environ-ment. MRTP- main provisions & amendments related to unfair trade practices. FEMA-objectives, administration & main provisions & penalties.Social And Cultural Envi-ronment Of Business. Social Responsibility Of Business. Social System and Social Institutions.Emerging Rural Sector in India. Consumerism In India.

Suggested Readings

1. Shukla , M.B. Business Environment. Allahabad: KitabMahal.
 2. Adhikary, M. Economic Environment of Business. New Delhi: Sultan Chand & Sons.
 3. Ahluwalia, I.J. Industrial Growth in India. New Delhi: Oxford University Press.
 4. Alagh, Y.K. Indian Development Planning and Policy. New Delhi:Vikas Pub.
 5. Aswathappa, K. Legal Environment of Business. Mumbai: Himalaya Publishing House.
 6. Cherunilam, F. Business Environment. mumbai: Himalaya Publishing House.
- The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-105: MANAGERIAL SKILL DEVELOPMENT**Objectives**

The course is aimed at equipping the students with necessary tools, techniques and skills of communication, inspire them and enlist their active and willing cooperation in the performance of their jobs.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Importance and nature of business communication. Effective communication skill. Process of communication. Barriers and gateways in communication. Dos and Don'ts of Business writing. Writing Business reports. Oral Communication - presentations of report, Public speaking, and Negotiations. Legal aspects of business communication.

Suggested Readings

1. Rao, N., and Das, R.P. (2005). Communication Skills. HPH.
2. Bowman, Joel P., and Branchaw, Bernadine P. (1987). Business Communication: From Process to Product. Chicago: Dryden Press.
3. Hatch, Richard. (1977). Communicating in Business. Chicgo: Science Research Associates.
4. Murphy, Herta A., and Peck, Charles E. (1976). Effective Business Communications (2nd ed.). New Delhi: Tata McGraw Hill.
5. Pearce, C. Glenn, etc. (1988). Business Communications: Principles and applications (2nd ed.). New York: John Wiley.
6. Treerce, Maira, etc. (1987). Successful Business Communications (3rd ed.) Boston: Allyn and Bacon.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-106: INDIAN ETHOS AND VALUES**Objectives**

The objective of this paper is to provide an understanding of basic Indian values and ethos and their significance in management.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Model of Management in the Indian Socio-Political Environment. Work Ethos. Indian Heritage in Production and Consumption. Indian Insight into TQM. Problems Relating to Stress in Corporate Management - Indian Perspective. Teaching Ethics. Trans-cultural Human Values in Management Education. Relevance of Values in Management. Need for Values in Global Change - Indian Perspective; Values for Managers. Holistic Approach for Managers in Decision Making. Secular Versus Spiritual Values in Management. Personal Growth and Lessons from Ancient Indian Educational System. Science and Human Values.

Suggested Readings

1. Sharma, Subhash. (2000). Management in New Age - Western Windows Eastern Doors. New Age.
2. Sharma, Subhash. (2000). Quantum Rope: Science, Mysticism and Management. New Age.
3. Sharma, Subhash. (2001). Arrows of Time: From the Black holes to the Nirvana Point. New Age.
4. Chakraborty, S.K., & Bhattacharya, P. (1999). Human Values: The Tagorean Panorama. New Age.
5. Chakraborty, S.K. (1998). Foundations of Managerial Work - Contributions from Indian Thought. New Delhi: Himalaya Publishing House.
6. Management Effectiveness and Quality of Work-life - Indian Insights. (1987). New Delhi: Tata McGraw Hill Publishing Company.
7. Drucker, P. (1983). Managing in Turbulent Times. London: Pan Books.
8. Gandhi, M.K. (1972). The Story of My Experiment with Truth. Ahmedabad: Navjivan Publishing House.
9. Shukla, M.B. Indian Ethos & Values. Himalaya Publishing House.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

CORE 107: ACCOUNTING FOR MANAGERS**Objective**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Financial Accounting- Concept, Importance and Scope. Generally Accepted Accounting principles. Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Inventory Valuation and Depreciation. Financial Statement Analysis. Funds Flow Analysis. The Statement of Cash Flows. Management Accounting - Concept, Need, Importance and Scope. Cost Accounting Records and Processes. Cost Ledger and Control Accounts. Reconciliation and Integration between Financial and Cost Accounts. Overhead Cost and Control. Job and Process Costing. Budget and Budgetary Control. Performance Budgeting. Zero-Base Budgeting. Relevant Costing and costing for Decision-Making. Standard Costing and Variance Analysis. Marginal Costing and Absorption costing.

Suggested Readings

1. Anthony, R. N., and Reece, J. S. (1995). Accounting Principles (6th ed.). Homewood, Illinois: Richard D. Irwin.
2. Bhattacharya, S.K, and Dearden, J. (1996). Accounting for Management Text and Cases. New Delhi: Vikas.
3. Heitger, L. E., and Matulich, Serge. (1990). Financial Accounting. New York: Mc-Graw Hill.
4. Hingorani, N. L., and Ramanathan, A. R. (1992). Management Accounting (5th ed.). New Delhi: Sultan Chand.
5. Horngren, Charles, etc. (1994). Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey: Prentice Hall Inc.
6. Needles, Belverd, etc. (1994). Financial and Managerial Accounting. Boston: Houghton Mifflin Company.
7. Vij, Madhu. (1997). Financial and Management Accounting. New Delhi: Anmol Publications.
8. Shukla, M.B. Accounting for Managers. New Delhi: Kalyani Publishers.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core- 108: INTERNATIONAL BUSINESS ENVIRONMENT & MANAGEMENT**Objectives**

The primary objective of this course is to acquaint the students with the emerging global trends in business environment.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

IB: meaning, characteristics and modes of IB. Trends in IB, IBVs Domestic Business. Theories of international trade, gains from international trade, terms of trade. FDI- forms, benefits to home and to host country. BOP- structure, managing disequilibrium in BOP, India's BOP. Regulatory environment- trade and investment, regulators at national level, regional grouping and trade creation and trade diversion, regulation of trade at international level, WTO. Political and legal environment in IB. Economic environment in IB. Socio-cultural and ethical environment in IB. International financial environment- exchange rate, foreign exchange market, internal financial market. Tariffs and non-tariff barriers.

Suggested Readings

1. Sharan, V. International Business (23rd ed.). New Delhi: Pearson Education.
2. Bhalla, V.K., and Shivaramu, S. (1995). International Business Environment. New Delhi: Anmol.
3. Bhalla, V.K. (1993). International Economy: Liberalisation. New Delhi: Anmol.
4. Daniel, John D., and Radenbangh, Lee H. (1989). International Business (5th ed.) New York: Addison Wesley.
5. Eiterman, D.K., and Stopnelhill, Al. (1986). Multinational Business Finance. New York: Addison Wesley.
6. Parks, Yoon, and Zwick Jack. (1995). International Banking in Theory and Practice. New York: Addison Wesley.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

SEMESTER - II

Core.-201 : ORGANIZATION EFFECTIVENESS AND CHANGE

Objectives

The objective of the course is to familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

An Overview of Concepts of Organizational Change Effectiveness and Development. Skills of Change Agent. Organizational Climate and Culture. Power and Politics. The Process of Empowerment. Organizational Learning. Creativity and Innovation. Conflict and Negotiation. Intergroup Behavior and Collaboration & Business Ethics and Corporate Governance. Management of Gender Issues. Cross-Cultural Dynamics.

Suggested Readings

1. Anderson, A. H, and Barker, D. Effective Enterprise and Change Management. Oxford: Blackwell Publishers Ltd.
2. French, W. E, and Bell, C. H. (1995). Organization Development. New Delhi: Prentice Hall of India.
3. Kao, S.R. etc. (1994). Effective Organization and Social Values. New Delhi: Sage.
4. Khandwalla, P. N. (1992). Organisation Design for Experience. New Delhi: Tata McGraw Hill.
5. Luthans, F. (1995). Organizational Behaviour (7th ed.). New York: McGraw Hill.
6. Mendonca, M., and Kanungo, R. N. (1994). Work Motivation. New Delhi: Sage.
7. Robbins, S. P. (1996). Organizational Behaviour (7th ed.). New Delhi: Prentice Hall of India.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-202: OPERATIONS RESEARCH

Objectives

The objective of this course is to develop an understanding of basic operations research techniques and their role in managerial decision-making.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Operation Research: Concept and significance of Operation Research, Evolution and Role in decision making.

Sensitivity Analysis. Integer Programming. Simplex method and Graphical method Duality problem.

Transportation and Assignment Models. Goal Programming. Dynamic Programming. Non-linear programming (Introductory only).

Waiting line Models: Waiters and services, Mathematical distribution of queues, Basic Models of Queuing Theory and Applications.

Inventory Management: Techniques, Deterministic and Probabilistic models. Game Theory : Zero sum game, pure and mix strategies.

Network Analysis : PERT/CPM, Application areas of PERT and CPM. Decision Theory and Decision Trees.

Suggested Readings

1. Sharma, J.K. Operations Research: Theory and Applications. New Delhi: Mac Millan India Ltd.
2. Agrawal, J.D., and Ghosh, Sagarika. Quantitative Techniques For Financial Analysis. New Delhi: Indian Institute of Finance.
3. Goold, F.J., etc. (1994). Introduction to Management Science. Englewood Cliffs, New Jersey: PH Inc.
4. Sharma, S.C., Sehenoy, G.V, Shrivastava, V.K. Quantitative Techniques for Managerial Decision making. New Delhi: Wiley Western Ltd.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-203: HUMAN RESOURCE MANAGEMENT**Objectives**

The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Concepts and Perspectives on Human Resource Management. Nature, feature, objectives, scope, challenges of Human Resource Management. Corporate Objectives and Human Resource Planning. HR Policy.

Succession Planning. Job Analysis, Job Enlargement, Job Enrichment and Role Description.

Methods of Manpower Search- Recruitment & Selection, sources of recruitment, Good Recruitment policy, type of tests.

Induction and Socialisation. Manpower Training and Development. Procedure and Types of Performance Appraisal and Potential Evaluation. Job Evaluation & Wage Determination.

Grievance management.

Suggested Readings

1. Aswathappa, K. (1997). Human Resource and Personnel Management. New Delhi: Tata Mc.GrawHill.
2. De Cenzo, & Robbins, S. P. (1994). Human Resource Management (5th ed.). New York: John Wiley.
3. Dawar, Sudhir. Human Resource Management. PHI.
4. Monappa, A., and Saiyadain, M. (1966). Personnel Management (2nd ed.). New Delhi: Tata Mc-Graw-Hill.
5. Rao, N., and Das, P.P. (2002). Cases in Human Resource Management. HPH.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-204: FINANCIAL MANAGEMENT**Objectives**

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business unit.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Aims and objectives of Financial Management. Financial planning and financial forecasting. Finance function.

Time value of money. Investment Decisions- Significance of capital budgeting decisions, types of capital expenditure projects, Techniques of Capital Budgeting.

Instruments of Long Term Finance; Cost of different sources of Long Term Capital, Weighted Average Cost of Capital.

Operating and Financial Leverage. Capital structure decisions. Capital structure theories and optimum capital structure.

Management of working capital - Cash, Receivables and Inventory Management. Internal Financing and Dividend Policies- Types of Dividend, Dividend Theories. Bonus shares.

Financing the Infrastructure: Basic Issues

Suggested Readings

1. Home, Van, and James, C. (1997). Financial Management and Policy (10th ed.). New Delhi: Prentice Hall of India.
2. Hampton, John. (1997). Financial Decision Making. Englewood Cliffs, New Jersey: Prentice Hall Inc.
3. Pandey, I.M. Financial Management. New Delhi: Vikas Publishing.
4. Brealey, Richard A., and Myers, Stewart C. Principles of Corporate Finance (Vthed.). New Delhi: McGraw Hill.
5. Sharan, V. Fundamentals of Financial Management. Pearson Education.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-205: MARKETING MANAGEMENT**Objectives**

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various constraints.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Introduction: Concept, Nature, Scope and Significance of marketing; Old and new concepts of marketing and; Marketing management philosophy.

Marketing Analysis: Marketing Environment; Macro and Micro components and their impacts; Marketing organization and Market segmentation and; Consumer behaviour.

Marketing Research: Meaning, nature, scope, objectives of organization for marketing research, marketing research procedure. Limitations.

Product Decision: Concept of a product; Classification of product; Product line; Product mix; branding, packaging and labeling; Product life cycle, development of new product.

Pricing: Importance of pricing; Pricing policy considerations; Factors affecting price policies, Pricing objectives. Different price policies, strategies, and methods of setting prices.

Distribution Management: Concept of distribution; channels of distribution; wholesaling and retailing. Management of physical distribution.

Product Promotion. Promotion mix. Advertising, Sales Promotion, Personal Selling and publicity. Promotion decision.

Suggested Readings

1. Kotler, Philip, and Gray, Arm Strong. Principles of Marketing.
2. Rama Swamy, VS. and Namakumari S., Marketing Management.
3. Stanton Williams, J. Fundamentals of Marketing.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-206: PRODUCTION AND OPERATIONS MANAGEMENT**Objectives**

The course is designed to acquaint the students with decision making in: planning, scheduling control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow replenishment and control of materials with reference to both manufacturing and services organisations.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Nature and Scope of Production and Operations Management. Facility Location. Types of manufacturing Systems & Layouts. Layout Planning and Analysis. Material Handling Principles-Equipments. Line Balancing Problems. Operations decisions: Production Planning and Control- In Mass Production, Batch Job Order manufacturing. Capacity Planning Models. Process Planning- Aggregate Planning. Scheduling. Maintenance Management Concepts. Work Study. Method Study, Work Measurement. Work Sampling. Work Environment-Industrial Safety. Material Management: An Overview of Material Management. Material Planning and Material Planning Budgeting. Inventory Control, JIT. Material Requirement. Purchase management. Stores Management. Quality Assurance- Acceptance Sampling, Statistical Process Control. Total Quality Management ISO-9000. Maintenance Management. Safety Management.

Suggested Readings

1. Adam, E. E., & Ebert, R.J. (1995). Production and Operations Management (6th ed.). New Delhi: Prentice Hall of India.
2. Amrine, Harold T. etc. (1993). Manufacturing Organisation and Management. New Englewood Cliffs, New Jersey: Prentice Hall Inc.
3. Buffa, E.S. (1987). Modern Production Management. New York: John Wiley.
4. Chary, S.N. (1989). Production and Operations Management. New Delhi: Tata McGraw Hill.
5. Dobler, Donald W., and Lee, Lamar. (1984). Purchasing and Materials Management. New York: McGraw Hill.
6. Dilworth, James B. (1992). Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore: McGraw Hill.
7. Moore, F.G., and Hendrick, T. E. (1992). Production/Operations Management. Homewood, Illinois: Richard D. Irwin.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course

Coer-207: RESEARCH METHODOLOGY**Objectives**

The objective of the course is to equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Nature and Scope of Research Methodology, Scientific Inquiry & Study of social Phenomenon.Problem Formulation and Statement of Research Objectives.Research Process.Research Designs- Exploratory, Descriptive and Experimental Research Designs.Qualitative & Quantitative Research.Hypothesis- Meaning & role in Research, Hypothesis testing Methods (Chi-square test). Methods of Data Collection & its Measurement- Observational & Survey Methods, Case studies, Schedule & Questionnaire, Data sources: Primary & Secondary. Scales: Need for scales, Scaling procedures- Thurston type, Likert type, Bogardus type, Semantic differentials. Sampling Design-Meaning, types & utility.Determination of the sample size. Sampling & non Sampling Errors. Sampling tests (Z tests, T tests, F tests).

Research Report: Research report Writing, Research abstracts, Research Proposals.

Suggested Readings

1. Andrews, F.M., and Withey, S.B. (1976). Social Indicators of Well Being. New York: Plenum Press.
2. Bennet, Roger. (1983). Management Research. IL0.
3. Fowler, Floyd J.Jr. (1993). Survey Methods (2nd ed.). Sage Pub.
4. Fox, J.A.,and Tracy, P.E. (1986). Randomized Response: A Method of Sensitive Surveys. Sage Pub.
5. Gupta, S.P. (2001). Statistical Methods (30th ed.). New Delhi: Sultan Chand.
6. Golden, Biddle, Keren and Karen D. Locke.(1997). Composing Qualitative Research. Sage Pub.
7. Salkind, Neil. (1997). Exploring Research (3rd ed.). New Jersey: Prentice-Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-208: COMPUTER APPLICATIONS IN MANAGEMENT**Objectives**

The objective of this course is to provide an understanding of computers, computer operating system and application of relevant softwares in managerial decision-making.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Computer Hard Ware- Computer system as information processing system; Computer system differences; Types of Computer systems; Hardware options- CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

Personal Computers PC and its main components; Hardware configuration; CPU and clock speed; RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.

Modern Information Technology- Basic idea of Local Area Network (LAN) and Wide Area Network (WAN); E-mail; Internet Technologies; Access devices; Concept of a World Wide Web and Internet browsing; Multimedia.

Introduction to Operating Systems - Software needs; Operating systems; Application software; Programming languages; DOS; Windows - Window explorer, Print manager, Control panel, Paint brush, Calculator, Desktop, My computer, Settings, Find, Run, UNIX.

Word Processing- Introduction and working with MS-word in MS office; Word basic commands; formatting text and documents; Sorting and tables; working with graphics, Introduction to mail - merge.

Spread Sheet- Working with Excel; Formatting function chart features; Working with graphics in Excel using worksheets as database in Accounting, Marketing, Finance and Personnel areas.

Presentation with Power Point- Power point basics; Creating presentations the easy way; Working with graphics in power point, show time, sound effects and animation effects.

Introduction to Lotus Smart Suite for Data Sheet Analysis- Structure of Spreadsheet and its applications to Accounting Finance and Marketing; Functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference using various built in functions-mathematical, statistical, logical and finance functions; Goal- seeking and back solver tools; using graphics and

formatting of worksheet; sharing data with other desktop applications; strategies of creating error free worksheet.

Introduction to Accounting and Statistical Packages- Preparation of vouchers, invoices and salary statements; Maintenance of inventory records; Maintenance of Accounting books and final accounts, financial reports generation, practical knowledge on Wings Accounting and Wings Trade (Software). Usage of statistical packages for analyses in research- Lotus and Excel, SPSS and SYSTAT.

Suggested Readings

1. Date, C. J. An Introduction to Database Systems. Massachusetts: Addison Wesley.
2. Dienes, Sheila S. Microsoft Office- Professional for Windows 95. Delhi: BPB Publication.
3. Mansfield, Ron. The Compact Guide to Microsoft office. Delhi: BPB Publication.
4. Summer, M. Computers concepts and uses (2nd ed.). Englewood Cliffs, New Jersey: Prentice Hall Inc.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

SEMESTER-III

Core-301: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM

Objective

The objective of this course is to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max.Marks:70, Min.Pass Marks: 28.

Management Information System: Definitions; Basic Concepts Frameworks; Major Trends in Technology; Applications of Information Technology.

System & Design: Systems Development initiative; Different Methodologies-Life Cycle & Prototype approach, Detailed study on Life Cycle design & implementation; Case Study.

Managerial Decision Making: Decision making process; Problem solving techniques; How decisions are being supported; Decisions styles; Group decision making; Features of various CBIS.

Decision Support System: An Overview; Relevance and scope of DSS characteristic and capabilities of DSS; Components of DSS; Classification of DSS; Forms of DSS tools; DSS Heritors - specific DSS; Constructing a DSS, Steps in designing a DSS identification of decision building of DSMS, building of MBMS - implementation performance testing.

Database management System: Sources of data; Data file environment; Database environment; Data models relevance of relational data base design in DSS.

Model Base Management system: types of models function, time, certainty, uncertainty, risk, structure OR models, Dichotomous model of mind - Simon's model in information system design, simulation technique. Dialog Generation Management System: User interface; Graphics menus; building of DGMS.

Suggested Readings

1. Keen, Peter G.W. Decision Support System an Organisational Perspective. Addison Wesley Pub.
2. Theirauff, Robert J. (1982). Decision Support System for effective planning. Prentice Hall.
3. Krober, Donald W., and Hugh, J. Watson.(1984). Computer Based Information System Newyork.
4. Davis, L., and Michael, W. A. Management approach. New Jersey: Macmillan Publishing Company, Prentice Hall.
5. Andrew, P. (1991). Decision Support System Engineering. New York: Sage, John Wiley & Sons.
6. Leod, Raymond, Me J.R. (1993). Management information systems (5th ed.). New York: Macmillan Publishing Company.
7. Terban, Efrain. (1988). Decision Support & Expert Systems - Management Perspective. New York: Macmillan Publishing Company.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-302: CORPORATE LEGAL FRAMEWORK**Objectives**

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Indian Contract Act, 1872 - Essentials of valid contract, Performance of contracts, Discharge of contract, Breach of contract, Quasi contract.

The Sale of Goods Act, 1930- Conditions and Warranties, Rights of unpaid seller.

The Central Goods and Services Tax Act, 2017: Basic Concept and overview of GST ; Supply under GST; Exemption from GST; Time of Supply; Value of Supply.

Negotiable Instruments Act 1881- Nature and types, Holder - in- Due course, Dishon-our and Discharge of N.I.

The Companies Act 2013- Nature and types, Formation, Memorandum and Article of Association, Prospectus, and Allotment of shares, Company Management, Winding up and dissolution of companies.

Consumer Protection Act 1986 (nature, rights, grievance redressal machinery).FEMA 2000.SEB1 Act 1992. Cyber Law.

WTO - Framework, Principles and Charter, TRIPSand TRIMS.

Suggested Readings

1. Singh, Avtar. Company Law (11th ed.). Lucknow: Eastern.
2. Tuteja, S.K. (1998). Business Law for Managers. New Delhi: Sultan Chand.
3. Bhandari, M.L. Guide to Company Law. Procedure - Vols. I, II, and III. New Delhi: Jain Book Agency.
4. Khergmwala, J.S. (1980). The Negotiable Instruments Act. Bombay: N.M. Tripathi.
5. Singh, Awdhish, GST made Simple, CentaxPub.pvt.ltd.ed: 2018-19

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-303: SUMMER TRAINING PROJECT**Credits 3**

At the end of second semester, all students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study.

SEMESTER - IV

Core -401: STRATEGIC MANAGEMENT

Objectives

The objective of this course is to develop understanding about strategic processes and their Impact on a firm.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Business policy- An introduction
 Overview of SM- meaning & definition of strategy.
 Process of Strategic management.
 Role of strategists in Strategic management.Strategic intent -vision, mission, goal & objectives.
 Environment appraisal- sectors of scanning, method and techniques of Escanning.
 Organisational appraisal- internal analysis,methods and techniques of organisational appraisal, Strategic advantage profile.
 Corporate level strategies- grand strategies, stability strategies, expansion strate-gies, retrenchment strategies.
 Business level strategies, tactics for business strategies.
 Strategic analysis and choice- corporate level strategic analysis, business level strategic analysis, subjective factors in strategic choice.
 Strategy implementation- project implementation, Procedural implementation, Struc-tural implementation, Behavioral implementation, Functional and operational imple-mentation.
 Strategy evaluation and control- Evaluation techniques for operational control.

Suggested Reading

1. Ansoff, H Igor. (1984). Implanting Strategic Management. Englewood Cliffs, New Jersey: Prentice Hall Inc.
2. Budhiraja, S. B., and Athreya, M. B. (1996). Cases in Strategic Management. New Delhi: Tata McGraw Hill.
3. Christensen, C. R. etc.(1987). Business Policy Cases (6th edition). Homewood, Illinios: Richard D Irwin.
4. Hamel, G., and Prahlad, C. K. (1994). Competing for the Future. Harvard Business School Press.
5. Chakravorty , S. K. (1993). Managerial Transformation Through Values. New Delhi: Sage.
6. David, Fred. (1997). Strategic Management (7th edition). Eglewood cliffs, New Jersey: Prentice Hall Inc.
7. Drucker, Peter F. (1982).The Changing world of the Executive. New York: Time Books.

CP-402: PROJECT REPORT

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of two papers.

ELECTIVE COURSES

FINANCE AREA-FM-3101 TO FM-3105

FM-3101: MANAGEMENT CONTROL SYSTEM

Objectives

The objective of this paper is to appraise the students about the concept of management control system as well as its role in efficient management of public organization

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28..

Management Control- An Overview, Nature, Scope and Concept of Management Control System, Organizational Goals; Strategic planning and implementations.

Position of Controller in the Organization Structure of all Organization.Management Control Process- Programming; Budgetary Planning and Procedures, Budgetary control; Analysis of variances.

Accounting Aspects of Control including Internal Audit and Control and Value for Money; Analysis and Reporting; Variance Reporting.

Management Control Structure- Responsibility Centre; Responsibility Accounting; Cost Centre; Profit Centre; Inter-Divisional Transfer Pricing; Measurement of Divisional Performance including Performance Evaluation.

Qualitative and Quantitative Investment Centre .Behavioural aspects of Management Control- Motivation and Morale; Goal Congruence; Human part of Information Process.

Management Control in Specialized organization. Selected Case Studies on Non-Profit and Public Service Organizations.

Suggested Readings

- I. Anthony, R.N. and Govindrajan V. Management Control Systems, 8th ed. Taraporevala, Chicago, Irwin, 1995.

2. Sharma, Subhash. (1996). Management Control System. New Delhi: Wiley Eastern.
3. Emmanuel, C., and Otley, D. (1985). Accounting for Management Control. London: Nostrand Reinhold.
4. Ghosh, P.K., and Gupta, G.S. (1985). Cost Analysis and Control. New Delhi:Visin.
5. Glynn, J. J . (1985). Value for Money: Auditing in Public Sector. London: Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

FM-3102 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

The objective of this paper is to impart knowledge to students regarding the theory and practice of Security Analysis and portfolio management.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Investment- Return and Risk .Security market. New issue market. Listing of Securities.Market indices. Share valuation, bond valuation. Government securities. Non securities form of investment. Real estate investment.Money market.

Stock Market analysis- Fundamental and Technical Analysis.Efficient Market theory.Introduction to portfolio management- Portfolio investment process.An optimum portfolio.Selection problem; Markowitz portfolio theory. Mean-variance criterion(MVC). Portfolio of two risky securities and three securities portfolio; Efficient frontier, the relationship between the unleveraged and leveraged portfolio. Sharpe single index model. Capital Asset Pricing Model(CAPM); Characteristics lines. Factor models; Arbitrage Pricing Theory.Portfolio revision.Bond Portfolio Management Strategies. Performance evaluation .

Suggested Readings:-

1. Bhalla, V.K. Investment management: Securities Analysis and Portfolio Management. New Delhi: S.chand.
2. Fisher, Donald E., and Jordan, Ronald J. Security Analysis and Portfolio Management. New Delhi: PHI.
3. Haugen , Robert H. Modern Investment Theory. Engle Wood Cliff, New Jersey: PHI.
4. Chandra, Prasanna. Investment Management. New Delhi: TMH.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

FM-3103: MANAGEMENT OF FINANCIAL INSTITUTIONS**Objectives:**

The objective of this course is to discuss the financial management problems of financial institutions including a detailed study of the working of the leading financial institution in India.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

The Role and Importance of Financial Institutions- Evaluating Risk and Returns of Assets and Liabilities of Financial Institutions; Interest rate analysis; Interest rate in Financial System; Yield Curve; Risk and Inflation; Liquidity and profitability of commercial Banks, Banking Law and Regulation. Provision of RBIs Operation; Credit and Monetary Planning. Insurance Companies. Thrift Institution. Development Banks; Role Of Development Banking in Industrial Financing in India; Financial Planning of Financial institutions; Working and Organization of Different Financial Institutions in India like IFCI, IDBI, UTI, LIC, Mutual Funds. International Aspects of Financial Institutions.

Suggested Readings

1. Bhalla, V.K. (1998). Indian Financial System. New Delhi: Anmol Pub. Pvt.Ltd.
2. Dougall, Herbert E., and Gaumnitz. Capital Markets and Institutions. Englewood Cliffs, New Jersey: PHI.
3. Hempel, George H., and Yciwilz, Jess B. Financial Management of Financial Institutions. Englewood Cliffs, New Jersey: PHI.
4. Kane, Joseph A. Development Banking. Toronto: Lexington books.
5. Rose, Peter S., and Eraser, Donald. Financial institutions. Ontario: IrwinDorsey.
6. Vij, Madhu. Management of Financial Institution in India. New Delhi: Anmol.
7. Bhole, L.M. Financial Institutions and Markets. TMII

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

FM-3104: MANAGEMENT OF FINANCIAL SERVICES**Objectives**

The objective of this course is to help students to learn the various financial services and their role in the financial system.

Course Contents

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Course Contents:**Credits 3**

Introduction to Financial system and Financial markets, concept, Nature, and Scope of Financial services. Regulatory Framework for Financial Services; Risk in Financial services. Brokerage Services- Types and Functions of Brokers, Trading mechanism through brokers. Mutual funds -Objectives, Types, Structure, SEBI Regulation on Mutual Funds. Merchant banking Services- Definition, Objectives and Function of Merchant Bankers, Pre- and Post issue, function of a Lead manager in Public Issue of Shares. Leasing- Definition, Nature, Types, Leasing Vs Borrowing, Advantages and limitations of Leasing. Hire purchase-Definition, nature Advantages and Limitations, Leasing Vs Hire Purchase. Debt Securitization- Definition, Objectives, Process of Debt Securitization, Advantages and limitations. Housing Finance- Nature and significance of housing sector. Credit rating and credit rating agencies.Credit cards.Banking and Insurance.Venture capital.Factoring.Forfeiting and bill discounting.

Suggested Readings:-

1. Bhalla, V.K. Indian Financial System. New Delhi: Anmol.
2. Vij, Madhu. Management of Financial Institution in India. New Delhi: Anmol.
3. Hempel, George H., and Yciwilz, Jess B. Financial Management of Financial institutions. Englewood, New Jersey: PHI.
4. Khan, M.Y. Indian Financial System. New Delhi: Vikash Publications House.
5. Bhole, L.M. Financial Institutions and Markets. THM

The list cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

FM-3105 : INTERNATIONAL FINANCIAL MANAGEMENT**Objectives:**

The objective of this course is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents:**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Overview of International Financial and Monetary system- Balance of payment, IMF and Exchange rate regime; IMF and international liquidity. Foreign Exchange Market-Spot and forward; Determination of exchange rate in spot and forward market; Arbitrage, Hedging and Speculation in Foreign exchange market. Market for currency derivatives-Futures and options. Exchange rate risk-measurement and management of MNCs' Capital budgeting. International Portfolio investment.Working Capital Management among MNCs. International Financial Market- International and regional Development banks; Euro-currency market.International securities markets.Interest rate risk management.

Suggested Readings

1. Sharan, V. Fundamentals of Financial Management.Pearson Education.
2. Sharan,V. International Business. Pearson education.
3. International Financial Management (4thed.). PHI.
4. Indian External Factor reforms. Oxford University Press.
5. Bhalla,V.K. International Financial Management (2nd ed.). New Delhi: Anmol.
6. Shapiro, Allan C. Multinational Financial Management. New Delhi: PHI.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

MARKETING AREA:**MM-3201 TO MM-3205****MM-3201: CONSUMER BEHAVIOUR****Objectives**

The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Introduction To Consumer Behaviour, Consumer Behaviour And Marketing Strategy. Consumer Improvement And Decision Making: Information Search Process; Evaluative Criteria And Decision Roles. Consumer Motivation: Information Processing. Consumer Perception: Consumer Attitudes And Attitude Change. Influence Of Personality And Self Concepts On Buying Behaviour. Psychographics And Lifestyle. Reference Group Influence. Diffusion Of Innovation And Opinion Leadership Family Decision Making. Industrial Buying Behaviour. Models Of Consumer Behaviour; Consumer Behaviour Audit. Consumer Behaviour Studies In India.

Suggested Readings

1. Assael, H. (1995). Consumer Behaviour and Marketing Action. Ohio: South Western.
2. Engle, J. F., etc. (1993). Consumer Behaviour. Chicago: Dryden Press.
3. Howard, John A., etc. (1989). Consumer Behaviours Marketing. Englewood Cliffs, New Jersey: Prentice Hall Inc.
4. Hawkins, D. L. ,etc. (1995). Consumer Behaviour: Implications for Marketing Strategy. Texas: Business.
5. Mowen, John G. (1993). Consumer Behaviour. New York: MacMillan.
6. Schiffman, L. G., and Kanuk, L. L. (1994). Consumer Behaviour. New Delhi: Prentice Hall Of India.

The list of cases and specific references including recent articles and reports win be announced in the class at the time of commencement of the course.

MM-3202: ADVERTISING SALES PROMOTION MANAGEMENT**Objectives**

The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Advertising - Retail, Natural, operative, Political, International, Public Service Advertising. Advertising's role in the Marketing process; Legal, Ethical and Social Aspects of Advertising. Process of communication; Two steps flow of communication. Advertising objective setting and market positioning- Dagmar Approach, Determination of Target Audience. Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal layout.Campaign Planning; Media planning; Budgeting.Evaluation - Rationale of Testing; Opinion and Aptitude Tests, Recognition, Recall.Advertising Organization: Selection, Compensation and Appraisal of an Agency.Electronic Media Buying.Advertising Campaign-Advertising Vs/ Consumer Behaviour. Sales Promotion And Marketing Mix; Nature And Types Of Sales Promotion; Consumer Behaviour And Sales Promotion; Theories Of Promotion; Sales Promotion - Impact On Sales; Evaluation Of Sales promotion Experiments; Strategic Issues In Designing Promotional Strategies; Substantive Finding And Issues On Coupons.

Suggested Readings

1. Ailloni, and Charas, Dan. Promotion: A Guide to Effective Promotional Planning, Strategies and Executions. New York: John Wiley.
2. Assael, Henry. (1987). Consumer Behaviour and Marketing Action. Boston: Kant.
3. Blattberg, Robert C., and Scott, A. Neslin. (1990). Sales Promotion: Concept, Methods and Strategies. Englewood Cliffs, New Jersey: Prentice Hall Inc.
4. Schaltz, Don E., and William, A Robinson. (1982). Sales promotion Management. Chicago: Crain Books.
5. Strang, Roger A. (1980). The Promotional Planning Process. New York: Praeger.
6. Totten, John C., and Block, Martin P. (1987). Analysing Sales Promotion: Text and Cases. Chicago: Commerce Communication.
7. Ulanoff, Stanley M. (1985). Handbook of Sales Promotion. New York: McGraw Hill.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

MM-3203: INTERNATIONAL MARKETING**Objectives**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

International Marketing- Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business. Economic Environment of International Marketing.International Institution - World Bank, IMF, UNCTAD, WTO.Constraints on International Marketing (Tariff & Non-tariff Barriers).India and World Trade. Import And Export Policy; Institutional Infrastructure for Export-Promotion- Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Export Procedure and Documentations- Registration of Exporters, Export Quotations; Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance; Negotiation of Documents. Instruments Of payments - Open Account; Bills of Exchange; Letter Of Credit - Export Finance.International Marketing Mix-Identification of Markets.Product Policy.International Product Life Cycle.Promotion Strategy.Pricing Strategy and Distribution Strategy.Various Forms of International Business.

Suggested Readings

1. Bhattacharya, B. (1991). Export Marketing: Strategies for Success. New Delhi: Global Business Press.
 2. John, Lalit M. (1980). International Marketing: Strategies for Success. University of Delhi, New Delhi: Faculty of Management Studies.
 3. Keegan, Warren. (1995). Global Marketing Management. Englewood Cliffs: New Jersey, Prentice Hall Inc.
 4. Onkvisit, Sak, and Shaw, J. J. (1995). International Marketing: Analysis and Strategy. New Delhi: Prentice Hall Of India.
 5. Privalomi, V.H. International Marketing. Prentice Hall.
 6. Terpstra, Vem and Sarathy, R. (1991). International Marketing. Orlando: Dryden Press.
 7. Walter, I and Murray, T. (1988). Handbook of International Business. New York: John Wiley 1988.
- The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course

MM-3204: SALES AND DISTRIBUTION MANAGEMENT**Objectives**

The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Nature and Scope of Sales Management: Setting and Formulating Personal Selling objectives. Recruiting and selecting Sales personnel. Developing and conducting Sales Training, Programmes, Designing and Administering compensation plans. Supervision of Salesman, Motivating Sales Personnel, Sales meetings and Sales contests.Designing Territories and Allocating sales efforts.Objectives and Quotas for Sales Personnel Developing and Managing Sales Evaluation Programme, Sales cost and cost analysis. An overview of Marketing channels, their structure, functions, and relationships, Channel Intermediaries - Wholesaling and Retailing, logistics of distribution. Channel planning, organizational patterns in marketing channels. Marketing channel Policies, and legal issues. Assessing performance of Marketing channel.

Suggested Readings

1. Anderson, R. Professional Sales Management. Englewood Cliffs, New Jersey: PHI.
2. Stanton, William J., etc. Management of Sales Force. Chicago: Irwin.
3. Anderson, R. Professional Personal Selling. Englewood Cliffs, New Jersey: PHI.
4. Darlymple, DJ. (1989). Sales Management: Concepts and Cases. New York: John Wiley.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

MM-3205: MARKETING OF SERVICES**Objectives**

The objective of this course is to develop insight into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Foundation For Service Marketing- Introduction To ServiceThe Emergence Of Service Economy. Nature Of Service; Goods And Services Marketing; Service Marketing: Origin And Growth; Indian Scene Relating To Service Marketing Service Marketing Mix; The Service Classification. Service Product Development; Service Vision and Service Strategy. Quality Issue and Quality Models., Gap Model Of Service Quality, Focus On Consumer- Consumer Behavior In Service, Customer Expectation Of Services, Consumer Perception Of Service; Understanding Customer Requirement – Listening To Customer Through Research, Building Customer Relationship, Service Recovery; Aligning Service Design And Standard-Service Innovation And Design, Customer Defined Service Standard, Physical Evidence And The Servicescape; Advertising, Branding And Packaging Of Services. Recovery Management and Relationship Marketing. Management And Relationship Marketing. Delevering And Performing Services-Employees Role In Service Delivery, Customers Role In Service Delivery, DeiveringService Through Intermediaries And Electronic Channels, Managing Demand And Capacity; Managing Service Promises- Integrated Service Marketing Communications, Pricing Of Services; Service And The Bottom Line- Financial And Economic Impact Of Service.

Suggested Readings

1. Loveloc, Christopher H. (1995). Managing Services: Marketing. Operations and Human Resources. Englewood Cliffs. New Jersey: Prentice Hall Inc.
2. Lovelock, Christopher H. (1993). Services Marketing. Englewood Cliffs, New Jersey: Prentice Hall Inc.
3. Donald, Malcom, and Payne, A. (1996). Marketing Planning or Services. Butterworth, Heinemann.
4. Payne, A. (1996). The Essence of Services Marketing. New Delhi: Prentice Hall of India.
5. Verma, H. V. (1993). Marketing of Services. New Delhi: Global Business Press.
6. Zelhaml, V. A., and Bitner, M. J. (1996). Services Marketing. New York: McGraw Hill.
7. Zeithamlet. al. (2011). Service Marketing. New Delhi: McGraw Hill

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

ORGANISATION BEHAVIOUR AND HUMAN RESOURCE DEVELOPMENT AREA:

OBH-3301 TO OBH-3305

OBH-3301: MANAGEMENT OF INDUSTRIAL RELATIONS

Objectives

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Industrial Relations- Meaning, Concept and Evolution. Industrial Relations and The Emerging Socio-economic Scenario. Constitutional framework for Industrial Relations Industrial Relations and the State.Welfare: Industrial Relations & Trade Unions; Trade Union and The Management.Role and Future of Trade Unions Discipline, and Grievance Management. . Dispute Resolution &CollectiveBargaining. Participative Management and Co-ownership.

Productive Bargaining and Gain Sharing. Industrial Conflict, Industrial Democracy. Industrial Relations and Technological Change.

Suggested Readings

1. Kochan, T.A. & Katz Henry. (1988). Collective Bargaining and Industrial Relations (2nd ed.). Homewood, Illinois: Richard D Irish.
 2. Mamkootam, K. (1982). Trade Unionism Myth and Reality. New Delhi: Oxford University Press.
 3. Niland, J. R., etc. (1994). The Future of Industrial Relations. New Delhi: Sage.
 4. Papola, T. S., & Rodgers, G. (1992). Labour Institutions and Economic Development in India. Geneva: ILO.
 5. Virmani, B.R. Participative Management vs. Collective Bargaining. New Delhi.
 6. Ramaswamy, E. A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi: Oxford University Press.
 7. Sidney & Webb, Beatrice. (1981). Industrial Democracy. Melbourne: Lonsman.
- The list of case and specific references including recent articles will be announced in the class at the time of commencement of the course.

OBH- 3302: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of various labour laws and their implications for industrial relations and labour issues.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Emergence and Objectives of labour laws and their Socio-economic Environment.

Laws relating to Industrial Relation

Industrial Disputes Act, 1947. The Industrial Employment(Standing Orders) Act, 1946.

Laws relating to Working Conditions

The Factories Act, 1948.

Laws relating to Social Security

The Workmen's Compensation Act, 1923.

The Employess' State Insurance Act, 1948.

The Employees' Ptovident Fund sAnd Miscellaneous Act,1952. The Payment of Gratuity Act, 1972.

The Maternity Benefit Act, 1961.

Laws Relating to Wages and Bonus

The Payment of Wages Act, 1936.

The Minimum Wages Act, 1948.

The Payment of Bonus Act, 1965.

Laws relating to Contract Labor and Mines

The Contract Labor (Regulation &Abolition)Ac,

1970. The Mines Act, 1952.

Suggested Readings

1. Ghaiye, B. R. (1994). Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow: Eastern Law Company.
2. Malhoira, A. P. (1965). The Law of Industrial Disputes Vol. I and II. Bombay: N.MTnpalhi.
3. Malik, P. I. (1995). Handbook of Industrial Law. Lucknow: Eastern Book.
4. Saini, Debi S. Labour Judiciary Adjudication and Industrial Justice. New Delhi: Oxford.

5. Saini, Debi S. (1994). Redressal of Labour. Grievances Claims and Disputes. New Delhi. Oxford & IBIT.
6. Seth. D.D. (1995). Industrial Dispute Act, 1947. Vol. I & 11. Bombay. N.MTnpalhi. 1995.
7. Srivastava, S. C. Industrial Relations and Labour law New Delli

The list of case and specific references including recent articles will be announced in the class at the time of commencement of the course.

OBH-3303: MANAGEMENT TRAINING AND DEVELOPMENT

Objectives

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes.

Course Contents

Credits 3

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Training Process- an Overview, Role, Responsibilities and Challenges to Training Managers.Organization and Management of Training Function.Training Needs Assessment and Action Research.Instructional Objectives and Lesson Planning.Learning Process.Training Climate and Pedagogy.Developing Training Modules.Training calendar / Schedules.Training Methods and Techniques.Facilities Planning.Training Aids.Training Communication.Training Evaluation.Training and Development in India.

Suggested Readings

1. Beunet, Roger ed. (1988). Improving Training Effectiveness. Aldershot: Gower.
2. Buckley, R., & Caple, Jim. (1995). The Theory & Practice of Training. London: Kogan&Page.
3. Lynton. R., and Pareek, U. (1990). Training for Development (2nd ed.). New Delhi: Vistaar.
4. Pepper, Allan D. (1984). Managing the Training and Development Function. Aldershot: Gower.
5. Rae, L. (1986). How to Measure Training Effectiveness. Aldershot: Gower.
6. Reid, M.A., etc. (1992). Training Interventions: Managing Employee Development (3rd. ed.). London: IPM.
7. Senge, P. (1992). The Fifth Discipline: The Art and Practice of the Learning Organization. London: Century.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

OBH-3304: HUMAN RESOURCE PLANNING AND DEVELOPMENT**Objectives**

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

Course Contentss**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Macro level Manpower Planning and Labour Market Analysis.Organisational Human Resource Planning. Stock Taking.Work Force.Flow Mapping.Age and Grade Distribution Mapping.Models and Techniques of Manpower Demand and Supply Forecasting.Behavioural Factors in Human Resource Planning- Wastage Analysis; Retention; Redeployment and Exit Strategies. Career Management and Career Planning.Performance Planning.Potentials Appraisal and Career Development.HRD Climate; Culture.QWL and Management of Change.TQM and HRD Strategies.HRD in Strategic Organisations.Human Resource Information System.Human Resource Valuation and Accounting.Competency mapping and HR Audit.

Suggested Readings

1. Arthur, M. (1991). Career Theory Handbook. Englewood Cliff: Prentice Hall Inc.
2. Belkaoui, A. R., and Belkaoui, J.M. (1995). Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood: Quorum Books.
3. Dale, B. (1992). Total Quality and Human Resources: An Executive Guide. Oxford: Blackwell.
4. Greenhaus, J. H. (1967). Career Management. New York: Dryden.
5. Kavanagh, M. J., etc. (1993). Human Resource Information System: Development and Applications. Boston: PWS-Kent.
6. Mabey, C., and Salama, G. (1995). Strategic Human Resource Management. Oxford: Blackwell.
7. Thomson, P.R., and Mabey, C. (1994). Developing Human Resources. Oxford: Butterworth-Heinemann.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of course.

OBH-3305: ORGANISATIONAL CHANGE AND INTERVENTION STRATGIES**Objectives**

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Organization Change an Overview. Approaches to Problem Diagnosis.Some Major Techniques of Planned Change.Steps in OD.General OD Competencies. OD Skills. Designing Interventions - Interpersonal, Team, Intergroup and System.Evaluation of OD.Ethics of OD Professional.Future of OD.

Suggested Readings

1. Abad, Ahmad. etc. (1980). Developing Effective Organization for Industrial Relations. New Delhi: Sri Ram Centre.
2. De, Nitish. (1988). Alternative Designs of Human Organizations. London: Sage.
3. French, W. H., and Bell, C. H. (1991). Organisation Development. New Delhi: Prentice Hall of India.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of course.

INTERNATIONAL BUSINESS AREA

IB-3401 to IB-3405

IB-3401: INTERNATIONAL FINANCIAL MANAGEMENT**Objectives**

The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Multinational Financial Management- An overview. Evolution of the International Monetary and Financial System.Long-run Investment Decisions; The Foreign Investment Decision. Politic: Risk Management. Multinational Capital Budgeting-Application and Interpretation. Cost, Capital and Capital Structure of the Multinational Firm. Dividend Policy of the Multinational Firm.Taxation of the Multinational Firm. Country Risk Analysis: Long-term Financing.

Suggested Readings

1. Abdullah, F. A. (1987). Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey: Prentice H Inc.
2. Bhalla, V. K. (2001). International Financial Management (2nd ed.). New Delhi: Anmol.
3. Buckley, Adrian. (1996). Multinational Finance. New York: Prentice Hall Inc.
4. Kim, Suk, and Kirn, Seung. (1993). Global Corporate Finance: Text and Cases (2nd ed.). Miami Florida: Kolb.
5. Shapiro, Alan C. (1995). Multinational Financial Management. New Delhi: Prentice Hall of India.
6. V. Sharan, International Financial Management, Prentice Hall of India, 4th Edition, New Delhi.
7. Sharan, V. India's External Sector Reforms. New Delhi: OUP.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

IB - 3402 : INTERNATIONAL MARKETING**Objectives**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

International Marketing- Definition, Concept and Setting.Distinctions between International Trade, Marketing and Business.Economic Environment of International Marketing. International Institutions - World Bank, IMF, UNCTAD, GATT, Customs Union, Common markets, Free Trade Zones, Economic Communities. Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non- tariff Barriers. Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP. India and World Trade, Import And Export Policy. Direction and Quantum of India's Exports; Institutional Infrastructure for Export promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents - Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents. Instruments Of Payments- Open Account, Bills of Exchange. Letter of Credit- Export Finance.International Marketing Mix- Identification of Markets, Product Policy, International Product Life Cycle.Promotion Strategy.Pricing Strategy and Distribution Strategy.Various Forms of International Business.Marketing of Joint Ventures and Turnkey Projects.

Suggested Readings

1. Bhattacharya, B. (1991). Export Marketing: Strategies for Success. New Delhi: Global Business Press.
2. Johri, Lalit M. (1980). International Marketing: Strategies for Success. University of Delhi: Faculty of Management Studies.
3. Keegan, Warren. (1995). Global Marketing Managqment. Englewood Cliffs, New Jersey: Prentice Hall Inc.
5. Terpstra, Vem, and Sarathy. R. (1991). International Marketing. Orlando: Dryden Press.
6. Walter, I., and Murray, T. (1988). Handbook of International Business. New York: John Wiley.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of comencement of the course.

IB-3403: EXPORT-IMPORT PROCEDURES DOCUMENTATION & LOGISTICS**Objectives**

The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Documentation: International Business Contracts, Types, Formation, Elements, Legal Dimensions, Dispute Settlement. Instruments and methods of Financing Exports including credit and collections, Uniform Custom and Practices (UCP). Business Risk Coverage- Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance. Foreign Exchange Regulations and Formalities: Quality Control and Re-shipment. Inspection Concept Scheme and Procedures. Role of Clearing and Forward Agents. Excise clearance of cargo. Shipment of Export Cargo. Custom Clearance of Export Cargo. Custom Clearance of Import Cargo. Negotiations of Documents with Banks. Procedures and documentation for availing export incentives, Duty draw backs. Import Licensing and other incentives. Processing of an Export Order. World Shipping: Structure, Liners, and Tramps, Conference System. Freight and Structure. Containerisation and other developments.

Suggested Readings

1. Bhalla, V.K. and Ramu, S. (2001). International Business Environment and Management (5th ed.). Delhi: Anmol.
2. Desai, H.B. (1988). Indian Shipping Perspectives. Delhi: Anupam Publications.
3. Government Of India Handbook-of Import-export procedures .
4. Paras, Ram. (1995). Export: What, Where and How. Delhi: Anupam Pub.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

IB-3404: INDIA'S FOREIGN TRADE POLICY**Objectives**

To acquaint the students with recent trends in India's foreign trade, management and policy related issues in foreign trade in the global context.

Course Contents**Credits 3**

Note:-Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

India's Foreign Trade in the Global Context. Structure and Equilibrium of India's Balance of Payments. Recent Trends in India's foreign trade. Directional Pattern: Major export commodities-Thrust area commodities (their trend, problems and prospects); Major competitors. Major Import Commodity Groups. Trade Control in India- Foreign Trade (Development and Regulation) Act, Import and Export Control Orders, Import and Export Licensing System. Exchange Control in India. Blanket Permit System. Import Substitution and Export Promotion Policies- Export Incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure of support for Export Promotion; Export promotion Councils; Commodity Boards/Product Export Development Authorities; specific. Service Institutions. Role of State Trading Organisations in Foreign Trade. Export Processing Zones; Export Oriented Units, and Export and Trading House Schemes. Multilateralism and Bilateralism in India's International Business.

Suggested Readings

1. Bhalla, V.K. (2001). International Business Environment and Management (8th ed.). Delhi: Anmol.
2. Bhashyam, S. (1988). Export Promotion in India: The Institutional Infrastructure. Delhi: Commonwealth Pub.
3. Khanna, Sri Ram. (1986). Export Marketing in India's New Manufacturers. New Delhi: University of Delhi.
4. Jain, S. K. (1988). Export Performance and Export Marketing Strategies. Delhi: Common wealth Pub.
5. Nayyar, Deepak. (1976). India's Export and Export Policies in the 1960s. Cambridge University Press.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the

PERIOD DAY	I	II	III	IV	V	VI	VII
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TUESDAY							
WEDNESDAY							
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