01. The course

The duration of MBA programme is two academic years consisting of Four Semesters- two semesters in each year, each semester of 14-16 weeks duration. Students who join MBA programme shall not take-up any employment either part-time or full-time during the University academic working hours. Students who are admitted to MBA course and who are subsequently found to be in employment during the University academic working hours anywhere in India will cease to be students of the course.

02. Admission

Candidates possessing a Bachelors Degree in any discipline (excluding B.O.L and B.F.A) with 40% aggregate marks are eligible for admission to M.B.A. programme subject to the rules and regulations of the University from time to time.

03. Course structure, Hours of instruction per week and Aggregate marks

The MBA programme offers in all 28 papers consisting of 22 core papers and 6 elective papers - apart from viva-voce and project report. The details of semester wise subjects, hours of instruction per week and maximum marks are as mentioned below.

04. Promotion rules

A student has to not only put in 75% of attendance and register for Examination for each semester, but also appear at least one paper in each semester for promotion to the next semester. The minimum pass marks shall be 40% in each paper with an aggregate of 50% of marks in each semester. The student who does not secure a minimum of 50% aggregate marks in any semester can appear for or any of the papers of that particular semester for securing the required aggregate marks.

PROPOSED COURSE STRUCTURE OF MBA PROGRAMME 2006-2007
## MBA - I SEMESTER

<table>
<thead>
<tr>
<th>Paper</th>
<th>Title</th>
<th>PPW</th>
<th>Max. Marks.</th>
</tr>
</thead>
<tbody>
<tr>
<td>01.</td>
<td>Management &amp; Organisational Theory</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>02.</td>
<td>Business Environment</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>03.</td>
<td>Managerial Economics</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>04.</td>
<td>Marketing Management</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>05.</td>
<td>Accounting for Managers</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>06.</td>
<td>Quantitative Techniques</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>07.</td>
<td>Database Management Systems</td>
<td>04</td>
<td>100</td>
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## MBA - II SEMESTER

<table>
<thead>
<tr>
<th>Paper</th>
<th>Title</th>
<th>PPW</th>
<th>Max. Marks.</th>
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<tbody>
<tr>
<td>01.</td>
<td>Strategic Management</td>
<td>04</td>
<td>100</td>
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<tr>
<td>02.</td>
<td>Human Resource Management</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>03.</td>
<td>Financial Management</td>
<td>04</td>
<td>100</td>
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<tr>
<td>04.</td>
<td>Managerial Communication</td>
<td>04</td>
<td>100</td>
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<tr>
<td>05.</td>
<td>Business Research Methodology</td>
<td>04</td>
<td>100</td>
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<tr>
<td>06.</td>
<td>Operations Research</td>
<td>04</td>
<td>100</td>
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<tr>
<td>07.</td>
<td>Internet Applications</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Viva-Voce</td>
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<td>050</td>
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## MBA - III SEMESTER

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>01</td>
<td>Organisational Behaviour</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>02</td>
<td>Entrepreneurship Development</td>
<td>04</td>
<td>100</td>
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<tr>
<td>03</td>
<td>Operations Management</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td>04</td>
<td>International Business</td>
<td>04</td>
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</table>

## ELECTIVES

### GROUP-A: MARKETING MANAGEMENT

<table>
<thead>
<tr>
<th>Paper</th>
<th>Title</th>
<th>PPW</th>
<th>Max. Marks.</th>
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<tbody>
<tr>
<td>01</td>
<td>Consumer Behaviour</td>
<td>03</td>
<td>100</td>
</tr>
<tr>
<td>02</td>
<td>Advertising and Sales Promotion</td>
<td>03</td>
<td>100</td>
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<tr>
<td>03</td>
<td>Sales and Distribution Management</td>
<td>03</td>
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### GROUP-B: FINANCIAL MANAGEMENT

<table>
<thead>
<tr>
<th>Paper</th>
<th>Title</th>
<th>PPW</th>
<th>Max. Marks.</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Security Analysis and Portfolio Management</td>
<td>03</td>
<td>100</td>
</tr>
<tr>
<td>02</td>
<td>Financial Services Management</td>
<td>03</td>
<td>100</td>
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<tr>
<td>03</td>
<td>Strategic Financial Management</td>
<td>03</td>
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### GROUP-C: HUMAN RESOURCE MANAGEMENT

<table>
<thead>
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<th>Paper</th>
<th>Title</th>
<th>PPW</th>
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<tr>
<td>01</td>
<td>Human Resource Planning</td>
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<tr>
<td>Group</td>
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<td>Credits</td>
<td>Marks</td>
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<tr>
<td>GROUP-D : SYSTEMS</td>
<td>Management Information System</td>
<td>03</td>
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<td>Relational Database Systems. Oracle</td>
<td>03</td>
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<tr>
<td></td>
<td>E-Commerce</td>
<td>03</td>
<td>100</td>
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<tr>
<td>MBA - IV SEMESTER</td>
<td>Business Process Re-engineering and Quality Management</td>
<td>04</td>
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<tr>
<td></td>
<td>Management of Creativity and Innovations</td>
<td>04</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Business Laws</td>
<td>04</td>
<td>100</td>
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<tr>
<td></td>
<td>Small Enterprise Management</td>
<td>04</td>
<td>100</td>
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<td>ELECTIVES</td>
<td>GROUP-A: MARKETING MANAGEMENT</td>
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<tr>
<td></td>
<td>Rural Marketing</td>
<td>03</td>
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<tr>
<td></td>
<td>Services Marketing</td>
<td>03</td>
<td>100</td>
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<tr>
<td></td>
<td>Global Marketing</td>
<td>03</td>
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<td>GROUP-B: FINANCIAL MANAGEMENT</td>
<td>Corporate Income Tax and Tax Planning</td>
<td>03</td>
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<td></td>
<td>International Financial Management</td>
<td>03</td>
<td>100</td>
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<tr>
<td></td>
<td>Management of Futures and Options</td>
<td>03</td>
<td>100</td>
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<tr>
<td>GROUP-C: HUMAN RESOURCE MANAGEMENT</td>
<td>Labour Legislation</td>
<td>03</td>
<td>100</td>
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<tr>
<td></td>
<td>Strategic Human Resource Management</td>
<td>03</td>
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<td>International Resource Management</td>
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<td>GROUP-D: SYSTEMS</td>
<td>Systems Analysis &amp;Design</td>
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<td>Applications in Business Accounting</td>
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<td>ERP Supply Chain Management</td>
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<td>Project Report</td>
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<td>TOTAL</td>
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</table>

VIVA-VOCE

There shall be viva-voce at the end of II semester and at the end of IV semester with 50 marks for each viva-voce. The second semester and viva-voce is based on the subjects studied in I and II semesters. The fourth semester end viva is based on the subjects studied and the project report. The second semester end viva-voce committee shall be as under.

I. For University Campus College
   1. Head/Dean/Chairman, Board of Studies.
   2. Professor of the Department.

II. For University P. G. Colleges and Affiliated Colleges
   1. Head/Dean/Chairman, board of Studies.
   2. Professor of the Department.
3. Faculty member of Management Department nominated by the Principal of the concerned college.

The fourth semester end viva-voce committee consists of four members of which two members are external. Out of the remaining two, one shall be Head/Chairman, Board of Studies/Dean and a Professor of the department. The quorum will be three members of which at least one shall be external member. Depending on the need, more than one committee could be constituted.

**Rules of Promotion.**

Will be communicated in due course.

**Declaration of Result at the end of fourth Semester:**

(i) There shall be Analysis divisions viz.,
- II nd division 50% and above but less than 60%
- 1st Division 60% and above but less than 70%
Candidate securing 70% and above shall be awarded first class with distinction

(ii) The award of Divisions, distinction and ranks will be in accordance with the general rules applicable to other P.G. courses of the University.

(iii) The rules pertaining to improvement shall be the same as are applicable to other P.G. courses in the University.

**Project Report:**

Each student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise in the first summer vacation or after the second semester examination. During the period the candidate should work on a specific problem related to the management and working of the organization. At the end of practical training, the student should obtain a certificate for receiving the training from the organization.

The student should prepare a Project Report under the supervision of a guide from the faculty of management of the concerned college. However the students who prepare project report in the area of systems can work under the guidance of faculty member from computer science department.

The student has to present a seminar in the concerned college on the project work done by him. The principal of the college concerned shall certify and intimate the list of candidates who have given seminar presentation to the Head Department of Commerce and Business Management K.U. The Project report should be submitted in two copies before the commencement of fourth semester end examinations. The Project Report carries 100 marks.
MBA-I Semester
PAPER-I: MANAGEMENT AND ORGANIZATION THEORY

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V
Organisational effectiveness - Managerial effectiveness - Environmental Influences on organizational and managerial effectiveness - Managerial Effectiveness in global context- Values of Indian Business - Managers value system - Comparative management – Function of management in global context- Challenges of Indian Management in the New Millennium.

Suggested Readings:
PAPER-II: BUSINESS ENVIRONMENT

UNIT I


UNIT-II


UNIT-III

Technological Environment - Features and Impact of Technology - Technology and society - Economy - Restraints on Technological Growth - Status of Technology in India – Technology Policy.

UNIT-IV


UNIT - V


SUGGESTED READINGS:

1. K. Ashwathappa: Essentials of Business Environment, Himalaya Publication
2. Francis Cherunillam, Business Environment, Himalaya Publications.
3. M.J. Mathew, Business Environment, RBSA Publications
PAPER - III : MANAGERIAL ECONOMICS

UNIT-I

UNIT-II
Demand Analysis and Forecasting: Demand function - Law of Demand - Elasticity of Demand - Significance of elasticity of demand in pricing decision- Determination of Total Revenue of a firm - Demand forecasting: Methods techniques and Problems - Supply analysis – Supply function - Law of supply - Elasticity of supply.

UNIT III
Cost and Production analysis: Role of costs in decision making - Types of production costs and their measurement - Economies and diseconomies of scale - Behaviour of short run and long run average cost curves - Cost function - Empirical cost function - Production function - Linear production function - Quadratic production function - Cubic production function - Power production function — Cobb Douglas production function-Managerial uses of production function.

UNIT IV
Market Morphology- Structure of Competition in Indian context-Types of Competition - feature of perfect competition - Monopoly - Monopolistic and Oligopolist competition - price and output decision in different competitive situations - State intervention in pricing - Dual Pricing - Administered pricing - Statutory price fixation in India - Issues related to subsidy in statutory function.

UNIT V
Profit - Nature and theories of profit - measurement of profit - Accounting Vs Economic profit - Profit earning Vs. Profiteering profit for control - Profitability of public sector - Reasons for low profitability in public sector - Disinvestments of public sector - Policy and practice of disinvestments in public sector in India

SUGGESTED READINGS:

3. Varshney and Maheshwari K.L.: Managerial Economics, Sultan Chand & Sons
4. Mehatha P.L. : Managerial Economics, Sultan Chand & Sons
PAPER - IV: MARKETING MANAGEMENT

UNIT-I
Concepts of Marketing - Company orientations towards market place - Adoption of marketing – concept to marketing management - Building customer satisfaction value and retention - Analyzing micro and macro marketing environment - An overview of Indian Marketing environment-Marketing Mix, Concept and components.

UNIT - II

UNIT III
Marketing Information System: Concept and components-Designing Marketing Information System - Marketing Research - Role and Scope - steps involved in marketing research - Marketing research agencies in India. Consumer Behaviour - Factors influencing consumer behavior - buying decision process.

UNIT IV
Product concept - Classification, levels and hierarchy - product line decisions- product life cycle am marketing strategies - New product development process - Brand decisions - Brand equity - Packaging and labeling. Price - Factors influencing on pricing decisions - setting the price - Adapting the price - initiating and responding to price changes.

UNIT - V

SUGGESTED READINGS:

2. V.S. Rama Swamy&S. Nama Kumari, Marketing Management-Planning, Implementation and Control - The Indian Context, Mc. Millan India Ltd.,
13. Srinivasan, Case studies in Marketing – The Indian Context Prentice Hall of India.
PAPER - V: ACCOUNTING FOR MANAGERS

UNIT-I
Accounting theory. Definition, need, scope, functions and limitations of Accounting-Inter relationship among various branches of Accounting- Financial Accounting: nature and functions - Accounting concepts and conventions relevant to preparation of financial statements Accounting standards - Accounting cycle – preparation of Final Accounts (Problems)

UNIT-II
Analysis of financial statements. Meaning - need - analysis and interpretation - Techniques of analysis - Comparative statements - Common size statements -Ratio analysis (Problems)

UNIT-III
Funds flow and cash flow Analysis: Meaning and Importance of funds flow and cash flow statements – distinction between funds flow and cash flow statements – Managerial uses and preparation of funds flow statements and cash flow statements (Problems)

UNIT-IV
Cost Analysis for decision making: Elements and classification of costs - Managerial uses of cost accounting -Marginal Costing & CVP analysis meaning and objectives – Marginal costing and managerial decision making - selection of product mix -make or buy decisions - Profit planning-Alternative methods of production (Problems)

UNIT-V
Standard costing and budgetary control: Standard costing - Meaning, advantages limitation of standard costing - Variance Analysis - Material, labour, overhead, sales variances(theory only) Budgetary Control, Meaning of Budget, Budgeting and Budgetary control – process types of budget (theory)

SUGGESTED READINGS:
PAPER - VI: QUANTITATIVE TECHNIQUES

UNIT – I

Quantitative Techniques and Business Forecasting: Meaning and Classification of Quantitative Techniques, Statistical Techniques, Programming Techniques, Role of Quantitative Techniques in Management decision making – Techniques of Business Forecasting, Correlation and Regression analysis with two variables.

UNIT – II


UNIT -III

Sampling theory: Concept of Sampling – Reasons for sampling – Types of samples – Estimation – Hypothesis testing Type I and type II errors – Tests concerning attributes-Number of successes. Proportion, Difference between two proportions, Chi- square test. Large Sample Tests: Mean test, Difference between two means, Difference between two standard deviations. Small Sample Tests: Mean test, Difference between the means of two independent samples, difference between the means of two dependent samples or paired observations.

UNIT-IV


UNIT – V

Linear programming: Formulation of linear programming – problem, characteristics of Linear programming Problem, Solution by Graphic Method, Simplex Method -Dual of Linear Programming Problem.

SUGGESTED READINGS:

2. C .R. Kothari, Quantitative Techniques (Vikas)
5. Srivastava: Shenoy, and Sharma, Quantitative Techniques of Managerial Decisions. New Age Publications,
6. Anand Sharma: Quantitative Techniques (Himalaya Publications)
7. Shancy, Srivastava and Sharma :Operaiton Research for Management ( New Age)
PAPER - VII: DATA BASE MANAGEMENT SYSTEMS

UNIT-I

Introduction to databases - information - Application development without databases - Advantages - Concepts and history of DBMS - Commercial databases. - Databases design - feasibility study- Designing. Designing systems - class diagrams – data types - elements

UNIT-II


UNIT-III

Queries and sub queries - Data queries - Basics - computations - group by - multiple tables - sub queries -joins - SQL- testing queries.

UNIT IV

Applications - Forms and reports - Effective design - Layout - creation of forms - manipulation of graphical objects - reports - calculations and data manipulations – procedural languages - Data on forms - using programs to retrieve and save data in the databases - Handling error.

UNIT-V

Applications Development - Introduction - Power of applications - Structure of application; - user interface features - Transactions - customer reports - Database applications in Microsoft Access and Visual Basic - Sample database projects.

SUGGESTED READINGS:

2. Mc. Fadden, Database Management Systems, Additions Wisely
4. Hansen and Hansen, database Management Systems, PHI.
M.B.A. II SEMESTER
PAER-I STRATEGIC MANAGEMENT

UNIT-I

UNIT-II
Corporate Capability Analysis - Significance - Corporate Capability Approach - Process - Assessment of Internal Capabilities - Preparing Capabilities Profile - Techniques of Corporate Appraisal - Core Competence Analysis core competence and stage of Development - Significance and Limitations of core competence.

UNIT III

UNIT-IV

UNIT-V

SUGGESTED READINGS:

PAPER -II    HUMAN RESOURCE MANAGEMENT

UNIT-I

UNIT-II

UNIT-III
Industrial Democracy - Workers participation in Management - An overview of labour legislation in India.

UNIT-IV
International and Strategic HRM: Internal HRM -Approaches and problems — Impact of Globalisation on HRM function- Comparative HRD: International experience. International HR research and its problems, concepts - Importance of HR strategy - Strategic HR planning - Role of HR Managers - Future of Strategic HR.

UNIT-V
HR research - Meaning - Importance - Characteristics - Methods.

SUGGESTED READINGS:
2. Mckenna & Beach: The Essence of Human Resource Management (PHI)
PAPER - III  FINANCIAL MANAGEMENT

UNIT-I


UNIT-II


UNIT-III

Financing Decision-Concept of capital structure - Capital structure determinants – Source of financing - Cost of capital - Theories of capital structure. NI, NOI, Traditional and MM approach - Operating and Financial leverage - EBIT and EPS analysis (Problems and cases)

UNIT-IV

Dividend Decisions - Types of dividend - dividend Vs. Profit Retention Decision – Dividend policies - Factors influencing dividend policy-dividend theories: Relevance and Irrelevance of dividends - Walter and Gordon's models - MM approach (Problems and cases)

UNIT-V

Working Capital Decision - Concepts - Components of working capital - operating cycle - working capital determinants - forecasting working capital requirements (Problems and cases) Management of Inventory, Receivable and Cash - Financing Current assets (theory only)

SUGGESTED READINGS:

2. I.M. Pandey: Financial Management (Vikas)
PAPER - IV: MANAGERIAL COMMUNICATION

UNIT-I
Communication in organizations: Definition - communication and organisation communication - communication models - communication process - types - principles - components and contributory factors - Role of managers in business communication - Alternative Perspectives on organisational communication-Role of Technology in contemporary communication process.

UNIT-II
Communication Skills - public speaking - counseling, listening - interview - Basic principles of journalism - Group communication - Group Structures - communication network – pattern of status and power - Developing and sustaining effective work group - Group discussion - Seminars - Symposia - paper presentation - Reporting - Basic principles for creating business letters - Agenda - Minutes - Memo - Reports.

UNIT-III
Organisational communication- Internal and External communication - structure issues that effect communication - communication within basic organisation structure - Advantages and Disadvantages of informal structure - The grapevine communication to employees and trade Unions - communication to share holders and investing public - communications and Ethical actions in organizations.

UNIT-IV
Communications for organisational effectiveness: Sources and Effects of Conflict: Laden communication - Approaches to managing conflict. Organisation design and conflict management - communication and Role conflict - Efficiency of organisational structure to reduce destructive effects or role conflict (case analysis)

UNIT-V
Communications with government and Public Relations: Correspondence with various agencies - Government departments for establishing and managing industries/business enterprises - Representing to the Government on policy implications affecting the management of business and Industry - Basic principles of public relations - Interaction with several public – corporate image - Factors governing corporate image- Building and maintaining corporate image.

SUGGESTED READINGS:
1. Dalmer Fisher, Communications in Organisations, Jaico Publications.
2. Desiker, Pettit &Flatley: Lesikar's Basic Business Communications (TMH)
5. Boland Drown: Written Communication Facts & Ideas in Business
6. N.H. Artherya: Written Communications and Results.
7. Denna Murphy: Communication in Business and Industry
8. Kaul: Business Communication
Paper -V: BUSINESS RESEARCH METHODOLOGY

UNIT-I

Nature and scope of Business Research-Objectives, types and characteristics of business research - scientific research - importance of business research - Applications of business research - steps involved in research process - Ethics in business research.

UNIT-II

Formulation of business research problem- Selecting and solving the problem. Research Design: Meaning - Purpose - Research design decisions - research designs for exploratory, descriptive and experimental studies.

UNIT-III

Collection or primary data - Interview, Questionnaire and Schedules - Designing questionnaire - Collection of secondary data - sources of secondary data for business research.

UNIT-IV

Data processing and Analysis: Validity and Reliability. Data Processing - Editing, Coding and Tabulation - Computer processing. Analysis of Quantitative, time series, cluster, factor discriminant and contact analysis- Analysis of Qualitative data: Scaling techniques - Bases for scale - classification-important scaling techniques.

UNIT-V


SUGGESTED READINGS:
PAPER-VI OPERATIONS RESEARCH:

UNIT-1


UNIT-II


UNIT-III


UNIT-IV

Sequential Decision: Dynamic programming and the principles of optimality - salient features of Dynamic programming - Approach - Applications of dynamic programming to different situations. Traveling salesman's problems pricing problems, Production scheduling and Inventory problem, Allocation problem - Dynamic programming under uncertainty

UNIT-V

Simulations of Management Systems: Meaning and process of simulation, Monte Carlo simulation random number generation, waiting line simulation model, inventory simulation model, Advantages and limitations of simulations.

SUGGESTED READINGS:

2. C.R.Kothari, Introduction to Operation Research ,Vikas Publications
Paper -VII : INTERNET APPLICATIONS

UNIT-I

E-mail and Internet - Fundamentals of electronic mail - Users Password - Messengers - Mailer features - inner working - management - MIME types - browsers - Web page installation - HTML fundamentals - Internet - working congestion - culture.

UNIT-II

Word Wide web: Definition - Web details - Writing styles - presentation-registering - Searching the WWW - Working of Search engine - Telnet and FTP

UNIT-III

HTML - Introduction - Style types - acadus and footers - lists and tables - Frames - Scripts - Dynamic documents - HTML tools - web graphics.

UNIT-IV

E-mail Applications New groups - Mailing lists - Chat rooms MUDS -Electronic Publishing - Web Programming Material

UNIT-V


SUGGESTED READINGS:

1. B. Greenlan and e. Hepp, Fundaments of the Internet and WWW(TMH)
2. HTML Black Book (EDS)
3. HTML Complete reference (TMH)
4. 6. in 2 (PHI-2000)
5. Turban/ Rine / pattle. Introduction Technology (WSE)
M.B.A- III SEMESTER
PAPER -1: ORGANISATIONAL BEHAVIOUR;

UNIT-I

UNIT-II
Individual - Nature of Man - Models of Man-Personality Stages of development of Personality - Determinants of Perception - Factors influencing perception - Learning - Theories of Learning - Attitudes - Formation of Attitudes –

UNIT-III

UNIT-IV

UNIT-V

SUGGESTED READINGS:
5. ROBBINS.S.J. essentials of Organisation Behaviour: Text N.D.
8. FRED LUTENNS: Organisational Behaviour, Mc. Grow Hill Inc. N.Y.
10. JACKSON, P. JOHN H &MORGAN, CRYILL P. Organisation Theory, A Macro perspective for Management, Prentice Hall
PAPER - II: ENTREPRENEURSHIP DEVELOPMENT

UNIT-I

Entrepreneurship - Definitions and Concept - Entrepreneurship in a Developing Economy - Entrepreneurial Values and Attitudes.

UNIT-II

Entrepreneurial Motivation - Process - Motivating Factors - Classification of Entrepreneurs - Economic Barriers to Entrepreneurship - Non - Economic Barriers.

UNIT-III

Concept of project - Types - Characteristics - Project Phases - Project Life cycle - Project family tree - Feasibility Analysis and Detailed Project Report.

UNIT-IV

Technical Analysis - Manufacturing process and technology - Product Mix-Plant capacity – Location and site - Machinery and equipment - Project charts and layouts - Work schedule.

UNIT-V


SUGGESTED READINGS:

2. Prasanna Chandra: Project-Analysis & Implementation, TMH
UNIT-I

Meaning of Operations Management - Scope - Role of Operations Management in the total management system. Interface between the operations systems and the systems of other functional areas.

UNIT-II

Production Planning and Control: Basic functions of production planning and control. Production cycle - Characteristics of process technologies - Project, job, ship between product life cycle and process life cycle.

UNIT-III

Plant layout: Lay out facilities - Factors influencing the plant location - economic, sociological lay out for the process and product system - Group and Static product lay out – Plant capacity and line balancing.

UNIT IV

Quality Control: Standards and specifications, quality assurance and quality circles – Statistical Quality control - Control charts for average, range, fraction defective and number of defects.

UNIT-V

Work Study: Need and techniques of work study - Method study - Identifying the most appropriate method - Work measurement - Its uses and different methods. Computation of allowance and allowed time.

SUGGESTED READINGS:

4. I.L.O., Introduction to work study; Geneva, 1966
PAPER-IV INTERNATIONAL BUSINESS

UNIT-I


UNIT-II


UNIT-III

International Economic Institutions - GATT - WTO- UNCTAD- IMF-ILo.

UNIT-IV

Multinational Corporations - Determinants of FDI - Alternative Models of Foreign Direct Investment.

UNIT- VI


SUGGESTED READINGS:

1. M. Adhikary - Global Business Management, Macmillan
Elective: MARKETING MANAGEMENT
Group-A: CONSUMER BEHAVIOUR

UNIT-I


UNIT-II

Socio-cultural Influences on Consumer Behaviour; Family influences- Reference Groups - Opinion leadership - Social class-Cultural and sub-cultural influences.

UNIT-III

Psychological foundations of consumer behaviour: Motivation-Learning- perception- Attitude formation and change- Information processing-personality and life style.

UNIT-IV

Consumer Decision making - steps involved in consumer decision making process – Diffusion of innovations - Consumer decision making models: Howard Sheth Model - EKB Model.

UNIT-V

Organisational Buyer Behaviour-Influences on Organisational Buyer Behaviour- Buy situations Sheth Model of Industrial Buyer Behaviour.

SUGGESTED READINGS

3. DOYER, MACINNIS: Consumer Behaviour: All India Publishers & Distributions, Chennai, 1999
ELECTIVE: MARKETING MANAGEMENT

GROUP-A PAPER-VI: ADVERTISING AND SALES PROMOTION

UNIT-I

UNIT-II

UNIT-III
Media alternatives - Media Selection - Media Planning, Scheduling decisions - Media mix decisions - An overview of media scenario in India : Print Media - Broadcast, TV and Internet Media.

UNIT-IV
Advertising Budgets - Planning for advertising budgets - Methods of determining size of advertising budget. Measuring Effectiveness of advertising: Need-Problems - Tools and techniques for measuring communication effectiveness and sales effectiveness of advertising

UNIT-V
Sales Promotion: Meaning - Objectives - Techniques of sales promotion at consumer level, trade level and sales force level - Essentials of good sales promotion - Planning Sales promotion - Evaluating Effectiveness of sale promotion.

SUGGESTED READINGS
ELECTIVE: MARKETING MANAGEMENT
Group-A Paper-VII: SALES AND DISTRIBUTION MANAGEMENT

UNIT-I

Personal selling: concepts of Personal selling, Salesmanship and sales management-Theories of Selling - Salesmanship qualities - Steps in selling process - Temporary issues in sales management: Direct Marketing, Tale Marketing and E-commerce (An overview)

UNIT-II

Sales Management - Nature and Scope - Sales Organisation - Sales Department Relations with other Departments - Sales Forecasting controlling sales efforts: Sales Budgets, Quotas and Territories.

UNIT-III

Sales Force Management Decisions - Recruitment, Selection Training, Motivating, Compensating and Controlling of Sales Force.

UNIT-IV

Managing Channels of Distribution: Selecting Channels of distribution - Channel Policies - Motivating Channel Member - Channel dynamics - Channel cooperation. Conflict and Competition.

UNIT-IV

Management of logistics - Key logistic activities: Order processing, Warehousing, Inventory, Transportation and storage - Developing, logistics strategies - Supply Chain Management - An overview.

SUGGESTED READINGS

4. VASWAR DAS GUPTA - Sales Management in the Indian Perspective - Prentice Hall of India Ltd., New Delhi.
6. LOUIS W. STERNY – Marketing Channels.
   ADEII.EL – ANSARY – Prentice Hall of India, New Delhi.
Elective: FINANCIAL MANAGEMENT
Group-B Paper-V:SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT:

UNIT-I


UNIT-II


UNIT-III

Valuation of Securities; Valuation of Equity Shares and Preference Shares – Valuation of Debt Securities – Interest rate risk – default and purchase power risk – Firms Structure of Shares (Problems and Cases)

UNIT-IV


UNIT-V

Portfolio Performance Evaluation- Concept - Objectives - Sharpe's - Treyon and Jenson's Portfolio Performance measures - Portfolio revision - Formula plans (Problems and cases)

SUGGESTED READINGS:

Elective: FINANCIAL MANAGEMENT
Group – B Paper –VI: FINANCIAL SERVICES MANAGEMENT:

UNIT-I

Indian Financial System – Organised and unorganized Capital and Money markets – Players and types of Financial Services – Fund Based and Fee Based Financial Services – NBFCs (Non-Banking Financial Companies) and their services – Role of financial services in growth & Development of Indian Economy.

UNIT-II


UNIT-III

Mutual Funds – Concept – Types of funds, advantages SEBI and Regulation of Mutual funds – Evaluation of performance of Mutual Funds.

UNIT-IV


UNIT-V

Credit Rating – Concept of Credit Rating – Types of credit rating – Credit rating and their Methodologies – Emerging avenues of Rating Services & Credit rating Agencies in India.

SUGGESTED READINGS:

Elective: FINANCIAL MANAGEMENT
Group–B Paper–VII: STRATEGIC FINANCIAL MANAGEMENT

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


UNIT-V

Corporate Financial Strategies during inflation – Sickness – Corporate Risk Management – Understanding the firms strategic Exposure.

SUGGESTED READINGS:

Elective: HUMAN RESOURCE MANAGEMENT
Group -C Paper- V: HUMAN RESOURCE PLANNING

UNIT-I

UNIT-II

UNIT-III
HRP: ACTION AREAS - ISSUES AND EXPERIENCES:
- Recruitment and Selection Induction and orientation placements.
- Performance and Potential appraisal.
- Transfer, promotion and reward policies.
- Training, methods of training - Development organisation development, Management Development.
- Retraining Programming.
- Evaluation of Training effectiveness.

UNIT-IV

UNIT-V

SUGGESTED READINGS:
4. Donald Rabing – H.R.M.
Elective : HUMAN RESOURCE MANAGEMENT
Group -B Paper -VI: HUMAN RESOURCE DEVELOPMENT

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


UNIT-V

Human Resource Development and Phychological foundation-Basic principles of Behaviour Development - Theories of Learning, Personality, motivation, creativity and human nature. Role of training, retraining programmes, supervisory development, management development (Executive development) organisational development.

SUGGESTED READINGS:

4. V.P. Michael - Human Resource Management & Human Relations
Group - C
Elective : HUMAN RESOURCE MANAGEMENT
Paper-VIII: INDUSTRIAL RELATIONS MANAGEMENT

UNIT-I

Industrial Relations: Basic concept and Philosophy of industrial relations -Historical background - Evolution and Growth of industrial relations in India - structure and framework of industrial relations - Factors influencing industrial relations in India.

UNIT-II

Industrial Disputes: Meaning causes and consequences - Framework for prevention and settlement of industrial disputes in India.

UNIT-III

Collective bargaining: Meaning - characteristics of collective bargaining - process of collective bargaining - Role of collective bargaining in promotion of industrial peace - problems and issues involved collective bargaining - workers participation .in Management Nature - Objectives - techniques -Recommendations of NCL.

UNIT-IV

Union - Management Relation: Trade unions - Definition - objectives - functions – Historical background - problems in management of trade unions in India - Trade Union movement in India - Emerging trends in trade union and management relations.

UNIT-V

Employee Grievances and Discipline: causes for employee grievances - Machinery for redressal of employee grievances - standing orders - Industrial discipline - principles - code of Discipline.

SUGGESTED READINGS:

1. C.B. Memoria and Memoria - Dynamic of Industrial Relations in India, Himalaya.
ELECTIVE SYSTEMS - GROUP D
Paper - V: MANAGEMENT INFORMATION SYSTEM

UNIT-I


UNIT-II


UNIT-III

Functional Information system: Operational, Tactical and Strategic production information system Components-Marketing information system components.

UNIT-IV

Functional Information systems: Operational Tactical and Strategic, Accounting and Financial information system components, Human Resource Information system Components.

UNIT-V


SUGGESTED READINGS

UNIT-I

Oracle RDBMS - Defining data types - defining columns and keys, normalizing their design, Minimising redundancy, organisation of data in Oracle, Oracle tools.

UNIT-II

SQL PLUS - SQL Command Summary - Data Types, SQL PLUS extensions – views querying the data base using sub queries-the three relationship - saving SQL PLUS commands;

UNIT-III

SQL FORMS - Application development using SQL FORMS, Organisation of SQL FORMS- function key - screen painter, default form - designing a complete form - trigger and their types - trigger command syntax - use of MACRO - generating a form, running a form, user exits.

UNIT-IV

SQL REPORT WRITER - Types of reports, entering the query, formulating the report calculated fields, group settings, modifying text settings, previewing a report, running a report Oracle Utilizing - EXP, IMP, SQL LOADER, Exporting and importing data base information Loading data from foreign files.

UNIT-V


SUGGESTED READINGS:

1. JAMES PERRY T AND JOSEPH, G. LATEER: Understanding Oracle, BP
UNIT-I


UNIT – II

EDI – Technology and development of EDI – Intranets Growth and benefits of Intranets specific applications of Intranets – E-commerce standard.

UNIT-III

Electronic payment system – Banking network – Role of Intermediaries – Post paid payment systems – Instant paid payment systems – prepaid payment systems.

UNIT – IV


UNIT-V

Marketing Strategies on Web design – Attracting visitors to website. Direct Marketing – virtual societies – Banners and campaigning – online shopping, shopping solutions.

REFERENCES:

M.B.A. IV SEMESTER
PAPER-1: BUSINESS PROCESS RE-ENGINEERING AND QUALITY MANAGEMENT

UNIT-I


UNIT-II


UNIT-III

Concept of quality management - Managing for quality - Impact of quality management in business and commerce - Quality assurance - Statistical quality control - Total quality management - Recent trends in quality management. Role of bench marking and business process engineering in TQM

UNIT-IV


UNIT-V


SUGGESTED READINGS:

UNIT-I

Creativity Concept - Creative abilities - Determination of Creativity - Collective Creativity, Creativity on a Competitive Resource - Creative process - Convergent and divergent thinking

UNIT-II

The Creative personality - traits congenial to creativity - Blocks to creativity - Strategies for unblocking - The creative intelligence - Fluency - Flexibility - Originality.

UNIT-III

Techniques of creative problem solving - Brain Storming - Attribute listing - check list of questions - Synectics - Creative environment- Stimulent and hostile environments for creativity.

UNIT-IV

Creative Organisations - Design of an innovative organisation - Creative societies – The necessity - The Characteristics - A model of a creative society - Creativity as a core of competitive excellence.

UNIT-V


SUGGESTED READINGS:

Paper-III: BUSINESS LAWS


Sale of Goods Act – (General Scope), Negotiable Instruments Act (Salient Features)


Unit-V : Sick Industrial Companies Act – Board and Appellate Authority for Industrial & Financial Reconstruction – References Enquiries and Schemes – Potentiality Sick Companies.

Suggested Readings:

2. Bare Act Concerned Katur & Gulshan – Sultan Chand.
Paper-IV: SMALL ENTERPRISES MANAGEMENT


Suggested Readings:

Elective: MARKETING MANAGEMENT
Group - A: Paper-V: RURAL MARKETING

UNIT-I


UNIT-II

Problem areas and strategies for Rural Marketing: Transportation - Ware housing - Communications - Channels Management - Sales Force Management.

UNIT-III

Rural retail trade - Structure of retail outlets - Problems - Public Distribution system in Rural areas - Managerial aspects - Policy on Rural PDS - Problems of Rural PDS-An overview of marketing of rural industry products.

UNIT-IV

Agricultural Marketing in India - Characteristics of agricultural products - Importance of agricultural marketing-Defects in agricultural marketing systems - Measures to improve agricultural marketing in India.

UNIT-V


SUGGESTED READINGS:

Elective: MARKETING MANAGEMENT

UNIT-I

Conceptual frame work of Services: Meaning-Nature - Classification-Characteristics Services
-Reasons for emergence of service marketing - Problems of services marketing.

UNIT-II

Services Marketing Mix - Elements - Product: Concept and levels - Pricing: Pricing method-
Promotion Advertising, Personal Selling, Publicity and Sales Promotion – Distribution
People - Physical evidence - Process.

UNIT-III

Marketing strategies for service firms - Managing differentiation - Service quality, 
Productivity Support Services and post sale services.

UNIT-IV

Marketing of financial services - Financial Products-banking and financial institution
Managing customer satisfaction - issues involved in marketing of banking and insurance 
services.

UNIT-V

Marketing of Health Care Services - Need - Issues involved in marketing of health care 
services. Marketing of Tourism services - Tourism Product - Tourism potential in India -
Marketing strategies for promoting tourism in India.

SUGGESTED READINGS:
1. Love lock, CHRISTOPHER. H. Services Marketing, Prentice Hall,
Elective: MARKETING MANAGEMENT
Group - A: Paper-VII: GLOBAL MARKETING

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


UNIT-V

Global Marketing Programmes-II: Channel decisions-channel objectives-channel strategies - Global Marketing communications - Global Advertising - Global Media Decisions – Media decisions – Personal Selling and other promotional tools.

SUGGESTED READINGS:

Elective: FINANCIAL MANAGEMENT
Paper-V: CORPORATE INCOME TAX AND PLANNING

UNIT-I

Basic Concepts, Assessee, Person, Income, Total Income, Assessment year and previous year. Residential Status of a company - Incidence of Tax - Incomes exempt from Tax applicable to Corporate Assessee.

UNIT-II

Computation of Income from house property, income from business, capital gains and income from other sources with reference to corporate assessees (Problems).

UNIT-III

Corporate Taxation - Need, nature and scope - computation of taxable income – Carry forward and set off of losses - (Problems), Deductions from gross total income applicable to corporate assessee (Problems) - Tax incentives applicable to corporate assessees – problems on computation of taxable income of a company.

UNIT-IV

Tax considerations in Special Area:
   a) Tax implications of foreign investments and collaborations.
   b) Mergers and amalgamations of companies.
   c) Capital structure and dividend policies.
   d) Depreciations other allowances.
   e) New industrial undertakings and tax relief.
   f) Personnel compensation plans.

UNIT-V

Tax Planning: Concept of Tax planning, Tax avoidance, tax evasion, and tax management - significance of tax planning- Recognised methods of tax planning applicable to corporate assessees - Legal diversion of income from claiming maximum deductions - Implications of various tax planning methods on cash flows.

SUGGESTED READINGS:
2. Direct Taxes - Singania - Taxman Publications.
Elective: FINANCIAL MANAGEMENT
Paper-VI: INTERNATIONAL FINANCIAL MANAGEMENT

UNIT-I

UNIT-II
The nature and measurement of exposure and risk - Global financial markets and interest rates - Corporate exposure management policy - Management of Hedging speculation of transaction exposure - operating exposure - Interest rate exposure (Problems & Cases)

UNIT-III
Foreign Exchange Market: Concept of foreign exchange - Foreign exchange market and its components - Exchange rate determination and forecasting – Long run - Short-run and forward exchange rates - Exchange rate theories - India's foreign exchange markets on Indian foreign currency market - Foreign exchange management Act and Recent development (problems and cases).

UNIT-IV
Forwards, Swaps and Interest pointing - Currency and interest rate future - Options, financial swaps - international monetary system - IMF - The European Monetary Systems – Economic and Monetary Union- Asian currency transactions - Preparation of foreign currency statements - Non-residential accounts - Loan and overdraft - Blocked accounts (problems and cases).

UNIT-V

SUGGESTED READINGS:
5. C. Jeevanandam: Foreign Exchange Arithmetic, Sultan chand and Sons New Delhi, 1996.
UNIT-I

INTRODUCTION: Definitions and Terminology-Rational of future and options development - Types of Trader (arbitrageurs, hedgers, and speculators) - Specification of contracts - Daily settlement and the clearing house - the margin systems and delivery (Theory).

UNIT-II

VALUATION OF FUTURES AND FORWARDS: Contracts on securities that provide no income - contracts on securities that provide known cash income - contracts on securities that provide a known dividend yield - futures versus forward prices - Contracts on currencies and commodities-the cost of carry-Hedging strategies using futures (Basis risk Hedging and cross hedging illustration and minimum variance hedge ration) (Problems).

UNIT-III

INTRODUCTION TO OPTIONS: Terminology - Call options and put options – writing options Buying calls and puts - selling calls - Hedging with options - trading with options - Arbitrage with options (Theory).

UNIT-IV

OPTION PRICING: The determinants of option prices, option process as the costs of replication - the Black - Scholes option pricing model - basics; assumptions; variations; analysis of call and puts; empirical tests - The Binomial option pricing model - Callsnon dividend paying and dividend paying stocks; put option pricing (Problems).

UNIT-V

FUTURES AND OPTIONS IN INDIA: Need and Importance-Foreign Exchange Forwards and futures - Interest Rate Futures - Stock Index Futures - Options on Stock indices, Currencies and future contracts (Theory only).

SUGGESTED READINGS:

1. Todd Lofton, Getting Started in Futures, John Wiley.
ELECTIVE: HUMAN RESOURCE MANAGEMENT

GROUP: C - PAPER-V: LABOUR LEGISLATION

UNIT-I


UNIT-II

Laws and Working conditions
Factories Act 1948
Mines Act 1952
Shops and Establishment Law
Placement Labour Act 1951
Child Labour Act 1986

UNIT-III

Industrial Relation Laws
Trade Union Act 1926
Industrial Disputes Act 1947
Industrial Employment (Standing Order) Act 1946
Disciplinary Action and Domestic Enquiry
Natural Justice

UNIT-IV

Wages and Labour Laws
Minimum Wage Act 1948
Payment of Wages 1936
Payment of Bonus Act 1965
And Equal Remunerations Act 1976

UNIT-V

Laws for Labour Welfare and Social Security
Workmen Compensation Act 1923
Payment of Gratuity 1972
Employee State Insurance Act 1948
Maternity Benefits 1961
Employee Provident Fund and Miscellaneous Act 1952

SUGGESTED READINGS
1. A.M. Sarma - Industrial Relations - conceptual & Legal Frame Work
2. T.N. Bhagoliwala - Labour Economics
3. Tyagi - Industrial & Labour Laws
4. Monappa – Industrial Relations.
UNIT-I


UNIT-II


UNIT-III

Strategy Implementation: Reward and Development Systems Strategically oriented performance measurement systems - Oriented performance measurement systems - Strategically oriented compensation system.

UNIT-IV


UNIT-V


SUGGESTED READING:

2. Qudrisyed Mazhek: Management of HRD, IPE, 1996
UNIT-I


UNIT-II


UNIT –III


UNIT-IV


UNIT-V


SUGGESTED READINGS:

2. Human Resource Management: Memoria and Memoria
M.B.A. IV SEMESTER

Elective Systems:
Paper-V: SYSTEMS ANALYSIS AND DESIGN

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


UNIT-V


BOOKS

M.B.A. IV SEMESTER

Elective Systems:
Group -D, Paper-VI: APPLICATIONS IN BUSINESS ACCOUNTING

UNIT-I

Computers and Business Accounts - Usage spread sheets in Accounting - Microsoft Excel.

UNIT-II

Budgeting Applications of MS Excel - Preparation of Budgets through spread sheets - Preparation of projected. Income Statement and Balance Sheet.

UNIT-III

Computer applications for managerial decision making - c-v-p analysis. Through spread sheets - pricing decisions through managerial costing.

UNIT-IV

Accounting Packages - Basic features of Accounting Packages - Distinction between Accounting Packages and spread sheet applications - superiority of accounting packages over spread sheet - problems of accounting software packages.

UNIT-V


UNIT-VI

Reporting through accounting packages - Financial analysis - Ratio analysis and fund flow statements - security in accounting and reporting through financial package. (Accounting packages Tally or Wing of Ex. May be used for this Course.)

SUGGESTED READINGS:

1. Holt, Jack. A., - Case and Application in Lotus 1,2,3, Galgotia, Publishers
M.B.A. IV SEMESTER

Elective Systems:
Paper-VII: ERP SUPPLY CHAIN MANAGEMENT

UNIT-I


UNIT-II

Oganisational Analysis - Work flour analysis - Managerial requirements analysis for ERP - Data warehousing and decision support systems - Concepts of data warehousing – Analysis of Data for making forecasts required for DSS.

UNIT-III


UNIT-IV

Management of Supply sources – Inventory Planning Management of Procurement system – Supply Chain Re-engineering.

UNIT-V

Supply chain management and decision support system. ‘IT’ enabled supply chain Management – Supply chain and data minimizing – Performance evaluation of supply chain management.

SUGGESTED READINGS: