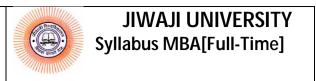
Internal Evaluation - 30 Marks External Evaluation - 70 Marks

Class Performance – 10 (A Component of Internal

**Evaluation**)



COURSE TITLE INTERNATIONAL HUMAN RESOURCE MANAGEMENT

CODE MBA-HRM-405

STATUS Elective - HRM

SYNOPSIS To provide knowledge of various HR practices in international context and practical

approach to manage global workforce.

**READINGS** 

Main Texts P. Subba Rao, *International Human Resource Management*, Himalaya Publishing House.

Tony Edwards and Chris Rees , *International Human Resource Management*, Pearson

Education Ltd.

Supplementary Texts K. Aswathapa , International Human Resource Management, Tata Mc Graw Hill

Publishing Co.

Peter J. Dowling Denice E Wetch, Randall S. Schuler, International Human Resource

Management, Thomson South-Western Publishers.

P.L. Rao , *International Human Resource Management*, Excel Books.

PEDAGOGY - Class Room lectures accompanied by case studies on

relevant topics.

Presentations on case studies by students.Regular group exercise and class discussions.

- Role plays Group presentations.

- Written Assignment.

#### LINKAGE WITH OTHER COURSES

Vertical Human Resource Management, International Environment and Management,

Management of Industrial Relations, Compensation Planning and Related Wage Laws.

Human Resource Training and Development, Human Resource and Organization

Development.

#### **Course Contents**

UNIT-I Global Business

Globalization, the internationalization of the firm, Global firm, International strategy and structure in international firms-key influences, HRM concept, issues, barriers, knowledge management in international

HRM.

UNIT-II HR practices in international scenario

Recruitment and selection of international managers. Training and development: Expatiate training, Types of

cross cultural training

UNIT-III International Pay and Reward

Compensation, benefits, components of compensation programme, Approaches to international

compensation.

**Industrial Relations** 

Key issues in International Industrial Relations, Trade union and International Industrial Relations, Response of

Trade Union to MNC's

UNIT-IV Other Issues

**Expatriation and Repatriation** 

Cultural dimensions of HRM – Cross cultural theories, future challenges in IHRM

Issue of corporate social responsibility



# JIWAJI UNIVERSITY Syllabus MBA[Full-Time]

#### COURSE TITLE COMPENSATION PLANNING

CODE MBA-HRM-404 STATUS Elective - HRM

SYNOPSIS To provide understanding of compensation planning in corporate sector and to provide skills in

formulating compensation policy, systems and strategies.

**READINGS** 

Evaluation)

Main Texts - George T Mulkovich & Jerry M. Newmann, *Compensation Planning*, Mc Graw Hill Publishing Co

- B.D. Singh, *Compensation and Reward Management,* Excel Books.

- N.D. Kapoor , *Hand Book of Industrial Law*, Sultan Chand and Sons.

Supplementary Texts - Richard & Henderson , *Compensation management in a knowledge based world*, Pearson

Education, Ltd.

- K.N. Subramaniam , Wages in India

- A.M. Sharma , *Understanding wages system*, Himalaya Publishing Co.

PEDAGOGY - Lectures accompanied by case studies on relevant issues, Presentations by students, Class

discussions and Written assignments.

LINKAGE WITH OTHER COURSES

Vertical International Human Resource Management, Human Resource Management

Horizontal Industrial Relations.

#### **Course Contents**

UNIT-I Introduction

Compensation- concept, System, Dimensions, New trends in Compensation Management, The 3-P

**Compensation Concept** 

UNIT-II Wages And salary administration at Macro(national) level

Economic objectives of wage policy, social objectives, key considerations, Five year plans and wage policy, Pay commissions, Wage Boards, Adjudication, Pay Revision in Public Sector – Issues and

Considerations.

Industry's compensation Policy (micro level).

Compensation Strategy at Micro(company)level, Concept of Internal Equity and External Parity

UNIT-III Job Evaluation

Methods and Systems of Job Eevaluation, Job Pricing, Designing Pay Ranges and Bands.

Compensation Structure –Indian practices. Salary Progression, Methods of Payment

UNIT-IV Concept of reward

Financial and Non Financial Compensation System

**Incentives** 

Merits and Demerits of Incentives, Types of Incentives

**Employee benefits** - Classification of Employee Benefits

UNIT-V Wage Laws in India

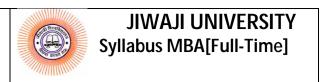
- The Payment of Wages Act, 1936 – Definitions, Provisions regarding rules for Payments of wages, Deductions from wages.

The Minimum Wages Act, 1948 – Definitions, Provisions regarding fixation and revision of wages, Advisory Board and Central Advisory Board, Safeguards in Payment of Minimum wages.

 The workmen's Compensation act, 1923 -rules regarding workmen's compensation, amount of compensation, distribution of compensation, notice and claim, commissioners Internal Evaluation - 30 Marks
External Evaluation - 70 Marks

Class Performance- 10 (A Component of Internal

Evaluation)



COURSE TITLE STRATEGIC HUMAN RESOURCE MANAGEMENT

CODE MBA-HRM-403

**STATUS** Elective

SYNOPSIS To make students understand human resource management from strategic

point of view. It makes students learn formulation and implementation of

human resource policy at the strategic level.

**READINGS** 

Main Texts Strategic Human Resource Management, William P. Anthony, Pamela L. Perreve

& K. Michael, Kacimar – The Dryden Press

Supplementary Texts - Strategic Human Resource Management - Charles and Greer -

Pearson Education

- Strategic Human Resource Development - Srinivas R. Kandula -

Prentice hall of India Pvt.Ltd.

**PEDAGOGY** - Class room lectures accompanied by presentations.

Case studies on relevant topics.

- Group exercises and class presentation by students.

- Role plays, exampore, class discussions on relevant topics.

Written assignments.

#### LINKAGE WITH OTHER COURSES

Vertical Human Resource Management

Horizontal Human Resouce Training and Development, Global Human Resource

Management Business Policy and Strategic Analysis

**Course Contents** 

UNIT-I The Strategic Approach

The Strategic Approach to HRM - Overview of HRM, Integrating HR strategy with corporate and

functional strategies, strategy formulation,

External Environment for HR... Role of HR in strategy formulation.

UNIT-II Strategies for Human Resource Acquisition and Placement

Strategic HR planning and staffing – nature of HR planning, Job analysis, conducting a job analysis. Job design –strategic guidelines, strategies for Recruitment and selection– Recruitment Methods,

Selection process, strategies for effective Recruiting and Selection.

UNIT-III Strategies for Maximizing Human Resource Productivity

, Training and Development – Orientation, Training and Development Methods, Evaluation of T & D, Strategies for Effective performance appraisal systems – Performance Appraisal Objectives, PA

Process, Types of Performance Appraisal Methods, Strategy and the performance Appraisal.

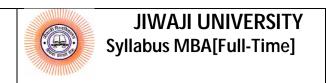
UNIT-IV Strategies for Maintaining Human Resources

Strategies for improving Health and safety, Managing the problem Employee, Building a Good

disciplinary climate.

UNIT-V Strategies for Dealing with Unions

Role of Unions – Strategic collective Bargaining – CB Process, The Grievance Process.



COURSE TITLE STRATEGIC CORPORATE TAX PLANNING

CODE MBA-FM-405

**STATUS** Elective

SYNOPSIS To familiarize with the management of tax to the various financial framework to take

imp. Tax decisions accompanied by various tax laws and utilizing the SAVAWT framework

in the study.

READINGS

Main Text/s V.P. Gaur, D.B. Narang and Rajiv Puri, *Corporate Tax Planning*, Kalayani.

Supplementary Texts John Karajan, Charles W. Swenson, Joseph W. Neff, Corporate Tax Planning, Willy

publishers

**PEDAGOGY** Concept based lecture accompanied by practical examples and exercises.

Case studies relating to core topics along with contemporary issues accompanised by

routine based presentation.

LINKAGE WITH OTHER COURSES

Vertical Financial Management, Indian Financial System

Horizontal International Marketing

**Course Contents** 

UNIT-I Introduction

Concept of Income and its components, Concept of tax planning – Utilizing the SAVANT framework to Guide it. (Strategy, Anticipation, Value Adding, Negotiating, Transforming), Tax avoidance, Tax evasion,

Tax planning with reference to location, Nature of business, forms of organization.

UNIT-II Tax Planning

Tax planning relating to capital structure, Decision, Dividend policy, Inter corporate Dividend, Bonus Share, Tax Planning with reference to own or lease, make or buy decision, Repair, Replacement,

Renewal, Shut down or continue decisions, Mergers and Acquisitions.

UNIT-III Market Penetration : Operating in Different States :

General Principles of State and Local Variation, Planning with Income Tax, Manipulation of Plant, Workforce and Point of Scale Locations, Distribution: Planning for Sales and Use Taxes, Lolloping and Tax

Assessment, Trade Offs with Local Tax Incentives Infrastructure, subsidies.

UNIT-IV Tax Provision

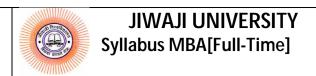
Tax provision relating to FTZ, Infrastructure sectors and Back ward areas, Tax incentives for exporters.

UNIT-V Tax Management

Return of Income and Assessment , T.D.S. (latest TDS rate list), Advance payment of tax, penalties and

persecutions, Appeals and Revisions, Income tax authorities and their powers.





COURSE TITLE PROJECT MANAGEMENT

**CODE** 404

**STATUS** Elective

SYNOPSIS To Expose students to all aspect of Project Management covering Project formulation,

evaluation, implementation and control. This course will help students to prepare

projects reports for project selected by them.

**READINGS** 

Evaluation)

Main Text/s - Prasanna Chandra - *Project Planning Analysis Selection Implementation and Review*-

Tata Mc Graw Hill Publishing Co. Ltd.

Supplementary Text - H.P.S. Pahwa - *Project Reports and Appraisals* - Bharat Law House.

Vasant Desai – *Project Management* – Himalaya Publishing House.
 Bhavesh M. Patel – *Project Management* – Vikas Publishing House.
 K.R. Sharma - *Project Management*, National Publishing House.

- G.B. Goel - *Project Management* (Principles and Techniques) Deep and Deep

Publications.

Pedagogy Concept based lecture accompanied by unit issues.

Case studies and presentation

Live project

Linkage with other courses

Vertical Financial Management, Production and Operation Management Horizontal Entrepreneurship Management, Strategic Financial Management

#### **Course Contents**

UNIT-I Project Management

Meaning of Project Management, Forms of Project Organization, Project Planning, Project control, Human aspects of Project Management, Project Life Cycle, Pre-Requisites for Successful Project Implementation and Its Stages, Pole and Pespagnibilities of Project Management

Implementation and Its Stages, Role and Responsibilities of Project Managers.

UNIT-II Generation and Screening of Project ideas

Generation of ideas, Monitoring the Environment, Corporate Appraisal, Scanning for Project ideas,

Preliminary Screening,.

SCBA - Rationale and Approaches to it (UNIDO and L.M. approach)

UNIT-III Project Formulation and Network Techniques

Project Formulation – Marketing, Technical, Financial Aspects of Project Formulation, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, CPM Model

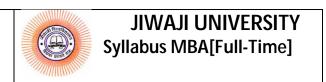
UNIT-IV Project Review and Administrative aspects –

Initial Review, Performance Evaluation, Administrative Aspects of Capital Budgeting, Evaluation the Capital Budgeting system of organization and Its Role and Techniques, Economic life of Projects.

UNIT-V Financial Analysis –

Cost of Project, Means of inance, Working Capital requirement and its financing, profitability

projections and projected cash flow statement and balance sheet.



COURSE TITLE STRATEGIC FINANCIAL MANAGEMENT

CODE MBA-FM - 403

STATUS Elective - Finance

SYNOPSIS The objective of the course is to develop understanding among the students regarding

strategic financial engineering and ethical aspects.

**READINGS** 

Main Texts Prasanna Chandra, *financial management*, Mc Graw Hill

G.P Jakhotiya, *strategic financial management*, vikas publishing house Shashi k Gupta and R.K Sharma, *Financial Management*, kalyani publishers

I.M Pandey, *financial management*, Vikas Publishing House

Supplementary Texts **PEDAGOGY** 

Concept based lectures accompanied by practical examples and

exercises

Case Studies and presentations.

#### LINKAGE WITH OTHER COURSES

Vertical Financial Management, Quantitative Techniques

Horizontal Project Management, Business Policy and Strategic Analysis

#### **Course Contents**

#### UNIT-I: Strategic Financial Management

Concept, Objectives, Components and Goals, Capital structure decisions, Determination of optimum capital structure, Trade off model, Planning for capital structure, EBIT – EPS analysis, ROI – ROE analysis, Capital structure policies in practice, Cost volume profit analysis and Operating leverage, Financial leverage and its effect on shareholder's return.

#### UNIT-II: Time Value of Money

Concept and various methods, Future value of a single amount, Future value of an annuity, Present value of a single amount, Present value of an annuity.

#### UNIT-III: Expansion and Corporate Restructuring

Mergers and Amalgamation: Reasons, Legal procedure, Benefits and cost of merger, Evaluation of merger and takeover, Managing an acquisition programme, Restructuring through divestitures, Spin-off and split up, Leveraged buyouts, Buyback of shares.

#### UNIT-IV: Dividend Policy and Share Valuation

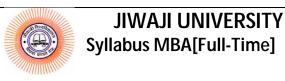
Walter model, Gordon Model, The Bird in the hand model, MM hypothesis, Bonus shares and stock splits, Risk analysis – Measures of risk, Sensitivity analysis, Simulation analysis, Selection of a project, Risk analysis in project.

#### UNIT-V: Financial Engineering and Ethical Aspects

Meaning of financial engineering approaches, Economic value added and activity based costing, Holistic approach to innovative financial engineering, Ethical brand equity and long term gains, Assessment of ethical financial performance, Accounting disclosures and Functional ethics in financial management.

Internal Evaluation - 30 Marks
External Evaluation - 70 Marks
Class Performance - 10 (A Component of Internal Component of Internal

Class Performance – 10 (A Component of Internal Evaluation)



COURSE TITLE MARKETING OF SERVICES

CODE MBA-MM- 405

STATUS Specialization - Marketing

**SYNOPSIS** 

The objective of the course is to provide an understanding about the issues associated with the planning implementing and controlling the marketing strategic and to make

them familiar with various dimension of marketing.

**READINGS** 

Main Text/s Lovelock, C, Wirtz, J. and Chatterjee, J., (2006) Services Marketing – People, Technology,

Strategy, Pearson Education.

**Supplementary Texts** 

Nimit Chowdhary, Service Marketing, McMillan India.

H.V. Verma, *Services Marketing: Test and Cases*, Pearson Education. Ravi Shanker, *Services Marketing: The Indian Perspective*, Excel Books.

PEDAGOGY Case Studies – Contemporary issues relevant to the subject accompanied by routine

based presentations.

LINKAGE WITH OTHER COURSES

Vertical Managerial Economics, Consumer Behaviour, Advertisement and Sales Management,

International Marketing, Rural and Agricultural Marketing, Strategic Marketing,

Marketing of Services.

Horizontal Research Methodology

**Course Contents** 

UNIT-I Foundation of Services Marketing:

Modern economy and service sector, Concept of services, Nature of services, Concept and Significance of services marketing, Emerging key services, Service marketing triangle. Marketing mix for services.

UNIT-II Service Marketing Mix:

Creating the Service Product, Designing Communication Mix for Services, Pricing and Revenue

Management, Distributing Services.

UNIT-III Managing the Service Delivery Process :

Designing and Managing Service Process, Balancing Demand and Capacity, Planning the Service Environment Managing People for Service Advantage Consumer Rehaviour in Service Engagement

 $\label{lem:environment} Environment, Managing \ People for \ Service \ Advantage, Consumer \ Behaviour \ in \ Service \ Encounter.$ 

UNIT-IV Managing Quality and Productivity in Service Marketing:

Concept, Quality of Goods and Quality of Services, The GAP Model, SERVQUAL, Measuring Service

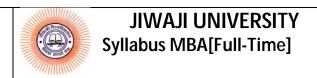
Productivity, Improving Service Productivity.

UNIT-V Implementing Services Marketing

Managing Relationships in Services, Relationship Tools and Strategies, Building Customer Loyalty, Customer Complaining Behaviour, Service Recovery – Concept, Customer Response to Effective

Customer Recovery, Principles, Empowerment and Service Recovery, Learning from Customer

Feedback.



COURSE TITLE STRATEGIC MARKETING

CODE MBA-MM- 404

**STATUS** Elective- Marketing

**SYNOPSIS** 

The objective of the course is to provide an understanding about the issues associated with the planning, implementing and controlling the marketing strategic and to make

them familiar with various dimension of marketing.

**READINGS** 

Main Text/s David A. Aaker, *Strategic Market Management*, Wiley.

Supplementary Texts Orville C. Walker, John W. Mullins, Harper W. Boyd and Jean-Claude Larreche, *Marketing* 

Strategy, Tata McGraw Hill.

Alan R. Andreasen and Philip Kotler, Strategic Marketing for Non Profit Organisaitons,

Prentice Hall of India.

PEDAGOGY Case Studies – Contemporary issues relevant to the subject accompanied by routine

based presentations.

LINKAGE WITH OTHER COURSES

Vertical Managerial Economics, Research Methodology, Consumer Behaviour, Advertisement and

Sales Management, International Marketing, Rural and Agricultural Marketing, Strategic

Marketing, Marketing of Services.

Horizontal Strategic Management

#### **Course Contents**

Unit - I Marketing Strategy : An Overview – Strategic Marketing Management : Concept, Characteristics and

Trends; Marketing Issues at Different Levels of Strategy; Marketing's Role in Formulating and

Implementing Strategies; Process of Formulating and Implementing Marketing Strategy.

Unit – II Strategic Analysis:

Understanding market opportunities - Customer Analysis; Competitor Analysis; Market Analysis;

Environmental Analysis and dealing with strategic uncertainties. Internal Analysis.

Unit – III Decisions in Marketing Strategy:

Corporate objectives and growth strategies - their marketing implications; Business strategies and their impact on marketing strategy; Identification and selecting market segments; Differentiation strategy: concept, importance and sources; Positioning: types, process and analytical tools for positioning

decisions.

Unit – IV Markets and Marketing Strategy –

Marketing strategies for new market entries, growth markets, mature and declining markets and new

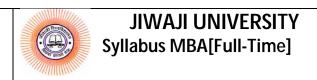
economy.

Unit – V Implementation and the Planning Process -

Designing appropriate structures and process of implementing different strategies; Marketing plans;

Marketing matrics – Process of designing marketing metrics, strategic monitoring systems and

marketing metrics.



#### COURSE TITLE RURAL AND AGRICULTURAL MARKETING

CODE MBA-MM-403 STATUS Elective- Marketing

**SYNOPSIS** 

Evaluation)

As seventy percent of Indian population is dependent on agriculture, application of marketing and related concepts warrants contextual adaptations. The present paper aims at acquainting students with rural and agricultural marketing process, tools and practices.

**READINGS** 

Main Text/s R.V. Badi and N.V. Badi, *Rural Marketing*, Himalaya Publishing House,

Supplementary Texts S.S. Acharya and N.L. Agarwal, *Agricultural Marketing in India*, Oxford and IBH

Publishing.

PEDAGOGY Case Studies – Contemporary issues relevant to the subject accompanied by routine

based presentations.

#### LINKAGE WITH OTHER COURSES

Vertical Managerial Economics, Research Methodology, Rural and Agricultural Marketing,

Strategic Marketing, Marketing of Services.

Horizontal Consumer Behaviour.

#### **Course Contents**

#### UNIT-I Rural Marketing and Buyers

Image of Indian rural marketing and Approach to rural markets of India,

Rural consumer and demand dimensions and Market segmentations, Channels of distribution and physical distribution, Product management, Marketing communication and Sales force tasks. Understanding rural buyer behaviour, Influencing factors, Changes in the behavioural pattern.

#### UNIT-II Agricultural Marketing and Marketing Mix

Concept, Nature, Scope and Subject matter, Classification of agricultural products and their difference with manufactured goods.

Agriculture market: Meaning, Components, Dimensions and Classification.

Market structure: Dynamics of market structure, Components of market structure and Market forces. Marketing mix relevant to rural market – Methods and Channels.

#### UNIT-III Market Management, Channel Strategy and Segmentation:

Modern marketing management and agricultural products, Structured organized markets – commodity exchange and produce exchange, Cash market, Forward dealing, Exchange market, Speculative market, Channels of distribution for consumer goods, Agricultural consumer goods and Agricultural raw materials, Rural market segmentation.

#### UNIT-IV Regulated Market in India:

Regulated market, Genesis of regulated market in India, Limitations in present marketing regulations, Advantages and Limitations of regulated market, Organization of regulated market, Future of regulated markets and Regulated markets in India, Marketing research in rural markets.

#### UNIT-V: Marketing of Farm Products:

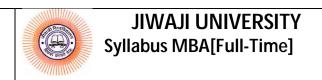
Packing and Packaging, Packing material, Transportation: Advantages, Means of transport and

Transportation cost.

Grading and Standardization: Meaning, Types, Criteria, Labeling and Specification, Storage,

Warehousing, Processing and Selling.





COURSE TITLE MANAGEMENT INFORMATION SYSTEM

CODE MBA-402

**STATUS** Core

SYNOPSIS

The objective of the course is to develop understanding among the student regarding the

management information system.

**READINGS** 

Main Texts | Gordan B. Davis and Margrethe H. Olson, Management Information Systems –

Conceptual Foundation, Structure and Development, McGraw Hill.

Supplementary Texts D. P. Goyal, Management Information Systems, McMillan.

E. M. Awad, System Analysis and Design, E. M. Awad

PEDAGOGY Case Studies.

Lectures. Presentation.

#### LINKAGE WITH OTHER COURSES

Vertical Business Environment, Management Concept and Process, Financial Management,

Marketing Management, Human Resource Development.

Horizontal Strategic Management

#### **Course Contents**

#### UNIT-I An Overview

MIS – Definition of MIS, MIS as an evolving concept, MIS and other Academic Disciplines, Subsystems of an MIS, Operating Elements of an Information System, MIS Support for Decision Making,

#### UNIT-II Management Information System Structure

<u>Based on Management Activity</u> – Hierarchy of Management Activity, Information Systems for Operation Control, Information Systems for Management Operation Control, Information systems for Strategic Planning <u>Based on Organizational Function</u> – Sales and Marketing Subsystems, Production Subsystem, Logistics Subsystem, Personnel Subsystem, Financial and Accounting Subsystem, Information Processing Subsystem, Top Management Subsystem, Synthesis of MIS Structure, Some Issues in MIS Structure.

#### UNIT-III Concept of Information:

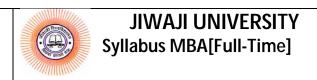
Definition, Information Presentation, Quality Information, Value of Information in Decision Making and Other Value, Age of Information Human as an Information Processor – General Model, Newell Simon Model, Limits and Characteristic of on Human Information Processing Managers as Information Processors

#### UNIT-IV System Concepts:

Definition, General Model and Types of System, Subsystems, System Stress, System Change, Preventing System Entropy, System Concept and Organization, System Concept Applied to MIS,

#### UNIT-V Systems Analysis and Design:

System Development Life Cycle Stages – Initiation/ Planning, System Analysis, Design, Coding and Testing Implementation and Training, Main Textstenance, Prototyping, Rapid application Development (RAD), End – User Computing, Object Oriented Programming.



COURSE TITLE STRATEGIC MANAGEMENT

CODE MBA-401 Core

SYNOPSIS

The main objective of the course is to develop the perspectives of the management of

Total Enterprise from the point of view of Top Management.

**READINGS** 

Main Text/s Thomas L Wheelen, J. David Hunger and Krish Rangarajan, *Strategic Management and* 

Business Policy, Pearson Education.

Supplementary Texts Fred R. David, *Strategic Management*, Pearson Education.

Lawrence R. Jaunch, Rajiv Gupta, Willian F. Glueck, Business Policy and Strategic

Management, Frank Bros. & Co.

R. Shrinivasan, *Strategic Management: The Indian Context*, Prentice Hall of India. Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill.

PEDAGOGY Case Studies.

Presentations. Simulation Games.

LINKAGE WITH OTHER COURSES

Vertical Managerial Economics, Research Methodology, Rural and Agricultural Marketing,

Strategic Marketing, Marketing of Services.

Horizontal Consumer Behaviour.

#### **Course Contents**

#### UNIT-I Business Strategy – An Introduction:

An Overview of Strategic Management, Evolution of business strategy, Nature of strategic decision making, Mintzberg's 5P, Sources of Strategy, Process of strategic management, Levels of strategy, Generic Strategies.

#### UNIT-II Internal and External Analysis

Globalization and Industry structure, Environmental Appraisal – Components, Environmental scanning and Appraisal. Organizational Appraisal – Organisation capability factors, Organisation appraisal. Porter's five forces model, 7S, Application of Game Theory in Strategy Formulation

#### UNIT-III Competitive Advantage:

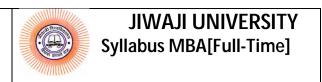
National context and Competitive advantage, Resources, Capabilities and Competencies, Core Competencies, Distinctive competencies, Generic building blocks of competitive advantage, Durability of competitive advantage, Avoiding failures and sustaining competitive advantage.

#### UNIT-IV: Strategy Development – Direction and Mechanism

Direction of growth- related and unrelated development, Ansoff's Matrix, Organic Growth, External Mechanisms of Growth – Mergers and Acquisitions, External growth without Mergers and Acquitions – Strategic Alliances, Strategic choice.

#### UNIT –V: Strategy Implementation:

Structural Implementation – Structural considerations, Structures, Organisation design and change. Functional Implementation – Financial, Marketing, Operations, Personnel plans and policies. Behavioral Implementation – Leadership, Corporate culture, Personal values and Business ethics.



#### COURSE TITLE HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT

CODE MBA-HRM-305

STATUS Elective - HRM

SYNOPSIS To make students understand various Human Resource Development Concepts and

interventions, along with OD process including initiating and managing Changes to bring

organizational effectiveness.

**READINGS** 

Main Texts - T.V. Rao, Human Resource Development Missionary, Oxford IBH, IBH Publishing Co. Pvt.

Ltd.

- TV Rao and Udai Pareek , Designing and Managing HR Systems,

Oxford & IBH Publishing Co. Pvt. Ltd.

- Gareth R Jones , *Organizational Theory, Design and Change S<sup>th</sup> Edition*, Pearson

Educations

- Wendell L. French and Cecil H. Bell , *Organizational Development & Edition*, Prentice

hall of India

Supplementary Texts - Fred Luthans , *Organizational Behaviour*, McGraw Hill Pub.Co.

J.P. Kotter , Leading Change , Harvard Business School Press
 Lynton & Pareek, Training and Development, Vistaar Publication
 Raymond A. Noe , Employee Training & Development, Tata

McGraw Hill Publishing Co.

PEDAGOGY
 Lectures accompanied by case studies on relevant topics

• Group exercise like Role plays, class discussions, presentation by students.

Written Assignments

LINKAGE WITH OTHER COURSES

Vertical Human Resource Management, Organizational Behaviour.

Horizontal Human Resource Training and Development

#### **Course Contents**

UNIT-I HRD Concept & Definition, Goals of HRD, Importance of HRD, History of HRD in India, HRD

Departments and their Tasks, Qualities of HRD Professionals, Present Status of HRD in India.

**UNIT-II** Interventions of HRD – Role – Concept & Analysis, Performance Management System, 360

Degree ,Feedback, Training and Development.

**UNIT-III** Interventions of HRD – Potential Appraisal, Competency Mapping, Career Planning and

Development, Mentoring.

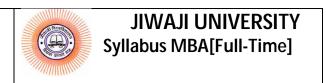
**UNIT-IV** HRD Audit – Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score

 $card, HRD\ Audit\ Failures, Case\ Studies,\ Current\ Status\ of\ HRD\ Audit\ in\ India.$ 

UNIT-V Organization Development - Concept and Definition, Objectives, Process of OD,

Interventions of OD- Sensitivity Training, Survey Feedback, Process Consultation, Team

Building, Intergroup Development, Appreciative Inquiry, , Case Studies.



COURSE TITLE LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

CODE MBA-HRM-304

STATUS Elective - HRM

SYNOPSIS To provide understanding, interpretation and application of various labour laws and their

implications for industrial relations and labour management issues.

**READINGS** 

Main Texts P.K. Padhi , *Labour and Industrial Law* , Prentice Hall of India Ltd.

P.L. Malik, Handbook of Industrial Law, Eastern Book

Supplementary Texts N.D. Kapoor , *Handbook of Industrial law* , Sultan Chand & Sons

Sinha, Sinha & Shekhar , Industrial Relation, Trade Union and Labour Legislation

,Pearson Education,Ltd.

Ratna Sen , *Industrial Relation in India* , MacMillan India. Dr. V. G. Goswami ,*Labour and Industrial Law* ,Central Law

Agency.

PEDAGOGY - Class room lectures accompanied by relevant case laws

- Group exercise and presentation by students

Class discussions along with written assignments.

LINKAGE WITH OTHER COURSES

Vertical Human Resource Management.
Horizontal Management of Industrial Relations.

#### **Course Contents**

UNIT-I The Factories Act, 1948

Major provisions of factories Act with licensing, registration, health, safety and welfare, working

hours of adult, Penalties and procedure.

UNIT-II The Industrial Dispute Act ,1947

Concept, Settlement of Industrial dispute - procedure, powers and duties of authorities, strikes and

lockouts, retrenchment and lay off provisions.

UNIT-III The Trade Union Act, 1926

Definition of a trade union, Registration of trade union, rights and duties of registered trade union,

regulation, penalties.

UNIT-IV The Workmen's compensation Act, 1923

Main Texts provisions - employer's liability for compensation, amount of compensation,

distribution of compensation, notice and claim, other provisions.

UNIT-V The Employees State Insurance Act, 1948

Provisions regarding administration of the scheme, ESI corporation, Standing committee, medical

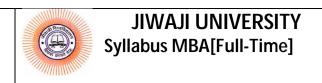
benefit council, ESI fund, Contribution, benefits and other provisions.

The Maternity Benefit Act, 1961 -

Provision regarding prohibition of employment to women during certain periods, Maternity benefit,

leave and nursing breaks, Power and duties of inspectors.





#### COURSE TITLE MANAGEMENT OF INDUSTRIAL RELATIONS

CODE MBA-HRM-303

STATUS Elective - HRM

SYNOPSIS To enable students to deal with particular industrial relations situations with special

reference to Indian conditions and to acquaint them with IR scenario prevalent in

country.

**READINGS** 

Main Texts Arun Monappa , Industrial Relations, Tata Mc-Graw Hill Publishing Co.

Ratna Sen , Industrial Relations in India - Shifting paradigm,

Mac Millan India

Supplementary Texts Sinha, Sinha and Shekhar, Industrial Relation, Trade Union and Labour Legislation,

Pearson Education, Ltd.

Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing

House

Dale Yoder , Personnel Management and Industrial Relations,

Prentice Hall of India

PEDAGOGY - Class room Lectures accompanied by case studies on relevant topics.

- Class discussions, presentations by students

- Group exercises like role plays, GD's etc.

- Written Assignments.

#### LINKAGE WITH OTHER COURSES

Vertical Human Resource Management, Compensation Planning.

Horizontal Labour Laws Governing Human Relations.

#### **Course Contents**

UNIT-I Indian Industrial Relations

An overview, what is industrial relation? Employment and Indian labour, Industrial Relation system in

India, Labour policy, Labour policy and the five year plans,

UNIT-II Industrial Relations in India

IR system in India: Settlement of disputes, IR at the organizational level, IR in the public sector, Recent

Trends in IR, India and the ILO.

UNIT-III Trade Union,

Trade Unions in India, Recognition of Unions, Employer's Federations.

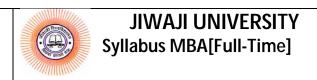
UNIT-IV Collective Bargaining and Worker's Participation in Management

Collective Bargaining, Analysis of collective agreements, Worker's participation in Management - Concept

and Industry experience.

UNIT-V Other Relevant Issues in Industrial Relations -

Human Resource Management and IR, Grievance handling, Discipline, Labour welfare and social security.



COURSE TITLE INTERNATIONAL FINANCIAL MANAGEMENT

CODE MBA-FM-305

STATUS Elective- Finance

SYNOPSIS To provide appreciated use of concepts and techniques of Financial Management in

relation to global financial market as well as financial transactions relating to

International market.

**READINGS** 

Main Texts Reading Supplementary Texts Books Marice D. Levi, *International Financial Management*, Mc Graw Hill V. Sharan, *International Financial Management*, Prentice Hall

Reid W. Click, *International Financial Management*, Pearson Education. Madhu Vij, *International Financial Management*, Excel Books

Alan, C. Shapira, *Multinational Financial Management*, Prentice Hall of India

Apte, International Financial Management, Tata McGraw Hall

**PEDAGOGY** 

- Concept based lectures accompanied by practical examples and exercises.
- Case studies relating to core topics along with contemporary issues accompanied by routine based presentations.
- Activities Activities concerning Foreign exchange rates
- Projects Major and Minor

#### LINKAGE WITH OTHER COURSES

Vertical Horizontal Financial Management, International Marketing, International Business Environment

#### **Course Contents**

#### UNIT-I Introduction to International Financial Management

Concept, Scope and Importance of International Financial Management, IFM Vs. DFM, Role of Responsibilities of IFM, Financial function in Global context, Gain from International Capital Flow. **BOP** – Components of BOP, Disequilibrium of BOP and Measures to remove disequilibrium, Difference approaches of adjustment of BOP.

#### UNIT-II IMS & International Financial Management

Overview of IMS, Problems of International liquidity and its different approaches, IMF, objective, function, organization, structure and shortcomings, world Bank – Objectives, organization structure and evaluation.

#### UNIT-III Foreign Exchange rate Mechanism

Exchange rate quotation, determination of exchange rate in spot and forward market, foreign exchange market, features, participation, Types of Market – Spot and forward, Need of Exchange Rate forecasts, Techniques of E.R. Forecasting.

#### UNIT-IV Nature of Exposures and Risk

Type of Exposure – Transaction Exp., Translation Exp. And operating exp., Relationship of transactions and Translation exposure.

Risk – Foreign exchange and interest rates Risk and their management, country risk analysis, Inflation risk and its impact.

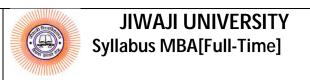
#### UNIT-V Multinational Capital Budgeting

Capital Budgeting for the multinational corporations, Multinational working capital management – working capital policy, Management of International cash, Internationals receivables and Inventory management, Transfer pricing, International portfolio investment, International capital structure.

Internal Evaluation - 30 Marks External Evaluation - 70 Marks

Class Performance – 10 (A Component of Internal

**Evaluation**)



COURSE TITLE INDIAN FINANCIAL SYSTEM

CODE MBA-FM-304

STATUS Elective- Finance

SYNOPSIS This course aims at acquainting the students with the working of financial markets in

India.

**READINGS** 

Main Texts Pathak, *Indian Financial System*, Pearson Pub.

Supplementary Texts S. Guruswamy, *Financial Market and Instruments*, Thomson.

Mishikin, *Financial Market & Institutions*, Pearson Pub. M.Y. Khan, *Financial Services*, Tata Mc-Graw Hill.

L.M. Bhole, Financial Institutions & Markets, Tata Mc-Graw

**PEDAGOGY** (1) Lectures accompanied by presentations.

(2) Role Plays

(3) Case Studies on contemporary relevant issues.

#### LINKAGE WITH OTHER COURSES

Vertical Security Analysis and Portfolio Management

Horizontal Business Environment

#### **Course Contents**

UNIT-I Framework of Indian Financial System

Financial System – Significance, Components, Designs, Nature and Role.

Financial System & Economic Development

Financial Markets – Money and Capital Market, Money Market Instruments.

NBFCs/MNBCs/RNBCs/RBI - Role, Regulation & Services.

UNIT-II Derivatives Market

Concept, Need & Types. Derivative Market in India, Forward & Future, Contracts, Future pricing, Future Trading Strategies. Options – Call and Put options, Time value of options, Volatility Trading. Derivatives Trading

in India

Factoring and Forfeiting – Distinctive functions of factors, Types, Difference between factoring and forfeiting,

Legal aspects, Advantages, Factoring V/s. Bills Discounting, International Factoring.

UNIT-III Consumer Finance and Lease Financing

**Bills Discounting** – Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills. **Credit Cards** – Functioning of Credit Cards.

Lease Financing: Meaning and Types, Financial EVALUATION from Lessor & Lessee Point of view, Economic

Aspect of Lease.

Hire Purchase: Meaning and Legal Aspect/Position. Hire Purchase V/s. Lease Finance, Hire Purchase V/s.

Installment payment.

UNIT-IV Financial Intermediaries

Insurance: introduction, Significance, , IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General

Insurance, Pension Fund and Pension Plans Today.

Mutual Funds: SignificanceTypes & Organization, Association of Mutual Funds in India, UTI

Management of Non-Performing Assets, Disinvestment of PSUs

UNIT-V Credit Rating

Need, Rating Methodology, Rating Symbols, Credit Rating Agencies - CRISIL, CARE, MOODY, Standard & Poor's

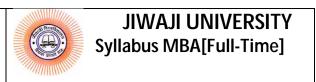
fifth rating.



Internal Evaluation - 30 Marks
External Evaluation - 70 Marks

Class Performance- 10 (A Component of Internal

**Evaluation**)



COURSE TITLE SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**CODE** MBA – FM- 303

STATUS Elective- Finance

SYNOPSIS To familiarize with the various techniques and areas of SAPM. To have exposure relating

to investment management alongwith taking optimum decisions in addressing the

management problems.

**READINGS** 

Main Texts Frank. K. Redly, , Investment *Analysis and Portfolio Management*; The Bryden Press –

Harcourt Brace College Publishers.

Supplementary Texts Punitharathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing

House

Fischer Donals and Jordan Roand J., Security Analysis and Portfolio Management,

Prentice Hall India

Graham & Dodd's Sidney Loffle, Rogert, Frank and Block

Sudhindra Bhat, Security Analysis and Portfolio Management, Excel Book

William F. Sharpe, Gorden J. Alexander, Jeffery V. Bailey.

Investment, Prentice Hall

**PEDAGOGY** Concept based lectures with practical problems and practical examples.

Case studies relating to core topics along with contemporary issues accompanied by

routine based presentations.

Activities – Extempore, current stock readings, CD

Projects - Minor.

LINKAGE WITH OTHER COURSES

Vertical Management Eco., Financial Management, Business Environment, Indian Financial

System

Horizontal International Financial Management

#### **Course Contents**

UNIT-I The Investment Environment

Types of Investment, Objectives, Types of Investors, Nature and Scope of Investment Management, Investment Vs. Speculations, Investment Process, Trend of Saving and Financial Flow, Concept and type of

financial market.

UNIT-II Stock Market in India

 $Organization\ and\ function\ of\ SE,\ Primary\ Vs.\ Secondary\ Market,\ Regulation\ of\ Stock\ Market\ in\ India,\ Function$ 

and Operation of SEBI, Listing of Securities, Types of Traded Securities or Role of BSE, NSE & OTCE, Stock

Indices.

UNIT-III Investment Analysis

Economic Analysis, Industrial Analysis, Company Analysis and Technical Analysis, Efficient Market theory.

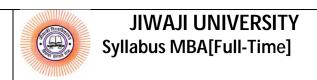
UNIT-IV Portfolio Management

Portfolio Management – Meaning, Portfolio Analysis, P. Selection, Techniques of Portfolio revision, Portfolio theories, Bond Portfolio Management Strategies, Practical aspects, classification of Management portfolio,

Performance Management of portfolio.

UNIT-V Security Return and Risk

Security Returns, Valuation of Securities, Types of Securities, Types of Risk, Managing Return and Risk



COURSE TITLE INTERNATIONAL MARKETING

CODE MBA-MM-305
STATUS Elective- Marketing

SYNOPSIS The aim of the course is to make students learn about advertisement concept, process

and practices.

**READINGS** 

Main Texts Reading Philip R. Cateora, John L. Graham, Prashant Salwan, *International Marketing*, Tata

McGraw Hill.

Reference Readings R.L. Varshney and B. Bhattacharya, *International Marketing Mangement*, Sultan Chand.

Francis Cherunelam, *International Marketing*, Himalaya Pub.

**PEDAGOGY** Case Studies.

Presentation.

#### LINKAGE WITH OTHER COURSES

Vertical Managerial Economics, Research Methodology, Rural and Agricultural Marketing,

Strategic Marketing, Marketing of Services.

Horizontal Consumer Behaviour.

#### **Course Contents**

**UNIT - I International Marketing : An Overview,** challenges, Concept of Global Marketing, Major Participants in

International Marketing, Balance of Payment Theories of International Trade, Forms of International

Business.

UNIT – II Scanning International Marketing Environment.

Risks in International Marketing, Environmental Analysis - Economic, Commercial, Social, Cultural,

Political, Regional, Legal and Trading (Trade Barriers) Environment, Non-Trading Barriers.

State Trading, International Market Selection and Market Entry Strategies.

UNIT – III International Marketing Strategies.

<u>Product Strategies</u> – Product Concept, PLC, NPD, Branding, Packaging and Labelling, Alternative product strategies and product communication strategies, <u>International Pricing</u> – Pricing Concept, Objectives, Factors, Pricing methods/ approaches, Transfer Pricing, dumping, Retrograde pricing. <u>Distribution</u> – Distribution system, structure, Strategies, Factors affecting selection of channels, Logistic management. <u>Promotion</u> – Single country promotion process and multicountry communication process, Promotion strategies (Push, Pull, Push Vs Pull), Advertising, Personal Selling, Sales promotion,

sponsorships, Trade fair and Exhibitions.

UNIT – IV Export and Import Management –

Export Management - Export promotion, Export financing (Sources of Funds), Role of Export houses,

Export procedure and documentation.

Import Management – The Import process, Types of Importers, Import procedure and documentation.

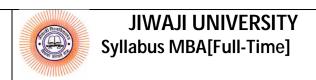
UNIT – V International Economics Institutions –

Regional Economic Integrations - Free trade areas, Custom Unions, Monetary Unions, Common

Markets, The global economy

Economic Institutions – IMF, IBRD or World Bank, WIPO and WTO.





COURSE TITLE ADVERTISING MANAGEMENT

CODE MBA-MM-304
STATUS Elective - Marketing

SYNOPSIS

The main objective of the course is to make students familiarize with concepts, tools and techniques of advertising management

techniques of advertising management.

**READINGS** 

Main Texts Rajeev Batra, John G. Myers and David A. Aaker, *Advertising Management*, Prentice Hall

of India.

Supplementary Texts William Wells, Sandra Moriarty, John Burnett, Advertising: Principles & Practice, Prentice

Hall of India.

George E. Belch & Michael A. Belch, *Advertising and Promotion*, Tata McGraw Hill. S.A. Chunawalla and K.C. Sethia, *Foundations of Advertising: Theory and Practice*,

Himalaya Publishing House.

PEDAGOGY Case Studies – Contemporary issues relevant to the subject accompanied by routine

based presentations.

LINKAGE WITH OTHER COURSES

Vertical Managerial Economics, Research Methodology, Rural and Agricultural Marketing,

Strategic Marketing, Marketing of Services.

Horizontal Consumer Behaviour.

**Course Contents** 

UNIT - I Advertising: An Overview - Advertising Concept, Role of Advertising, Reasons for Advertising,

Advertising and Marketing Mix, Advertising as translation of product concept into customer benefits, as a information, as a tool of consumer welfare, Types of Advertising, Legal and Ethical issues in

Advertising.

UNIT - II Promotional Communication - Marketing communication, Process of Marketing Communication,

Promotion as Communication, Noise in Communication, Elements of Promotion mix, Objective of Promotion communication, Factors influencing Promotion Mix, Promotional Planning Process,

Communication Models.

**UNIT – III** Campaign Planning - Types of Campaign, Planning, Ad Strategy, Creative Strategy, Brand preposition,

USP, Brand Image and USP, Positioning (Brand, Product, Market, Psychological), Advertising and

Positioning, Three Phase of Campaign Creation, Limitations of three stage model.

UNIT - IV Advertising Decision - Advertising Budget, Advertising Appeals, Media, Concept of media , Media

Selection, Media Planning Process, Types of Media (Print Media, Electronic Media, Outdoor and Transit Media, Direct Marketing and Cinema), Ad-Effectiveness (DAGMAR Approach, Pre testing and Post

testing all medias, Various approach).

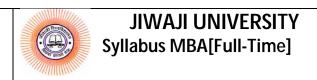
UNIT - V Creativity in Advertising –

Message Design – Message Design and positioning, Gap between a copy writer and audience, Message presentation, Message Structure, Message format, Message development, Negative advertising,

. Visualization.

Advertising Copy - Advertising copy for Print Media, advertising copy for Radio, TV and Outdoor

Media.



COURSE TITLE CONSUMER BEHAVIOUR

CODE MBA-MM-303
STATUS Elective - Marketing

**SYNOPSIS** 

The objective of the course is to provide an understanding about the customer needs and various factors affecting his behaviour and complexity of the decision making unit and process in both consumer and industrial markets.

**READINGS** 

Main Texts Sehiffman and Kanuk, *Consumer Behaviour*, Pearson Education.

Supplementary Texts David L. Loudon & Albert J. Della Bitta, *Consumer Behaviour*, McGraw Hill.

Michael R. Solomon, *Consumer Behaviour- Buying, Having and Being*, Prentice Hall of

India.

Roger D. Blackwell, Paul W. Minard and James F. Engel, *Consumer Behaviour*, Thompson

South Western.

PEDAGOGY Case Studies – Contemporary issues relevant to the subject accompanied by routine

based presentations.

LINKAGE WITH OTHER COURSES

Vertical Managerial Economics, Research Methodology, Rural and Agricultural Marketing,

Strategic Marketing, Marketing of Services.

Horizontal Advertisement and Sales Management, International Marketing.

**Course Contents** 

Unit - I Consumer Behaviour : An Introduction –

Concept of Marketing and Consumer Behaviour, Defining Consumer Behaviour, Consumer Research,

Consumers' Impact on Marketing Strategy, Modeling Behaviour.

Unit – II Individual Determinants of Consumer Behaviour –

Needs and Motivation, Personality and Self Concept, Perception, Learning, Attitude.

Unit – III Environmental Influences on Consumer Behaviour –

Group Dynamics and Reference Groups, Family, Social Class, Culture.

Unit – IV Consumer Decision Process –

Personal Influence and Opinion Leadership Process, Opinion Leader, Two step flow of Communication

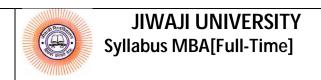
Theory, Diffusion of Innovation, Consumer Decision Making, Communication and Persuasion.

Unit – V Additional Dimensions of Consumer Behaviour –

Consumerism, Models of Consumer Decision Making, Organisation Buyer Behaviour, Consumer

Behaviour to Profit and Non Profit Marketing - (Health Care, Political, Social causes, Environment

Marketing), A portrait of Indian Consumers



COURSE TITLE TOTAL QUALITY MANAGEMENT

CODE MBA-302

**STATUS** Core

SYNOPSIS To course aims at sensitizing students towards concept of quality, issues, mechanism to

achieve and implement them in today's business organizations.

**READINGS** 

Main Texts Dale H. Besterfield, Carol Besterfiled-Michna, Glen H. Besterfield and Mary Besterfield-

Sacre, Total Quality Mangement, Pearson Education.

Supplementary Texts Joseph M. Juran and A. Blanton Grodfrey, Juran's Quality Handbook, McGraw Hill.

D.D. Sharma, *Total Quality Management: Principles, Practice and Cases,* Sultan.

Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh, *The Six Sigma Way*, McGraw Hill.

PEDAGOGY Lecturers, Presentations, Case Studies, Visit of Plant and selected service outlets.

LINKAGE WITH OTHER COURSES

Vertical Management Concept and Process, Marketing Management.

Horizontal Strategic Management

#### **Course Contents**

UNIT-I Principles of Quality Management

Definitions of Quality, Quality philosophies of Deming, Juran and Crossby, Concept of Cost of Quality, Dimensions of quality, Service vs. Product quality, Customer focus, Quality and Business performance,

Vision, Mission statements and Quality policy.

UNIT-II Total Quality Management

Evolution of TQM, TQM models, Human and System components, Continuous improvement strategies, Deming wheel, Customer concept, Customer satisfaction index, Quality circle, 5S principle, Top

management's Commitment and Involvement.

UNIT-III Quality Management Tools for Business Applications

Principles and applications of Quality Function Deployment, Failure mode and Effect Analysis, Taguichi Techniques, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Capability Analysis, Reliability prediction analysis, Total productive maintenance.

UNIT-IV Quality Imperatives for Business Improvement

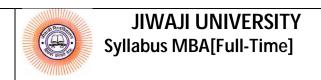
Leadership for quality management, Quality planning, Designing for quality and Manufacturing for quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality Award, Quality

assurance and ISO 9000, QS 9000 certification, ISO 14000.

UNIT-V TQM Implementation Strategies

Organisational Structure and Mindset of individuals, Motivational Aspects of TQM, Change management strategies, Training for TQM, TQM Road map, Quality improvement index, Benchmarking.

Contemporary Issues in Quality – Benchmarking, JIT, Six Sigma.



COURSE TITLE MANAGEMENT SCIENCE

CODE MBA-301

**STATUS** Core

SYNOPSIS

The objective of this course is to acquaint the student with simple quantitative technique that are helpful in Managerial decision-making & problem solving Emphasis will be given

on application rather than on theoretical derivation.

**READINGS** 

Main Texts J K Sharma, *Operations Research: Theory and Applications*, Mcmillan.

Supplementary Texts S.D. Sharma, Operations Research, KedarNath Ramnath & Co.

V.K. Kapoor, Operations Research, Sultan Chand and Sons.

PEDAGOGY Lecturers.

Presentations. Live projects.

LINKAGE WITH OTHER COURSES

Vertical Production and Operations Management, Strategic Management, Total Quality

Management, Marketing Management, Project Management.

Horizontal Computer Applications for Business-II

**Course Contents** 

UNIT-I Concept and Characteristics of Operation Research, Model of Operation Research, Operation Research

Methodology, Operation Research techniques.

Linear programming: Formulation, Graphic method and simplex method, concept of Duality.

UNIT-II Transportation Model: North West Corner, Least Cost Method and Vogel Approximation Method. Optimum

solution of Transportation, Problem by using MODI method. Assignment Model - Hungarian method,

Maximization Case, Travelling Salesman problem.

**UNIT-III** Dynamic programming, Stage coach problem, Replacement model: Replacement of equipment, items and

staff, sequencing problem. Network models: CPM, Drawing a network, calculation of earliest path,

Crashing a project, Resource leveling, control of project cost, PERT – Updating a network.

UNIT-IV Theory of games: Assumption, Two-person zero sum game, Pure Strategies and saddle points, Mixed

strategies, solution by dominance, Graphic solution, solution by Liner programming.

Queuing Theory: Basic concept, M/M/I model, Economic aspects of Queuing.

**UNIT-V** Decision Theory: Decision under risk, Decision trees, Decision under Uncertainty. Use of simulation techniques

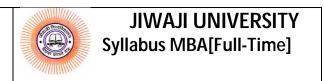
for decision making. Optimal Simulation run. Markov Analysis.



Internal Evaluation - 30 Marks
External Evaluation - 70 Marks

Class Performance- 10 (A Component of Internal

Evaluation)



COURSE TITLE BUSINESS LEGISLATIONS

CODE 207 STATUS Core

SYNOPSIS To provide knowledge of various business laws prevalent in the country so that students

can have better perspective of legal side of business.

**REFERENCES** 

Main Readings (1) N.D. Kapoor - *Mercantile Law*-Sultan Chand & Sons

(2) K.C.Garg, R.C.Chawla, *Mercantile Law*-Kalyani Publishers

Additional/Supplementary (1) M.C. Kuchhal, *Business Law*–Vikas Publishing House Ltd.

Readings (2) A.K. Mazumdar & G.K. Kapoor , *Corporate Law* – Taxmann Publishers

(4) D. Chandra Bose , Business Law

(3) V.S. Datey , *Corporate Law* — Taxmann

PEDAGOGY -Class room lectures accompanied by relevant case laws

- Group exercises and presentations by students

- Written assignments and projects

**EVALUATION** Internal - 20

External - 70

Class Performance - 10

LINKAGE WITH OTHER COURSES

Vertical Indian Financial System, Entrepreneurship Management, Advertising and Sales

Management, International Environment and Management

Horizontal Environment and Management

#### **Course Contents**

#### UNIT-I Introduction, Indian Contract Act, 1872

Meaning of Law, Object of law, Indian contract Act, 1872 – Definition of contract, valid contract, offer and acceptance ,consideration, capacity to contract, free consent, legality of object, discharge of contract, Remedies for breach of contract, Quasi contract. Contract of Agency- modes of creating an agency, rights and duties of agent and principal, termination of agency.

#### UNIT-II Sale of Goods Act, 1930

Essentials of a contract of sale, conditions and warranties, rights and duties of buyer, Rights of an unpaid seller and buyer's beware. **Partnership Act, 1932** - Concept of partnership and its major provisions.

#### UNIT-III Negotiable Instrument Act, 1881

Definition, types and characteristics of promissory note, bills of exchanges and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.

#### UNIT-IV Indian Companies Act, 1956

Definition, characteristics and kinds of company, formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, statement in lieu of prospectus, Rights and liabilities of members of company.

Company Management - Appointment of directors, power, duties and liabilities of a director and managing director.

#### **UNIT-V** Intellectual Property Rights Acts

Meaning of IPR, **The Patent Act 1970** – Introduction, History, Meaning of patent, kinds, procedure for grant of patent, Right of patentee, infringement of patent.

**The Copyright Act, 1957** – Introduction, History, Meaning of copyright, registration of copyright, terms of copyright, infringement of copyright.





# JIWAJI UNIVERSITY Syllabus MBA[Full-Time]

COURSE TITLE PRODUCTION AND OPERATIONS MANAGEMENT

CODE MBA-206

**STATUS** Core

SYNOPSIS

To course is oriented towards the exposition of the various operational problems in the area of Production and Management and the tools and the techniques used in the

process of decision making in the area.

**READINGS** 

Main Texts R. Paneerselvam, *Production and Operational Management*, New Delhi, Prentice Hall of

India Publications.

B. Mahadevan, Operations Management: Theory and Practice, Pearson Education, New

Delhi.

Lee Krajewski, Larry Ritzman, Manoj Malhotra, Operations Management 8th Edition, PHI,

New Delhi.

Supplementary Texts Joseph S. Martinich, *Production and Operations Management* (An Applied Modern

Approach), John Willey and Sons: Singapore.

Joseph G. Monks, *Operations Management*, New York, Mcgraw Hill Publications.

James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A Williams, Applied

Production and Operations Management, New York, West Publishing Company.

PEDAGOGY Lecturers.

Presentations.

Case Studies.

LINKAGE WITH OTHER COURSES

Vertical Total Quality Management, Strategic Management, Management Concepts and Process,

Managerial Economics, Financial Accounting, Quantitative Techniques.

Horizontal Human Resource Management.

**Course Contents** 

UNIT I Introduction:

Basic Model of Production and Operations Management, Nature of Production/Operations Management, production Function and its Environment, Functions of Production/Operations

Manager, Organization of Production Function.

UNIT II Facilities Planning:

Product Selection and Design, service Design, process and Manufacturing/Service Facility, Center of Gravity and Median Models, Dimensional

Analysis.

**UNIT III** Layout of Manufacturing/Service Facility: Product Layout, Process Layout, Fixed Position and

Group Layout, Layout Design: Relationship Based and Load- Distance cost Matrix.

UNIT IV Resources Requirement Planning: Capacity Planning, Machines and Labor Planning

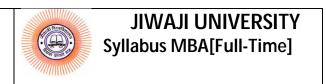
(Computations of Number of Machines and Number of Workers) and Learning Curve Application. Production Planning and Control: Aggregate production Planning – Chase Strategy (Vary the Work Force), Level Production (Inventory Cost and Stock Out Cost), Mixed

Strategy (Transportation Model), Materials Requirement Planning).

UNIT V Operations Scheduling and Production Activity Control: Mass Manufacturing, (Assembly line

balancing using priority Rules – Rank Positional Weight, Longest Activity Duration and Largest Number of Successors), Batch Processing (sequencing Using Run-out time) and job shop-N jobs on single Machine (Using EDD, SPT, FCFS, ST, CR), N-jobs on Two/Three Machines

(Jhonson's Rule), 2-jobs on M-Machines (graphical Method-Aker's Alogrithm).



COURSE TITLE HUMAN RESOURCE MANAGEMENT

CODE MBA-205

**STATUS** Core

SYNOPSIS To provide an understanding of various facets of managing people along with knowledge

of various policies and practices of Human Resource Management to students.

**READINGS** 

Main Texts Gary Dessler - A framework for Human Resource Management, Pearson Education, Ltd.

K. Aswathappa , Human Resource and Personnel Management, Tata Mc-Graw Hill

Publishing Co.

Supplementary Texts John Bernardin , Human Resource Management , Tata Mc-Graw Hill Publishing Co.

Wayne Mondy & Robert M. Noe , *Human Resource Management*, Pearson Education. William B. Werther & Keith Davis, *Human Resource Management*, Mc Graw-Hill. Biswajeet Pattanayak , *Human Resource Management* , Prentice Hall of India Pvt.Ltd.

Edwin B.Flippo, *Personnel Management*, McGraw Hill. V.S.P.Rao, *Human Resource Management*, Excel Books

PEDAGOGY - Class room lectures accompanied by case studies on relevant topics

- Regular group exercises and class discussions.

- Role Plays, Group presentation by students along with written assignments.

LINKAGE WITH OTHER COURSES

Vertical Legal Framework Governing Human Relations, Compensation Planning, Human Resource

and Organizational Development, Human Resource Training & Development,

International Human Resource Management.

Horizontal Organizational Behaviour

**Course Contents** 

UNIT-I Introduction

Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Nature, Scope and

significance of HRM. The changing environment and duties of HR Management, HRM in Indian scenario.

UNIT-II Recruitment and Selection

HR planning, Job Analysis, Recruitment, Methods and Techniques of Selection.

Internal Mobility and Separation of Employees

Transfer and Promotion,

UNIT-III HRD Mechanism

HRD-concept. Goals of HRD

Training -concept, training process, techniques; Performance Appraisal - Concept, Process, Appraisal

T.echniques

UNIT-IV Managing employee relations

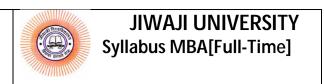
Labour relation, dispute and their resolution, collective bargaining, employee welfare a brief introduction,

Employee grievances and their redressal, worker's participation in Management.

UNIT-V Other contemporary issues in HRM

Employee compensation-concept, factors affecting employee compensation, components of employee pay

knowledge management, Human Resource Information System- A Brief Introduction.



**COURSE TITLE** FINANCIAL MANAGEMENT

CODE 204

**STATUS** Core

**SYNOPSIS** To provide an understanding of the function, the roles, the goals and the process of

corporate financial management, covering the sourcing of finances and their issues in

investments and operations.

**READINGS** 

Main Texts James C. Van. Home, Financial Management & Policy, Pearson Education

Supplementary Texts Prasanna Chandra, Financial Management, Tata McGraw Hill

> I.M.Pandey, *Financial Management*, Vikas Pub. House Pvt. Ltd. M.Y. Khan and Jain, Financial Management, Tata McGraw Hill

Ravi M. Kishore, *Financial Management*, Taxmann M.Y. Khan, Text, Cases and Problems Tata McGraw Hill Sudhindra Bhat, Financial Management, Excel Books.

**PEDAGOGY** (1) Lectures accompanied by presentations.

(2) Role Plays

(3) Case Studies on contemporary relevant issues.

LINKAGE WITH OTHER COURSES

Vertical Strategic Financial Management, Indian Financial System Horizontal

Research Methodology, Quantitative Techniques

#### **Course Contents**

UNIT-I Introduction

Concept of finance and finance function, Financial Goal: Profit V/s. Wealth Maximization, Organization of

finance functions,

Financial Planning: Objectives and considerations, capitalization – Over and under capitalization, Financial

Forecasting.

**UNIT-II Capital Structure** 

Optimum Capital Structure, Capital Structure, Theories, Features of sound Capital Mix, Leverage - Financial

and Operating leverage, Sources of Finance.

**UNIT-III Working Capital** 

> Concept, Importance and Determinants, Sources of Working Capital Finance, Cash Management: Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables, Inventory Management: Objective, Inventory

**Control Techniques** 

**UNIT-IV Cost of Capital** 

Concept, calculation of cost of capital of equity share, Preference Share, Debentures and retained earnings,

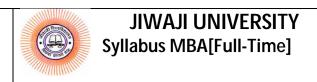
Capital Budgeting: Features, Methods of Capital Budgeting: Features, Methods of Capital Budgeting.

**UNIT-V Dividend and Dividend Policy** 

Management of Earnings, Dividend and Dividend Policy, Objectives and Determinants of Dividend Policy, Stable Dividend Policy, Forms of Dividend, Concept of Lease Financing, Hire Purchase, Financing Venture

Capital, Factoring, Economic value added, Dividend policy and its impact on stock price.





COURSE TITLE MARKETING MANAGEMENT

CODE MBA-203

**STATUS** Core

SYNOPSIS

The objective of the course is to provide an understanding of the underlying concepts,

strategies and issues involved in exchange of products and services between the firms

and markets.

**READINGS** 

Main Texts Kotler and Keller, *Marketing Management*, Prentice Hall of India., 13th Edition.

Supplementary Texts Tapan Panda, *Marketing Management: Indian Context*, Excel Books.

Rajendra Nargundkar, Tapan K Panda, Marketing Strategies for Emerging Markets, Excel

Books.

Ramaswamy and Namakumari, *Marketing Management*, Macmillan India.

Ranjan Saxen, Marketing Management, Tata-McGraw Hill.

PEDAGOGY Case Studies – Contemporary issues relevant to the subject accompanied by routine

based presentations.

LINKAGE WITH OTHER COURSES

Vertical Managerial Economics, Consumer Behaviour, Advertisement and Sales Management,

International Marketing, Rural and Agricultural Marketing, Strategic Marketing,

Marketing of Services.

Horizontal Research Methodology

**Course Contents** 

Unit - I Marketing: An Overview

Concept, Evolution, Marketing and Selling, Marketing Mix, Market Segmentation, Positioning,

Challenges in Networked World.

Unit – II Product and Price Management

Product Management - Meaning and Classification of Product, Product Mix and Product line, New

Product Development, Product Life Cycle.

Price Management - Meaning, Importance, Objectives, Influencing factors, and procedure of Pricing,

Pricing Policy and Methods, Pricing Strategies or Tactics.

Unit – III Promotion Management Marketing Communication, Promotion Mix, Advertising, Sales Promotion,

Personal Selling, Public Relations.

**Unit – IV Distribution Management–**Channel design and management decisions, Physical Distribution, Retailing

and Whole selling.

Unit – V Marketing Information System and E-Commerce

Direct Marketing, Network Marketing, Data Base Marketing

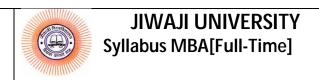
Marketing Information System – Components, Internal Record System, Marketing Intelligence System, Marketing Research System, Marketing Decision Support System, Forecasting and Demand

Management.

**E-Commerce and Online Marketing –** The Online Customer, Online Marketing : its advantages and

disadvantages, Conducting Online Marketing, The promise and Challenges of Online Marketing.

Direct Marketing, Network Marketing, Data Base Marketing.



COURSE TITLE RESEARCH METHODOLOGY

CODE MBA-202

**STATUS** Core

SYNOPSIS

The aim is to make the students familiar with the process and tools of research methodology so that they can take up serious research projects during their degree and

when in job.

**READINGS** 

Main Texts

**Supplementary Texts** 

Donald R Cooper and Pamela S Schindler, *Business Research Methods*, Tata McGraw Hill. Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, Prentice Hall of India. Donald R Cooper and Pamela S Schindler, *Marketing Research: Concepts and Cases*,

McGraw Hill.

David J. Luck and Ronald S. Rubin, *Marketing Research*, Prentice Hall of India. Alvin C. Burns and Ronald R. Bush, *Marketing Research*, Pearson Education.

PEDAGOGY Lecturers.

Live projects.

LINKAGE WITH OTHER COURSES

Vertical Computer Applications in Business, Quantitative Techniques, Summer Training, Research

Projects.

Horizontal -

#### **Course Contents**

#### UNIT - I Concept of Research

Concept, Assumptions and Steps of scientific method, Nature and Objectives of research, Significance of research, Types of research, Steps in the research process.

#### UNIT – II Research Design

Concept of a research problem, Selection and Formulation of a research problem, Exploratory, Descriptive and Experimental research designs.

#### UNIT – III Sampling and Hypothesis Testing

The basics of Sampling Theory, Probability and Non-Probability Sampling, Measurement – Concept and Levels of Scales, and Hypothesis - Concept, Types and Sources of hypothesis, Procedure for formulation of hypothesis, Testing of hypothesis.

#### UNIT – IV Data Collection

- (A) Sources and collection of primary data and secondary data.
- (B) Collecting, Editing and Tabulation of data.
- (C) Case study and sample study.

#### UNIT – V Data Analysis and Research Communication

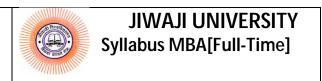
Data Analysis: Major techniques of testing differences and associations, Ethical Issues in Research, Format of research report, Precautions in report writing, Footnoting, Bibliography and Index.

13 | Page

Internal Evaluation - 30 Marks
External Evaluation - 70 Marks

Class Performance – 10 (A Component of Internal

**Evaluation**)



COURSE TITLE ORGANIZATIONAL BEHAVIOUR

CODE MBA-201

**STATUS** Core

SYNOPSIS To impart conceptual knowledge of organizational behaviour and to develop skills in

dealing with human behaviour problems in organizations to bring about organizational

effectiveness.

**READINGS** 

Main Texts Stephen P. Robbins & Seema Sanghi , Organizational Behaviour,

Pearson Education.

John W. Newstrom, Keith Davis, Organizational Behaviour, Tata

Mc-Graw-Hill Publishing Co.

Supplementary Texts Fred Luthans, *Organizational Behaviour*, Mc-Graw Hill Publishing Co.

K. Aswathappa , Organizational Behaviour

John Newstrom , Organizational Behaviour, Tata McGraw Hill

**PEDAGOGY** - Lectures accompanied by presentation.

- Case studies on relevant issues.

- Group activities and presentations by students.

- Role plays and class discussions

- Management games.

#### LINKAGE WITH OTHER COURSES

Vertical Human Resource and development, HR training and development, International HRM Human Resource Management

#### **Course Contents**

UNIT-I Introduction

Organizational Behaviour - Concept and Importance, Historical Development of O.B., Contributing disciplines

to the O.B. field, Challenges and Opportunities for O.B., Models of O.B.

UNIT-II Individual Behaviour

Values - Importance, types, values across culture

Attitudes – Types, cognitive dissonance theory, measuring attitude.

Personality – Meaning, determinants, traits, major personality attitudes influencing O.B.

Perception – Meaning, factors influencing perception, person perception.

Motivation-concept, theories of motivation

UNIT-III The Group behaviour

Foundations of Group behaviour, Defining and classifying groups, stages of group development, Group

structure, Group decision making,

Understanding work teams, Difference between Groups and teams, types of teams, creating effective teams,

turning individual into team players.

UNIT-IV Interpersonal behaviour

Interpersonal behaviour, Transactional analysis, JOHARI window, Work Stress and its Management; Leadership-concept, styles

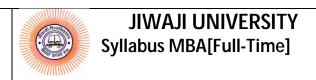
UNIT-V Key issues in Organisational Behaviour

Organisational culture - Definition, culture's functions, creating and sustaining culture, how employees learn

culture, creating an ethical organizational culture, creating an customer responsive culture.

Organisational change, forces for change, resistance to change, managing organizational change.





COURSE TITLE BUSINESS COMMUNICATION

**CODE** 107

**STATUS** Core

SYNOPSIS Through this course students are introduced to the different Communication skills, which

are essential to survive in corporate world.

**REFERENCES** 

Main Text/s R.K.Madhukar, *Business Communication*, Vikas Publishing House.

Supplementary Texts Rajendra Pal and J.S. Korlahalli, *Essential of Business Communication*, S.Chand & Sons.

P.D.Chaturvedi and Mukesh Chaturvedi, *Business Communication*, Pearson Education. Courtland L.Bovee and John V. Thill, *Business Communication Today*, Pearson

Education.

**PEDAGOGY** (1) Lectures accompanied by presentations.

(2) Role Plays, Extempores, and Group Discussions

(3) Case Studies on contemporary relevant issues

(4) Management and Grammatical Games.

LINKAGE WITH OTHER COURSES

Vertical All papers Horizontal All papers

#### **Course Contents**

UNIT-I: Communication:

Concept, Need, Process, Methods, Types and Barriers to communication, Factors affecting

communication, Essentials of effective communication,. Need of communication in business.

UNIT-II: Non-Verbal Communication:

Body language, Postures and Gestures, Attire, Appearance, Handshake, Personal space, Timing

behaviour smile.

Listening Skills: Process, Types, Barriers and Importance, Essentials of Good listening.

Communication Skills: Concept, Humor in communication, Interpersonal communication,

Communication skills and leadership.

UNIT-III: Business Letters:

Essentials of business letter, Parts, Forms, Types, Preparation of Business letter related to tenders,

Quotations, Orders, Sales, Enquiry and Complaints.

Internal Communication: Letters to staff, Circulars and Memos, Office note, Representations and suggestions, Motivational Communication, Letters from top management, Reminders and follow up,

Employee newsletters.

UNIT-IV: Interactive Communication:

Meetings, Conferences, Presentation skills, Oral communication, Telephonic conversation.

Mass Communication: Advertisements, Publicity, Press Releases, Media mix, Public relations,

Newsletters.

Direct Marketing: Report writing, Types, Essentials of a good report, Committee report, Annual report.

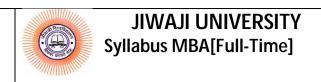
UNIT-V: Interviews

Types of Interview, Job interview, Telephonic interview, Conducting the interview, Sending a job

application, Preparation of Resume, Group discussion.

Types of pictorial presentation: Charts, Graphs and Pictures, New trends in business communication, Communication overload, BPO/Call centers, Technical writing, Professional presentation, Cardinal

principles of communication, Communication policy and Ethical dimensions.



COURSE TITLE COMPUTER APPLICATIONS FOR BUSINESS

CODE MBA-106

**STATUS** Core

SYNOPSIS

The aim is to make the students familiar with the fundamentals of Computer and with

the working of the Computer and the different uses of the Computer in industry.

.

**READINGS** 

Main Texts Sanjay Saxena & Prabhpreet Chopra, Comuter Applications in Management, Vikas

Publications.

Supplementary Texts B. Ram, *Computer Fundamentals – Architecture & Organization*, New Age International

Publications.

PK Sinha & Priti Sinha, Computer Fundamentals, BPB Publications.

**PEDAGOGY** Lecturers and Hands on experience in computer lab.

LINKAGE WITH OTHER COURSES

Vertical Computer Applications in Business Management, Management Information Systems,

Research Methodology. Quantitative Techniques.

**Course Contents** 

Horizontal

UNIT-I Introduction

 $Computer\ system\ ,\ Components\ and\ functions\ of\ each\ unit.\ I/O\ devices\ and\ storage\ devices.\ Memory,\ types\ of\ memories,\ ROM,\ RAM\ and\ Cache\ memory.\ Number\ System,\ binary,\ octal,\ decimal\ and\ decimal\ and\ decimal\ decimal\ and\ decimal\ d$ 

Hexadecimal number system.

UNIT-II System Software

Algorithm and Flowchart, System software and application software, Assembler, Complier and

Interpreter, Operating systems, functions of OS, types of Operating System.

UNIT-III Office Management

Introduction of Windows and Control panel

MS-Word: Creating and formatting documents, printing and page setup, tables and Mail merge

documents.

MS-Excel: Workbook & worksheets, Formulas & functions, Cell references, formatting and working

with Data, Charts and graphs.

UNIT-IV Office Management & Networking

Ms-Power Point: Creating slides with different layouts and templates, inserting charts pictures and

tables, running slideshow, presentation setup and Animation.

Networking: Data transmission, Types of networks- LAN,WAN, network topologies, packet

transmission.

UNIT-V Internet & Intranet

An introduction to Internet and Intranet, e-mail, and Search engines. Role of IT in banking, insurance,

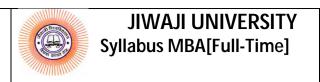
education, and financial accounting. Computer virus: Types of virus, scanners & vaccines, precautions

to avoid virus.

Internal Evaluation - 30 Marks External Evaluation - 70 Marks

Class Performance- 10 (A Component of Internal

**Evaluation**)



COURSE TITLE ACCOUNTING FOR MANAGERS

**CODE** 105

**STATUS** Core

SYNOPSIS Through this course students are introduced to the concepts of accounting. They are

exposed to the latest trends in Corporate Accounting Practices and will also learn how to

apply various accounting control measures.

**READINGS** 

Main Texts I.M. Pandey, *Management Accounting*, Vikas Publication.

Shashi K. Gupta, Management Accounting, Kalyani Publication.

Supplementary Texts Subhash Sharma, *Financial Accounting for Management*, MacMillan.

Margaret Nicholison, Mastering Accounting Skills, Margaret Nicholison.

Charles T. Homgreen, Introduction to Management Accounting,

Pearson Publication.

Brand R. Allone Richard Brownless Mark, E Haskins Luann J. Lynch,

Cases in Management Accounting and Control Systems, Pearson Education

PEDAGOGY Concept based lectures accompanied by practical problems or

numerical.

Case Studies – Contemporary issues relevant to the subject accompanied by

presentations.

LINKAGE WITH OTHER COURSES

Vertical Financial Management

Horizontal Indian Financial System, Research Methodology.

#### **Course Contents**

UNIT-I Introduction to Accounting

Introduction, Types of Accounting, Financial Accounting, Cost Accounting, Management Accounting, Relation between Financial Cost and Management Accounting. Meaning, Scope, Functions, Importance, Advantages, Disadvantages of Financial, Cost and Management Accounting, Conventions and Principles of Accounting –

GAAP, Journal, Ledger, Trial Balance.

UNIT-II Financial Statements and Financial Analysis

Financial Statements: Meaning, Objectives, Preparation of Final Account - Profit & Loss Account, Balance

Sheet (with problems)

Financial Statement Analysis : Ratio Analysis.

UNIT-III Financial Analysis

Statement of changes in Financial Position – Funds Flow Statement – Meaning, Significance, Limitations,

Preparation. Cash Flow Statement – Meaning, Significance, Limitations, Preparation.

UNIT-IV Cost Analysis, Control and Profit Planning

Concepts, elements and Classification of cost, Methods and Techniques of costing. Marginal costing and Break-

Even Analysis.

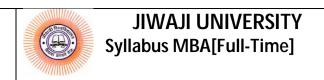
UNIT-V Control and Profit Planning

Budgeting and Budgetary Control - Concept, Types, Advantages, Disadvantages, Preparation of Budget - Sales,

Flexible, Cash Budget, Production Budget

Concept of Zero Based Budgeting, Performance Budgeting, Standard Costing and Variance Analysis- Material and Labour.





COURSE TITLE BUSINESS ENVIRONMENT

**CODE** 104

**STATUS** Core

SYNOPSIS This course aims at acquainting the students with the working of financial markets in

India

**READINGS** 

Main Texts Business Environment ,Francis Cherunilam (Himalaya Publishing House )

Supplementary Texts Essentials of Business Environment, K.Aswathappa (Himalaya Publishing House)

Business Environment, Gupta & Benerjee(Kalyani publication)

Environmental Management, N.K. Uberoi (Excel Books)

**PEDAGOGY** (1) Lectures accompanied by presentations.

(2) Case Studies on contemporary relevant issues.

#### LINKAGE WITH OTHER COURSES

Vertical All functional areas

Horizontal All papers taught in first semester

#### **Course Contents**

UNIT-I Introduction:

Concept, Nature and Significance of business environment, Salient feature of Capitalism, Socialism, Mixed economy, Emergence of Public sector, Public sector reforms, Emergence of private sector and

Joint sector.

UNIT-II Social environment

Social responsibilities of business, Social Interest and Values, Consumerism, Consumer Protection Act -

Important Provisions, Ethics and Culture of business.

UNIT-III Industrial Environment

New Industrial policy, IDRA act of 1951, recent five year plan-Achievement and Impediments, Industrial

sickness, MRTP Act, FIPB and its role, Company Law board, Corporate Governance.

UNIT-IV Economic Environment

SEBI, Indian Fiscal and Monetary Policy, Recent Union budget, Liberalization, Globalisaiton, FDI, Basic

Foreign Trade Policies, Competition Act 2005, FEMA, Role of Multinationals in Indian Economy, Serious

financial crisis.

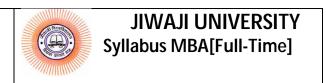
UNIT-V Technological Environment and environmental Management

Features of technology, Impact of technology, technological transfer,

Information Technology Act, Environmental Protection Act, Problem of Pollution and its Control, Kyoto

Protocol.





COURSE TITLE MANAGERIAL ECONOMICS

**CODE** 103

STATUS Core

SYNOPSIS To provide the students an application and the use of the concepts and tools of

economic analysis in relation to Managerial Decisions making and to enable them to

understand the economic governing industry and business.

**READINGS** 

Main Text/s H. Craig Petersen, W. Chris Lewis, Sudhir K. Jain, *Managerial Economics*, Parsons

Education

Supplementary Texts Atmanand, Managerial Economics, Excel Books.

Salvatore Dominiek, Managerial Economics in Global Economy, Oxford University Press.

P.L. Mehta, *Managerial Economics*, Sultanchand. D,N. Dwivedi, *Managerial Economics*, Vikas Publications. R.L. Varshney, *Managerial Economics*, Sultanchand.

- Concept based lectures accompanied by Practical problems.

PEDAGOGY - Case Studies – Contemporary issues relevant to the subjects.

#### LINKAGE WITH OTHER COURSES

Vertical Security Analysis and Portfolio Management, Management Science, Financial

Management, Computers in Business Management.

Horizontal Quantitative Techniques

#### **Course Contents**

UNIT-I Nature and Scope of Managerial Economics:

Nature, Scope and Significance of managerial economics, Role and Responsibility of managerial economists.

UNIT-II Utility and Indifference Curve Analysis:

Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's

equilibrium – Budget line and Consumer surplus.

UNIT-III Demand and Production Analysis:

Law of demand, Factors affecting demand, Elasticity of demand, Techniques of forecasting demand - Survey and Statistical methods. Production function with one variable input or Law of variable proportions, Production function with two variable inputs or Isoquant, Production function with all variable inputs or Return to scale,

Law of supply and Classification of cost. Practical Problems.

UNIT-IV Market Structure and Pricing:

Different market structure, Price and output determination under perfect competition, Monopoly,

Monopolistic competition, Oligopoly, Price Determination under Discriminating Monopoly.

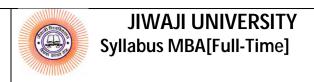
UNIT-V Profit Management:

Concept, Nature and Measurement of profit, Concept of risk and uncertainty, Risk uncertainty and

innovations. Theories of profit, Profit planning and forecasting, Profit policies, Business cycle - Causes and

Control.





COURSE TITLE QUANTITATIVE TECHNIQUES

**CODE** 102

**STATUS** Core

**SYNOPSIS** Through this course students are introduced to the concepts of statistics. Through this

they will learn to study and analyse the ongoing trends with the research implications.

**READINGS** 

**Evaluation**)

Text Book/s Levin and Rubin, Statistics for management, Pearson Publication

Supplementary Text D.C. Sanchetti , *Business mathematics* , S.Chand & Sons

R S Bhardwaj, *Business Statistics*, Excel Books

JITS Chandan, Statistics for Business and Economics Vikas Publication

S P Gupta, Statistics, S.Chand & Sons

PEDAGOGY Concept based lectures accompanied by practical problems or

numerical.

Case Studies - Contemporary issues relevant to the subject accompanied by routine

based presentations.

LINKAGE WITH OTHER COURSES

Vertical Research Methodology, Management Science

Horizontal Managerial Economics

#### **Course Contents**

UNIT I MATHEMATICAL BASICS OF MANAGERIAL DECISIONS

Managerial application of arithmetic progression and geometric progression, addition, Subtraction and Multiplication of matrices, Inverse of a matrix, Solution of linear simultaneous equations with the help of matrix, Limits, Differentiation of single variable, simple business application n problems of

maxima and minima for functions of one variable.

UNIT II STATISTICAL AVERAGES

Concept and Computation of Mean, Mode and Median, Geometric and Harmonic Mean, Standard

Deviation, Coefficient of Variation.

UNIT III CORRELATION AND REGRESSION ANALYSIS

Uses of regression analysis, Regression lines, Regression coefficient, Regression equations a) By using Means, SD and Coefficients of Correlation and (b) by using Method of Least Square, Simple, Multiple

and Partial Correlation

UNIT IV PROBABILITY AND ITS APPLICATIONS

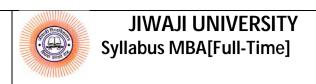
Concept and Importance of the probability, Calculation of Probability, Addition theorem, Multiplication Theorem, Association of Attributes, Theoretical Distribution, Binomial, Poisson and Normal

Distribution.

UNIT V TESTS AND HYPOTHESIS

Concept of Chi-square test, Meaning and Uses of Chi-Square measure, t-test for Significance of Means,

F-test, Z-Test.



#### MANAGEMENT CONCEPT AND PROCESS **COURSE TITLE**

101 CODE

**STATUS** Core

**SYNOPSIS** 

The objective of the course is to help the students to gain an understanding of the functions and responsibility of the managers which will serve as a foundation for the study of most of the functional areas in the MBA programme.

**READINGS** 

Main Text/s Stephen P. Robbins and Mary Coulter, Management, Prentice Hall of India.

Koontz O'Donnel and Heinz Weilrich, Essentials of Management, McGraw Hills. Supplementary Texts

James A.F. Stoner, R. Edward Freeman and Daniel R. Gilbert, Management, Pearson

Education.

L.M. Prasad, *Principles of Management*, Sultan Chand Co.

**PEDAGOGY** Lectures accompanied by presentations.

Case Studies.

Role Plays

#### LINKAGE WITH OTHER COURSES

Vertical **Business Environment** 

Horizontal Financial Management, Marketing Management, Human Resource Development,

Strategic Management, Management Science, Management Information System.

#### **Course Contents**

UNIT - I Introductory - Concept of Management and its significance, Managerial Roles, Evolution

Management Theory - Classical School, Scientific Management School, Human Relations School, Behavioural School.

Approaches to Management - Commodity, Paternalistic, Behavioural, Process, Systems and

Contingency.

Management Process, Micro and Macro Environment for Managers, Management level and Management skills, Functional Areas of Management. Professionalisation of Management in India.

Planning - Concept, Process, Types and Significance, Types of Plan, Objective Setting: Concept, Types UNIT - II

and Process of Setting Objectives; Operational Planning Tools, M.B.O.: Concept, Process and Managerial Implications, Decision Making: Concept, Process, Types and Styles of Decision Making.

Decision Making in Risk and Uncertainty.

Organizing - Nature Principles, Process and significance of organizing, Building Vertical Dimension of UNIT - III

Organisation, Building Horizental Dimension of Organisations, Principles of Organizational Designing,

Contingency Approach to Organisation Design, Learning Organisations.

UNIT - IV Directing - Concept, Nature, Scope, Principles of Direction, Manager versus Leaders, Leadership

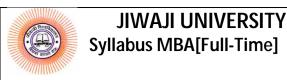
Theories - Trait Theories, Behavioural Theories and Contingency Theories, Leadership Styles,

Contemporary Approaches to Leadership, Motivation Concept, Theories and Implications,

Communication and Controlling: Communication Concepts, Process, Barriers to Communication and UNIT - V

Building an effective system of Communication, Media and Channels of communication. Nature, Process and Aspect of Control, Types, Areas of exercising control, Major Control System, and their designing, Control Tools and Techniques - Information Controls, Financial Controls, Operations

Controls and Behavioural Controls.



(C) Human Resource Management (HRM)				
MBA-HRM-403	Strategic Human Resource Management	30	70	100
MBA-HRM-404	Compensation Planning	30	70	100
MBA-HRM-405	International Human Resource	30	70	100
	<u>Management</u>			
MBA-406	Comprehensive Viva-Voce	25	25	50
	Total			850

#### **IMPORTANT NOTES:**

- 1. The Summer Training Project Report will be based on the in-plant training of the students in between II and III Semester for a minimum period of six weeks.
- 2. Evaluation of the papers MBA-108, MBA-208 and MBA-406 will be jointly conducted by one internal and one external examiner. Evaluation of MBA-306 will be conducted by external examiner. External examiner will be appointed by the University and Internal Examiner can be of concerned College/Institute.
- The Summer Training Project Report of MBA III Semester will prepared by the student himself. Institute/College will not provide any quide for this purpose.

#### SCHEME OF ASSESSMENT:

The MBA programme is based on continuous internal assessment as well as end-semester external examination. The scheme of internal assessment is as follows: -

#### MARKS OF SESSIONALS:

Class tests during the semester will be conducted by the teacher concerned and the sessional marks of internal assessment will be finalized by the teacher concerned. The sessional marks shall be based on: -

(a) Marks of two best class test out of three tests conducted during Marks 20

the semester will be sent to the University.

(b) Class Participation/Attendance/General Discipline Marks 10

Candidate is required to secure a minimum of 40% marks in individual course in order to pass the internal assessment. The students must be very punctual and attentive to tests as there is no provision for make-up test on any ground.

#### MINIMUM PASS MARKS:

In order to pass the semester, an examinee shall have to secure minimum 40% marks in individual papers. He/She will also be required to obtain a minimum 40% marks in sessional, separately. Beside securing 40% marks in each paper and sessional. The candidate will have to secure a minimum of 50% marks in aggregate.

#### **DIVISION IN EXAMINATION:**

A candidate having secured 60% marks or above will be awarded first division, Candidates securing 50% but less than 60% marks in aggregate will be placed in second division. There will be no third division in the programme.

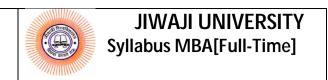
#### SCHEME OF PROMOTION TO NEXT SEMESTER:

The student failed in more than two papers in a semester (either in internal or external) will not be promoted in the next semester. Thus, in order to get promotion to the next semester, candidates will have to clear at least 6 papers in each of the first to fourth semesters.

The Back papers of students failing in 1st and 2nd Semester will be conducted along with their 3<sup>rd</sup> and 4<sup>th</sup> semester examinations respectively. However, student failed in one / two papers (External / Internal) in IIIrd Semester and promoted to IV Semester will be given a chance to clear his papers under special back with his IV semester examinations. Similarly, student failed in one or two papers (External / Internal) in IV semester will be given a chance to clear his papers through special back that will be conducted after six months i.e. next semester examination. The student having semester back will give his papers with next concerning semester examination. An examinee who has failed in internal examination shall be required to register himself fresh for doing the sessional work in the next concerning semester in the paper. He will also be required to submit his examination form for internal assessment.

The internal assessment awarded to a candidate who fails in the University end semester examination shall be carried forward to the next semester, but marks obtained in the papers MBA-108, MBA-208, MBA-306 and MBA-406 will not be carry forwarded if a student appear as an ex-student in full semester. In case a candidate fails in any internal / end semester examination (either in one paper or in all), he will be allowed two more attempts to clear that paper. However, if a candidate fails to pass in semester examination even after the two additional attempts other than the original one, he will be required to leave the course.

\*\*\*\*\*

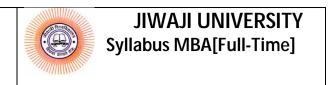


# **SEMESTER: III**

Paper Code	Course	Marks		Maximum	
		Internal	External	Marks	
MBA-301	Management Science	30	70	100	
MBA-302	Total Quality Management	30	70	100	
Optional -Spec	cialization areas:				
Students are req	uired to select any <b>Two</b> Specializations out	of <b>Three</b> s	pecializatio	on areas:	
(A) Marketir	ng Management (MM)				
MBA-MM-303	<u>Consumer Behaviour</u>	30	70	100	
MBA-MM-304	Advertising Management	30	70	100	
MBA-MM-305	International Marketing	30	70	100	
(B) Financial	(B) Financial Management (MM)				
MBA-FM-303	Security Analysis and Portfolio	30	70	100	
	<u>Management</u>				
MBA-FM-304	<u>Indian Financial System</u>	30	70	100	
MBA-FM-305	International Financial Management	30	70	100	
(C) Human R	Resource Management (HRM)				
MBA-HRM-303	Management of Industrial Relations	30	70	100	
MBA-HRM-304	Legal Framework Governing Human	30	70	100	
	Relations				
MBA-HRM-305	<u>Human Resource and Organisational</u>	30	70	100	
	<u>Development</u>				
MBA-306	Summer Training Project Report	25	25	50	
	Total			850	

## **SEMESTER: IV**

Paper Code	Course	Marks		Maximum
		Internal	External	Marks
MBA-401	Strategic Management	30	70	100
MBA-402	Management Information Systems	30	70	100
Optional -Spec	Optional –Specialization areas:			
Students are required to select any <b>Two</b> Specializations out of <b>Three</b> specialization areas:				
(A) Marketing Management (MM)				
MBA-MM-403	Rural and Agricultural Marketing	30	70	100
MBA-MM-404	Strategic Marketing	30	70	100
MBA-MM-405	Marketing of Services	30	70	100
(B) Financial Management (MM)				
MBA-FM-403	Strategic Financial Management	30	70	100
MBA-FM-404	Project Management	30	70	100
MBA-FM-405	Corporate Tax Planning	30	70	100



# MASTER OF BUSINESS ADMINISTRATION [FULL-TIME]

# **CURRICULUM**

### **SEMESTER: I**

Paper	Course	Marks		Maximum
Code		Internal	External	Marks
MBA-101	Management Process	30	70	100
MBA-102	Quantitative Techniques	30	70	100
MBA-103	Managerial Economics	30	70	100
MBA-104	Business Environment	30	70	100
MBA-105	Accounting for Managers	30	70	100
MBA-106	Computer Application for Business	30	70	100
MBA-107	Business Communication	30	70	100
MBA-108	Comprehensive Viva-Voce	25	25	50
	Total			750

#### **SEMESTER: II**

Paper	Course	Marks		Maximum
Code		Internal	External	Marks
MBA-201	Organisational Behaviour	30	70	100
MBA-202	Research Methodology	30	70	100
MBA-203	Marketing Management	30	70	100
MBA-204	<u>Financial Management</u>	30	70	100
MBA-205	Human Resource Management	30	70	100
MBA-206	Production and Operations Management	30	70	100
MBA-207	Business Legislations	30	70	100
MBA-208	Comprehensive Viva-Voce	25	25	50
	Total			750

# **JIWAJI UNIVERSITY**

# MBA [Full Time] Syllabus





2009-10