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Jiwaji University, Gwalior  
A Foundation Course  
in  
Human Values & Ethics  
Syllabus for the Value Education course to be introduced in JU  
Course Code: JU -001  
For MBA (full time), BBA, MBA(PM), MBA(General), MBA(Part time)

Content for Lectures:

**Module 1: Course Introduction – Need, Basic Guidelines Content and process for Value Education**

1. Understanding the need .basic guidelines. content and process for Value Education
2. Self-Exploration –what is it ?, its content and process: Natural Acceptance' and Experiential Validation – as the mechanism for self- exploration
3. Continuous Happiness and Prosperity –A look at basic Human Aspirations
4. Right understanding , Relationship and Physical facilities –the basic requirement for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly –a critical appraisal of the current scenario
6. Method to fulfill the above human aspirations :understanding and living in **harmony** at various levels

**Module 2: understanding Harmony in the human Being – Harmony in Myself**

7. Understanding human being as a co-existence of the sentient 'I and the material body
8. Understanding the needs of self ('I ') and 'Body' – *Sukh and suvidha*
9. Understanding the body as an instrument of 'I' ( I being the doer ,seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body : *Sanyam and Swasthya*:correct appraisal of Physical needs. Meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *swasthya*  
-practice to Exercises and Case Studies will be taken up in practice sessions.

**Module 3: Understanding Harmony in the Family and Society- Harmony in Human -Human Relationship**

13. Understanding harmony in the family –the basic unit of human interaction
14. Understanding values in human-human relationship:meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay -tripti*; Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship
15. Understanding the meaning *Vishwas* ; Difference between intention and competence
16. Understanding the meaning of *Samman*. Difference between respect and differentiation : the other salient values in relationship
17. Understanding the harmony in the society (society being and extension of family):  
*Samadhan.Samridhi .Abhay, Sah -astitva* as comprehensive Human Goals
18. Visualizing a universal harmonious order in society –Undivided Society(*Akhand Samaj*). Universal order (*Sarvabhaum Vyawastha*)- from family to world family !

Practice Exercises and Case Studies will be taken up in practice sessions.

**Module 4: Understanding Harmony in the Nature and Existence – Whole existence as**

**Co -existence**

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four order of nature –recyclability a and self –regulation in nature
21. Understanding Existence as co- existence (*Sah –astitva*) of mutually interacting units in all Pervasive space
22. Holistic perception of harmony at all levels of existence

– Practice Exercises and Case Studies will be taken up in practice sessions.

**Module 5: Implications of the above Holistic Understanding of Harmony on professional Ethics**

23. Natural acceptance of Human Values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics:
  - a) Ability to utilize the professional competence for augmenting universal human order.
  - b) Ability to identify the scope and characteristics of people –friendly and eco- friendly production systems .
  - c) Ability to identify and develop appropriate technologies and management patterns for above production system.
27. Case studies of typical holistic technologies, management models and production systems.
28. Strategy for transition from the present state to Universal Human Order :
  - a) At the level of individual : as socially and ecologically responsible engineers technologists and managers
  - b) At the level of society ; as mutually enriching institutions and organizations

Extracts from *Bhagwadgita, Guru Grantha Sahib, Quran and Bible*

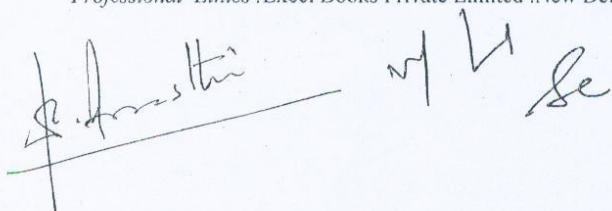
**Text Books and Reference Material**

**a. The text books:**

R R Gaur ,Sangal , G P Bagaria 2009. *A Foundation Course in Human Values and Professional Ethics* .Excel Books Private Limited .New Delhi .

**b. Teacher ' a Manual :**

R R Gaur ,Sangal , G P Bagaria 2009 .*Teacher ' s Manual : A Foundation course in Human Values and Professional Ethics* .Excel Books Private Limited .New Delhi .



#### C. Reference Books

1. Ivan Illich, 1974 , *Energy & Equity* .The Trinity Press. Worcester and Harper Collins .USA
  2. E.F. Schumacher ,1973 , *Small is Beautiful : a study of economics as if people mattered*. Blond & Briggs Britain .
  1. Sussan George, 1976, How the *Other Half Dies* . Penguin Press. Reprinted 1986, 1991
  2. Donella H.Meadows Dennis L. Meadows Jorgen Randers .William W. Behrens III, 1972, *Limits to Growth –Club of Rome's Report*,Universe Books.
  3. A Nagrij, 1998, *Jeevan Vidya ek parichay* . Divya Path Sansthan, Amarkantak
  4. P L Dhar , RR Gaur, 1990, *Science and Humanism* , Commonwealth Publishers.
  5. A N Tripathy ,2003, *Human Values* .New Age International Publishers.
  6. Subhas Palekar,2000, *How to practice Natural Farming* . Pracheen (Vaidik ) Krish Tantra Shodh . Amravati
  7. E G Seebauer & Robert L. Berry ,2000, *Fundamentals of Ethics for Scientists & Engineers*, Oxford University Press
  8. M Govindrajan .S Natrajan & V.S. Senthil Kumar ,*Engineering Ethics ( including Human Values )*, Eastern Economy Edition , Prentice Hall of India Ltd.
  9. B P Banerjee ,2005, *Foundation of Ethics and Management* .Excel Books.
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10. B L Bajpai ,2004, *Indian Ethos and Modern Management* ,New Royal Book Co. Lucknow..Reprinted 2008.

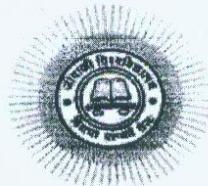
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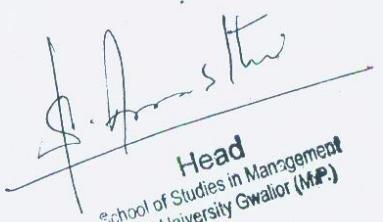
## JIWAJI UNIVERSITY, GWALIOR

MBA [Full Time]

### Syllabus



**2013-15**

  
Head  
School of Studies in Management  
Jiwaji University Gwalior (MP)



**MASTER OF BUSINESS ADMINISTRATION SYLLABUS AND EXAMINATION SCHEME**  
**(FOUR SEMESTER PROGRAMME)**  
**(with effect from July 2013)**

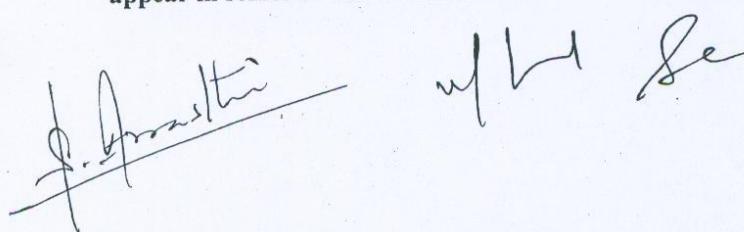
**SEMESTER:I**

Paper Code	Course	Internal	External	Max.Marks
MBA-101	Principles & Practice of Management	30	70	100
MBA-102	Managerial Economics	30	70	100
MBA-103	Accounting for Manager	30	70	100
MBA-104	Organizational Behaviour	30	70	100
MBA-105	Business Statistics	30	70	100
MBA-106	Business Environment	30	70	100
MBA-107	Computer Applications in Management	30	70	100
MBA-108	Communication for Management	30	70	100
<b>Total</b>				<b>800</b>

**SEMESTER: II**

Paper Code	Course	Internal	External	Max. Marks
MBA-201	Marketing Management	30	70	100
MBA-202	Business Legislations	30	70	100
MBA-203	Research Methodology	30	70	100
MBA-204	Operation Research	30	70	100
MBA-205	Financial Management	30	70	100
MBA-206	Productions and Operations Management	30	70	100
MBA-207	Human Resource Management	30	70	100
MBA-208	Comprehensive Viva-voce	50	50	100
JU 001	Human Values and Ethics*	50	50	100
<b>Total</b>				<b>800</b>

\*J001, Human Values and Ethics is a qualifying course. Marks of JU001 will not be added and incorporated in mark sheets. Candidates failing to qualify in semester II may appear in semester III or semester IV.



## SEMESTER:III

Paper Code	Course	Internal	Marks External	Max Marks
MBA-301	Supply Chain Management	30	70	100
MBA-302	Total Quality Management	30	70	100
MBA-303	Entrepreneurship and Small Management	30	70	100
MBA-304	Specialization Group -1 Elective 1*	30	70	100
MBA-305	Specialization Group -1 Elective 2*	30	70	100
MBA-306	Specialization Group -2 Elective 1*	30	70	100
MBA-307	Specialization Group -2 Elective 2*	30	70	100
MBA-308	Summer Training Project Report	50	50	100
<b>Total</b>				<b>800</b>

## SEMESTER -IV

Paper Code	Course	Internal	Marks External	Max Marks
MBA-401	Strategic Management	30	70	100
MBA-402	Information Systems Management	30	70	100
MBA-403	Specialization Group -1 Elective 3*	30	70	100
MBA-404	Specialization Group -1 Elective 4*	30	70	100
MBA-405	Specialization Group -1 Elective 3*	30	70	100
MBA-406	Open Specialization Elective (Any)	30	70	100
MBA-407	Research Project Report	50	50	100
MBA-408	Comprehensive Viva-Voce	50	50	100
<b>Total</b>				<b>800</b>
			<b>Grand Total</b>	<b>3200</b>

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### **Elective Courses**

#### **Specialization Group: Marketing (MK)**

##### **Course Code**

1	MBA MK 01	Consumer Behavior.....	(III Semester)
2	MBA MK 02	Sales and Distribution Management .....	(III Semester)
3	MBA MK 03	Retailing.....	(IV Semester)
4	MBA MK 04	Service Marketing.....	(IV Semester)

#### **Specialization Group: Financial Management (FM)**

##### **Course Code**

1	MBA FM 01	Indian Financial System.....	(III Semester)
2	MBA FM 02	Security Analysis and Portfolio Management .....	(III Semester)
3	MBA FM 03	Project Management .....	(IV Semester)
4	MBA FM 04	Strategic Tax Planning & Tax Management.....	(IV Semester)

#### **Specialization Group : Human Resource (HR)**

##### **Course Code**

1	MBA HR 01	Human Resource And Organisational Development ... ....	(III Semester)
2	MBA HR 02	Legal Framework Governing Human Relation (Part -I) ....	(III Semester)
3	MBA HR03	Compensation Planning.....	(IV Semester)
4	MBA HR 04	Legal Framework Governing Human Relation (Part -II)...	(IV Semester)

#### **Specialization Group : International Business**

##### **Course Code**

1	MBA IB 01	International Marketing .....	(III Semester)
2	MBA IB 02	International Business Environment and Foreign Exchange Economics	(III Semester)
3	MBA IB 03	Export Management and Documentation.....	(IV Semester)
4	MBA IB 04	International Logistics Management.....	(IV Semester)

#### **Specialization Group : Open Specialization (Choose any one in IV Semester)**

##### **Course Code**

1	MBA OP 01	Rural Management.....	(IV Semester)
2	MBA OP 02	Insurance and Risk Management .....	(IV Semester)

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Revised (Effective for session 2013-15)

## MBA 101 : PRINCIPLES & PRACTICE OF MANAGEMENT

### UNIT I

Management: Concept, Nature, Importance; Management : Art and Science, Management as a Profession, Management vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers.  
Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.  
Social Responsibility of Managers and Ethics in Managing.

### UNIT II

Introduction to Functions of Management  
Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Objective Setting: Concept, Types 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: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Principles of Organizational Designing, Contingency Approach to Organization Design, Learning Organizations.

### UNIT III

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal  
Directing: Concept, Direction and Supervision.

### UNIT IV

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

#### Suggested Reading:

- 1 Stoner, Freeman & Gilbert Jr -Management (Prentice Hall of India, 6th Edition)
- 2 Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
- 3 Robbins & Coulter -Management (Prentice Hall of India, 9th Edition)  
Robbins S.P. and Decenzo David A. -Fundamentals of Management: Essential Concepts and Applications  
(Pearson Education, 6th Edition)
- 4 Weihrich Heinz and Koontz Harold -Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)

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## MBA 102: MANAGERIAL ECONOMICS

### UNIT I

Introduction to Economics; Nature and Scope of management economics, Significance in decision-making and fundamental concepts. Objectives of a firm.

### UNIT-II

Demand Analysis; Law of demand, Exceptions to the law of demand, Determinants of demand. Elasticity of demand-Price, Income, Cross and Advertising elasticity; Uses of Elasticity of demand for managerial decision-making, Measurement of elasticity of demand. Demand forecasting meaning, significance and methods.  
Supply Analysis; Law of supply, Supply elasticity; Analysis and its uses for managerial decision making.  
Production concepts & analysis; Production function, Single variable-law of variable proportion, Two variable- Law of returns to scale. Cobbs -Douglas production function  
Cost concept and analysis, Short-run and long-run cost curves and its managerial use.

### UNIT-III

Market equilibrium and average revenue concept.

Market Structure: Perfect competition, features, determination of price under perfect competition.

Monopoly: Feature, Pricing under monopoly, Price discrimination.

Monopolistic: Features, pricing under monopolistic competition, product differentiation.

Oligopoly: Features, Kinked demand curve, Cartels, Price leadership.

Pricing Strategies; Price determination, Full cost pricing, Product line pricing, Price skimming, Penetration pricing.

### UNIT-IV

National Income; Concepts and various methods of its measurement, Inflation, Types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & uncertainty bearing theory and innovation theory.

#### Suggested Readings:

- 1 Damodaran Suma – Managerial Economics (Oxford 2006)
- 2 Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)
- 3 Petersen Craig H. et al. – Managerial Economics (Pearson Education, 2006)
- 4 Dominick Salvatore -Managerial Economics (Oxford, 2007)
- 5 Atmanand – Managerial Economics (Excel Books, 2007)
- 6 Mithani D.M. - Principles of Economics (Himalaya Publishing House, 2005).
- 7 Dwivedi D.N. -Managerial Economics (Vikas Publication, 7<sup>th</sup> Edition)
- 8 Koutsyannis A -Modern Microeconomics (Macmillan, 2<sup>nd</sup> Edition)

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## MBA 103 : ACCOUNTING FOR MANAGERS

### UNIT-I

**Introduction to Accounting** Introduction and Scope of Accounting, Meaning, Scope, Functions, Importance, Advantages, Disadvantages of Financial, Cost and Management Accounting, Relation between Financial, Cost and Management Accounting, Concept Conventions and Principles of Accounting, Journal, Ledger, Trial Balance.

### UNIT-II

**Financial Statements and Financial Analysis** Financial Statements and Financial Analysis : Meaning, Objectives, Preparation of Final Account – Profit & Loss Account, Balance Sheet (with problems & adjustments), Comparative & Common Size Statement, Ratio Analysis, Trend Analysis.

### UNIT- III

**Financial Analysis & Introduction to Emerging Dimensions in Accounting** Statement of Changes in Financial Position – Funds Flow Statement – Meaning, Significance, Limitations, Preparation. Cash Flow Statement – Meaning, Significance, Limitations, Preparation as per AS-3 (direct & indirect method). Introduction to International Financial Reporting Standards (IFRSs), Price Level Accounting & Human Resource Accounting.

### UNIT-IV

**Cost Analysis, Control and Profit Planning** Concept Elements and Classification of Cost, Methods and Techniques of Costing, Marginal Costing and Break-Even Analysis, Advantages & Disadvantages of Cost-Volume Profit Analysis. Concept of Responsibility Accounting & Corporate Governance. **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 and Performance Budgeting, Standard Costing and Variance Analysis-Material and Labour

### Suggested Reading :

1. S.N .MAHESWARI, Corporate Accounting
2. I.M. PANDEY, Management Accounting, VIKAS Publishing
3. SHASHI K. Gupta, Management Accounting, KALYANI PUBLICATION

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## MBA 104 : ORGANISATIONAL BEHAVIOUR

### UNIT - I

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Historical Development of OB, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

### UNIT II

Perception and Attribution: Concept, Nature, Process, Importance, Management and Behavioural Applications of Perception.

Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity

Personality: Concept, Nature, Types and Theories of Personality Shaping, Determinants, Traits, Major

Personality Attributes Influencing O.B

Learning: Concept and Theories of Learning.

### UNIT III

Motivation: Theories of Motivation, Early and Contemporary views

Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories

Analysis of Interpersonal Relationship

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making

### UNIT IV

Organisational Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Dysfunctional Uses of Power

Knowledge Management & Emotional Intelligence in Contemporary Business Organisation

Organisational Change: Concept, Nature, Resistance to change, Managing resistance to change,

Implementing Change, Kurt Lewin Theory of Change.

Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling.

Stress: Understanding Stress and its Consequences, Causes of Stress, Managing Stress.

#### Suggested Reading:

- 1 Newstrom John W. -Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)
  - 2 Luthans Fred -Organizational Behaviour (Tata Mc Graw Hill, 10<sup>th</sup> edition)
  - 3 Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. -Organizational Behaviour (Tata Mc Graw Hill, 4th Edition)
  - 4 Robbins Stephen P. -Organizational Behaviour (Pearson Education, 13th Edition)
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## MBA 105: BUSINESS STATISTICS

### UNIT I

**Role of statistics:** Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, median and mode and their implications; Measures of dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation ( C.V.) , Skewness, Kurtosis.

### UNIT II

**Time series analysis:** Concept, Additive and Multiplicative models, Components of time series, Trend analysis:

Least square method -Linear and non-linear equations, Applications in business decision-making.  
**Index Numbers:** Meaning, Types of index numbers, uses of index numbers, Construction of price, Quantity

and volume indices:-Fixed base and chain base methods.

**Correlation:**-Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

**Regression:**-Meaning , Regression equations and their application , Partial and multiple correlation & regression : An overview

### UNIT III

**Probability:** Concept of probability and its uses in business decision-making; Addition and multiplication theorems, Bayes' Theorem and its applications.

**Probability Theoretical Distributions:** Concept and application of Binomial; Poisson and Normal distributions

### Unit IV

**Estimation Theory and Hypothesis Testing:** Sampling theory, Formulation of hypotheses, Application of Z-test, t-test, F-test and Chi-Square test

**Techniques of association of attributes & testing**

### SUGGESTED READINGS

- 1 . Beri - Business Statistics (Tata Mc Graw Hill 2<sup>nd</sup> Edition).
2. Chandan J S -Statistics for Business and Economics (Vikas 1998.1st Edition).
- 3 . Render and Stair Jr -Quantitative Analysis for Management (Prentice-Hall, 7<sup>th</sup> edition)
- 4 . Sharma J K -Business Statistics (Pearson Education 2<sup>nd</sup> Edition).
- 5 . Gupta C B, Gupta V -An Introduction to Statistical Methods (Vikas1995, 23<sup>rd</sup> Edition).
- 6 . Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7<sup>th</sup> Edition).

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## MBA 106 :BUSINESS ENVIRONMENT

### UNIT-I

The concept of business environment, Significance and nature. Environment scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, Basic philosophies of capitalism and socialism with their variants, Concepts of mixed economy.

### UNIT-II

Overview of political, Socio-cultural, Legal, Technological and Global environment, An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act, The changing dimensions of these laws and their impact on business.

### UNIT-III

Philosophy and strategy of planning in India; Industrial Policy in recent years; Policy with regard to small scale industries; the monetary policy and fiscal policy, Stock Exchange-BSE-NSE. Depository system in India (options, futures and derivatives) RBI-role and functions, Banking structure reforms; Narasimhan committee recommendations, Financial sector reforms.

### UNIT-IV

E-Banking in India-objectives, Trends and practical uses-Recent technological developments in Indian Banking (ATM, Debit and Credit Cards, EMI, EFT)  
Consumerism, Social responsibility of business enterprises, New Economic Policy, Globalisation, EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

#### Suggested Readings:

1. Mishra S K & Puri V K -Economic Environment of Business (Himalaya Publishing House, 3<sup>rd</sup> Edition).
  2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
  3. Shaikh & Saleem -Business Environment (Pearson, 1<sup>st</sup> Edition)
  4. Suresh Bedi - Business Environment (Excel Books, 1<sup>st</sup> Edition).
  5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8<sup>th</sup> Edition).
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## MBA 107: Computer Application in Management

### UNIT I

**Basic Concepts of Computers**: Introduction and definition of computer, Functional components of a computer system-(Input unit, CPU, Memory and output unit), Types of memory and memory hierarchy, Functioning inside a computer; Characteristics, Advantages and limitations of a computer; Classification of computers

#### Essential Components of Computer

**Hardware:** (a) Input devices -keyboard, Printing devices, Voice speech devices, Scanner, MICR, OMR, Bar code reader, Digital camera etc. (b) Output devices -Visual Display Unit, printers, plotters etc. (c) **Storage**

Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

**Software:** Introduction, Types of software with examples, Introduction to languages, Compiler, Interpreter and Assembler.

**Operating System:** Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows-Use of menus, Tools and commands of windows operating system.

### UNIT II

**Use of MS-Office:** Basics of MS-Word, MS-Excel and MS-PowerPoint, Application of these softwares' for documentation and making reports, Preparation of questionnaires, Presentations, Tables and reports (Practical)

**Database Management System :** Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

**MS Access:** Overview of MS-Access. Creating tables, Queries, Forms and reports in MS-Access.

### UNIT III

**Computer Networks:** Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.)

**Internet:** Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, Searching, Downloading & uploading from Internet.

### UNIT IV

**E-commerce:** Introduction, Comparison between Traditional commerce and E-commerce; Advantages &

disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

**Applications of Information Technology:** Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

#### Suggested Readings

- 1 Cyganski -Information Technology: Inside and outside (Pearson, 1<sup>st</sup> Edition).
- 2 Basandra SK -Computers Today (Galgotia, 1<sup>st</sup> Edition).
- 3 Leon A and Leon M -Introduction to Computers (Leon Vikas, 1<sup>st</sup> Edition).
- 4 Leon -Fundamentals of Information Technology, (Vikas)
- 5 Kakkar DN, Goyal R – Computer Applications in Management

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## MBA 108: COMMUNICATION FOR MANAGEMENT

### UNIT I

**INTRODUCTION:** Role of communication, Defining and classifying communication, Purpose of communication, Process of communication, Importance of communication in management, Communication structure in organization, Barriers & gateway in communication, 7 C's of communication.

**EMPLOYMENT COMMUNICATION :**

Writing CVs, Group discussions, Interview, Types of interview, Candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, E-mails, SMS, teleconferencing, Videoconferencing

### UNIT II

#### ORAL COMMUNICATION

What is oral Communication, Principles of successful oral communication, Two sides of effective oral communication, Effective listening, Non-verbal communication, Body language, Paralanguage.

#### WRITTEN COMMUNICATION

Purpose of writing, Clarity in writing, Principles of effective writing, Writing technique, Electronic writing process.

### UNIT III

#### BUSINESS LETTERS AND REPORTS

Introduction to business letters, Types of business letter, Layout of business letter, Writing memos, What is a report purpose, Kinds and objectives of reports, Writing reports

#### CASE METHOD OF LEARNING

Understanding the case method of learning, Different types of cases, Overcoming the difficulties of the case method, Reading a case properly (previewing, skimming, reading, scanning), Case analysis approaches (systems, behavioral, decision, strategy), Analyzing the case, Dos' and don'ts for case preparation

### UNIT IV

#### PRESENTATION SKILLS

What is a presentation: Elements of presentation, Designing a presentation, Advanced visual support for business presentation, Types of visual aid, Appearance & Posture, Practicing delivery of presentation.

#### GROUP COMMUNICATION

Meetings, Notice, Planning meetings, Objectives, Participants, Timing, Venue of meetings, Leading meetings, Minutes of Meeting, Media management, Press release, Press conference, Media interviews, Seminars, Workshop, Conferences, Business etiquettes.

#### SUGGESTED READINGS

- 1 M.K. Sehgal & V. Khetrapal -Business Communication (Excel Books).
  - 2 Rajendra Pal - Business Communication (Sultanchand & Sons Publication).
  - 3 P.D. Chaturvedi – Business Communication (Pearson Education, 1<sup>st</sup> Edition 2006).
  - 4 Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10<sup>th</sup> Edition).
  - 5 Tayler Shinley – Communication for Business (Pearson Education, 4<sup>th</sup> Edition)
  - 6 Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3<sup>rd</sup> Edition).
- J. Arun Kumar Sr. MCA*

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## MBA 201: MARKETING MANAGEMENT

### UNIT I

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing -Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager.

Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

### UNIT II

Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentation, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation, Market Targeting – Introduction, Procedure, Product Positioning -Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour -Introduction, Importance & Process.

### UNIT III

Marketing -Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle -Stages and Strategies for Different Stages of PLC.

### UNIT IV

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion-Mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations, A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing: B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

#### Suggested Readings:

- 1 Kotler Philip -Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12<sup>th</sup> Edition).
- 2 Stanton William J -Fundamentals of Marketing (Mc Graw Hill)
- 3 Kotler, Philip and Armstrong Graw -Principles of Marketing (Pearson Education, 11<sup>th</sup> Edition).
- 4 Kotler Phillip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar -Marketing Management: A South Asian Perspective (Pearson Education 12<sup>th</sup> Edition).
- 5 Ramaswamy V.S. and Namakumari S -Marketing Management: Planning, Implementation and Control (Macmillian, 3<sup>rd</sup> Edition).
- 6 Etzel M.J., Walker B.J. and Stanton William J -Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13<sup>th</sup> Edition)
- 7 Mc. Carthy and Perreault -Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15<sup>th</sup> Edition)
- 8 Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)

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**MBA 202: BUSINESS LEGISLATIONS**

**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 agency, Rights and duties of agent and principal, Termination of  
agency.

**UNIT II**

**Sale of Goods Act, 1930, Partnership Act, 1932, Consumer Protection Act, 1986 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-Partnership deed, Incorporation and dissolution.  
**Consumer Protection Act, 1986:** Definitions, Objectives and commissions and provisions (District  
Forum, State commission and national commission.

**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, Right and liabilities of members of  
company.  
Company Management – Appointment of directors, Power, Duties and liabilities of a director and  
managing director.  
**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

**Suggested Reading:**

- 1 N.D.Kapoor-Mercantile Law-Sultan Chand and Sons
  - 2 K.C.Garg,R.C.Chawla, Mercantile Law –Kalyani Publishers
  - 3 M.C. Kuchhal, Business Law –Vikas Publishing House Ltd.
  - 4 A.K. Mazumdar& G.K. Kapoor ,Corporate Law – Taxmann Publishers
  - 5 V.S. Datey ,Corporate Law — Taxmann
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## MBA 203: RESEARCH METHODOLOGY

### UNIT I

Introduction: Concept of Research and its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers

Process of Research: Steps Involved in Research Process. Research Design : Various Methods of Research Design.

### UNIT II

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member

Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

### UNIT III

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

### UNIT IV

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

#### Suggested Readings:

1. Cooper and Schindler -Business Research Methods (Tata Mc Graw Hill, 9<sup>th</sup> Edition)
2. Saunders -Research Methods for Business students (Pearson Education, 2<sup>nd</sup> Edition, 2007)
3. Panneer Selvam -Research Methodology (Prentice Hall of India, Edition 2008)
4. Gravetter -Research Method for Behavioural Sciences (Cengage Learning)
5. Beri G.C -Marketing Research (Tata Mc Graw Hill, 4<sup>th</sup> Edition)
6. Kothari C R - Research Methodology Methods & Techniques (New Age International Publishers, 2<sup>nd</sup> Edition, 2004)

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## MBA 204: OPERATIONS RESEARCH

### UNIT I

**Operations Research**: -Uses, Scope and applications of operations research in managerial decision-making.  
**Decision-making environments**: -Decision-making under certainty, Uncertainty and risk situations, Decision tree approach and its applications.

### UNIT II

**Linear programming**: Mathematical formulations of LP Models for product-mix problems, Graphical and simplex method of solving LP problems, Sensitivity analysis, Duality.  
**Transportation problem**: Various methods of finding initial basic feasible solution and optimal solution.  
**Assignment model**: Algorithm and its applications.

### UNIT III

**Game Theory**: Concept of game, Two-person zero-sum game, Pure and mixed strategy games, Saddle point, Odds Method, Dominance method and graphical method for solving mixed strategy game.  
**Sequencing Problem**: Johnsons algorithm for n jobs and two machines, n jobs and three machines, Two jobs and m -Machines problems.

### UNIT IV

**Queuing Theory**: Characteristics of M/M/I queue model, Application of Poisson and Exponential distribution in estimating arrival rate and service rate, Applications of queue model for better service to the customers.  
**Replacement Problem**: Replacement of assets that deteriorate with time, Replacement of assets which fail suddenly.  
**Project Management**: Rules for drawing the network diagram, Applications of CPM and PERT techniques in project planning and control, Crashing of operations.

#### SUGGESTED READINGS:

- 1) Vohra -Quantitative Techniques in Management (Tata McGraw-Hill, 2<sup>nd</sup> edition), 2003.
  - 2) Kothari -Quantitative Techniques (Vikas 1996, 3<sup>rd</sup> Edition).
  - 3) Taha Hamdy -Operations Research - An Introduction (Prentice-Hall, 7<sup>th</sup> edition)
  - 4) Sharma J K -Operations Research (Pearson, 3<sup>rd</sup> Edition)
  - 5) Kapoor V.K. -Operations Research (S. Chand, 4<sup>th</sup> Edition)
- S. Jamilur Rehman*

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### MBA 205: FINANCIAL MANAGEMENT

#### UNIT I

**Introduction:** Concept of Finance, Scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of finance manager in modern age, Financial management process ,Finance functions: Investment financing &dividend, Time Value of Money, Risk and Return Analysis.

#### UNIT II

**Investment Decision:** Appraisal of project, Concept, Process & techniques of capital budgeting and its applications, Risk and uncertainty in Capital Budgeting, Leverage Analysis – Financial, Operating and Combined leverage.

#### UNIT III

**Financing Decision:** Long-term sources of finance, Potentiality of equity shares, Preference shares, Debentures and bonds as sources of long-term finance,Concept and approaches of capital structure decision : Cost of Capital, Meaning & significance cost of equity, Preference shares, Debentures and retained earnings, Weighted average cost of capital and implications.

#### UNIT IV

**Dividend Decision:** Forms of dividend, Concept of retained earnings and plough back of profits, Relevance and irrelevance Theories of dividend decision : Walter's Model, Gordon's Model and Modigliani Miller Model, Factors affecting dividend decision

**Overview of Working Capital Decision:** Concept, components, factors affecting working capital requirement, Working capital management: Management of cash, Inventory and receivables, Introduction to working capital financing.

**Special topic in finance:** International financial management, Financial planning and forecasting, Green finance, Venture capital finance, Financial engineering

#### SUGGESTED READINGS:

- 1) Pandey I M -Financial Management (Vikas, 2004, 9<sup>th</sup> Ed.)
- 2) Van Horne -Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
- 3) Knott G -Financial Management (Palgrave, 2004)
- 4) Khan and Jain -Financial Management (Tata McGraw Hill, 3rd Ed.)
- 5) Prasanna Chandra -Fundamentals of Financial Management (TMH, 2004)
- 6) R P Rustagi -Financial Management (Galgotia, 2000, 2nd revised ed.)
- 7) Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)
- 8) Ravi M. Kishor -Financial Management (Taxmann, 1<sup>st</sup> Ed.).
- 9) Damodaran – Corporate Finance –Theory & Practice (Wiley, 1<sup>st</sup> Ed.)

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## MBA 206 PRODUCTION & OPERATIONS MANAGEMENT

### **Unit -I**

Operations Management – An overview, Definition of production and operations management, Production cycle, Classification of operations, Responsibilities of operations manager, New product development, Product design, Plant location, Layout planning.

### **Unit -II**

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothening, Measurement of errors, Monitoring and controlling forecasting models, Box-Jenkins method. Productivity and work study, Method study, Work measurement.

### **Unit-III**

Production planning techniques, Routing decisions, Line of balance, Scheduling types & principles, Master production schedule, Inventory management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis.

### **Unit-IV**

Basic concepts of quality, Dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction-7QC tools and 7 new QC tools, ISO 9000-2000 clauses, Coverage QS 9000 clauses, Coverage. Six Sigma, Total Productive Maintenance (TPM).

#### **SUGGESTED READINGS**

- 1.Adam Jr Everell E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
  - 2.Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
  - 3.Hill T-Operations Management (Palgrave, 2000)
  4. Johnston R et al – Cases in Operations Management (Pitman, 1993)
  - 5.McGregor D – Operations Management (McGraw-Hill, 1960)
  - 6.Morton - Production and Operations Management (Vikas)
  - 7.Haleem A- Production and Operations Management (Galgotia books, 2004)
  8. Bedi Kanishka - Production & Operations Management (Oxford University Press, 2<sup>nd</sup> Edition)
- J. Arora 1/2/2014*

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## MAM P107 Business Communication and Computer Skills

### **Unit I**

Noun, Pronoun, Adverb, Adjectives, Tense (past, present, future), Framing sentences, Active and passive voice, Story writing, Story presentation

### **Unit II**

Communication : Definition, process, Barriers, Listening skills: Types of listening, effective listening, Formal and grapevine communication

### **Unit III**

Writing a letter, Business letters: Types, Business letters related to tenders, quotations, enquiry, order, sales, and complaints, Internal Communication: Letters to staff, circulars, memos, notices, letters from top management, reminders and follow ups

### **Unit IV**

Mass communication: Advertisement (direct, print, electronic-television, internet, social networking websites ), Publicity, press Releases, media mix, public relation

### **Unit V**

Speech and presentations, business meetings, Telephonic conversation; Interviews

Note: Students are required to prepare their self -prepared presentations.

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- Accounting Vouchers - Contra Voucher(F4), Payment Voucher(F5), Receipt Voucher (F6), Journal Voucher(F7), Purchase Voucher (F9), Sales Voucher (F8), Credit Note Voucher(Ctrl+F8), Debit Note Voucher (Ctrl+F9), Reversing Journal Voucher (F10), Memo Voucher (Ctrl+F10), Optional Vouchers, Post -Dated Vouchers
- Inventory Vouchers - Purchase Order, Sales Order, Rejections Out, Rejection In, Stock Journal, Delivery Note, Receipt Note, Physical Stock Voucher
- Practical work out

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### Unit V

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- Financial Statements - Balance sheet, Profit &Loss A/c, Trial Balance, cash flow statement, fund flow statement
- Accounting Books & Reports - Cash Book, Bank Book, Purchase Register, Sales Register, Journal Register, Debit Note Register, Credit Note Register, Day Book, Statistics
- Inventory Books &Reports - Stock Summary, Stock Item Summary, Stock Group Summary, Stock Transfer Register, Movement analysis, Physical Stock Register
- Exception Reports - Negative Stock , Negative Ledgers
- Practical work out

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**Unit I:**

- **Introduction** - Salient Features of Tally, Technological Advantages.
- **Getting Functional with Tally** - Tally Start up, Mouse / Keyboard Conventions, Switching between Screen Areas, Quitting Tally
- **Setting up of Company in Tally** - Create a Company, Select a Company, Alter a Company, Shut a Company
- **Company Features** - F1: Accounting Features, F2: Inventory Features, F3: Statutory & Taxation, F4: Tally.NET Features, F6: Add-On Features
- **Configurations** - General Configuration, Numeric Symbols, Accts/Inventory Info. Configuration, Voucher Entry Configuration, Invoice /Orders Entry Configuration, Payroll Configuration, Banking Configuration, Printing Configuration, E-Mailing Configuration, Data Configuration, TDL Configuration, Advanced Configuration, Licensing Configuration
- Practical work out

**Unit 2**

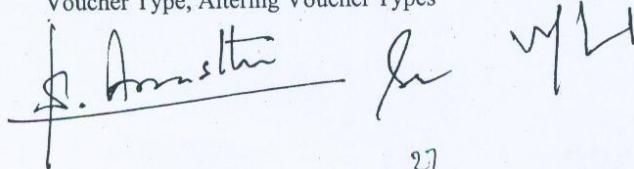
- Chart of Accounts - Pre-defined Groups of Accounts.
- Groups - Creating Single Group, Creating Multiple Groups, Displaying Group, Altering Group.
- Ledgers - Creating Single Ledger, Creating Multiple Ledgers, Displaying Ledger, Altering Ledger.
- Practical work out

**Unit 3**

- **Stock Groups** - Creating Single Stock Group, Creating Multiple Stock Groups, Displaying Stock Groups, Altering Stock Groups
- **Stock Categories** - Creating Single stock Category, Creating Multiple Stock Categories, Displaying Stock Category, Altering Stock Category
- **Units of Measure** - Simple Units, Compound Units, Creating Simple Units, Creating Compound Units, Displaying Units of Measure, Deleting Units of Measure
- **Godowns** - Creating Single Godown, Creating Multiple Godowns, Displaying Godowns, Altering godowns
- **Stock Items** - Creating Single Stock Item, Creating Multiple Stock Items, Displaying Stock items, Altering Stock items
- Practical work out

**Unit IV**

- **Voucher Types** - Predefined Vouchers in Tally, Creating Voucher Type, Displaying Voucher Type, Altering Voucher Types



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5. Chāndogya Upaniṣad
6. Īśavāsyā Upaniṣad
7. Katha Upaniṣad
8. Mahānārāyaṇa Upaniṣad
9. Māṇḍūkya Upaniṣad
10. Muṇḍaka Upaniṣad
11. Praśna Upaniṣad
12. Ṛg Veda Saṃhitā
13. Tāittirīya Saṃhitā
14. Tāittirīya Upaniṣad
15. Vājasaneyi Mādhyamāṇḍina Saṃhitā

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## MAM P105 Indian Management, Values and Ethics

### Unit I

Conceptual framework, Individual dimension: Management of body (Tai Sam i-1-10, Mah Upa lxvi-5, Mah Upa lxxv-4, Vaj Sam xxxiv-55, Tai Sam i-8-15, Tai Sam v-7-9, Tai Sam vii-3-9, Tai Sam vi-1-1, Mah Upa lxvi-2, Vaj Sam xxxvi-2), Management of mind (*Dhyān* and *Dhārñā*: Mah Upa ix-1, Mah Upa xi-1, Kat Upa i-3-10, Kat Upa i-3-10, Tai Sam ii-5-2, Tai Upa i-4), Vital air (Tai Sam i-5-7, Pra Upa iii-5 to iii-7, Tai Sam v-1-7, Tai Sam v-3-2, Brh Upa i-5-10, Mah Upa ixv-1), Four-fold pursuit (*Dharma*: Cha Upa ii-23-1, Tai Upa i-11, Brh Upa i-4-14, Brh Upa ii-5-11, *Artha*: Tai Upa iii-9, *Kama*: Mah Upa lxi-1, *Mokṣa*), Three-fold qualities(*Triguṇa*: *Āhāra* and *triguṇa*, *Yajña* and *triguṇa*, *Tapa* and *triguṇa*, *Dāna* and *triguṇa*, *Jñāna* and *triguṇa*, *Kriyā* and *triguṇa*, *Buddhi* and *triguṇa*, *Saṅkalpa* and *triguṇa*, *Prasannata* and *triguṇa*)

### Unit II

Cosmic dimension: Primordial elements and their management (*Prithvī*-Earth, *Ākāsa*-Space, *Jala*-Water, *Teja*-Fire, *Vāyu*-Air: Tai Upa ii-1, Brh Upa ii-5-10, Vaj Sam xxx vi-10, Rg V Sam viii- 39-6, Mah Upa xxix-1, Atv Sam xii-1-12, Tai Sam iv-7-15), Environment (Habitation, Afforestation and Non-pollution: Tai Sam vi-1-4, Tai Sam v-2-8, Brh Upa v-5-1, Tai Sam vii-4-13 )

### Unit III

Relationship dimension: *Sanskāra*- Rituals, Life-stages (*Āśrama*: Cha Upa iv-4-5, Tai Upa i-11, Ait Ara iii-1-6 ), Family (Tai Sam iv-5-10, Tam Sam i-8-5), Customs and traditional festivals, Karma (*Bhagwadgītā*-Chapter III)

### Unit IV

Spiritual dimension: Overview of *ātmā* (Tai Upa i-10, Kat Upa i-2-20, Man Upa vii), Food and soul (Mah Upa lxxix-15), Supreme soul and individual soul (*Ātmā* and *Brahma*: Mund Upa iii-1, Man Upa vi, Consciousness, *Mahāvākyā*), Concept of sheaths (*Annamaya kośa*: Tai Upa iii-2, *Prāṇamaya kośa*: Tai Upa iii-3, *Manomaya kośa*: Tai Upa iii-4, *Vijñānamaya kośa*: Tai Upa iii-5, *Ānandmaya kośa*: Tai Upa iii-6, Brh Upa iv-4-23, Brh Upa iv-4-24, Cha viii-7-1), Self-realization( Man Upa vii, Brh Upa ii-4-5, Brh Upa iv-4-20, Brh Upa iii-4-2, Kat Upa i-3-14, Isa Upa vii, Mun Upa ii-2-7)

### Unit V

Good traits(At V Sam iii-8-5, *Bhagwadgītā* xvii-3, Cha Upa ii-23-1, Cha Upa vii-19-1, Mah Upa lxxxix-4, Tai Sam i-3-8, Tai Sam i-3-14, Tai Sam i-6-8, Tai Upa i-11, Vaj Sam i-23, Vaj Sam viii-38, Vaj Sam viii-40, , Vaj Sam xxxii-14), Personality and management (*Triguṇa* and traits), Wisdom (Cha Upa vii-17, Tai Upa i-4), Peace, Excellence

### Suggested Readings:

1. *Aitareya Āranyaka*
2. *Atharva Veda Saṁhitā*
3. *Bhagwadgītā*
4. *Bṛahadāraṇyaka Upaniṣad*

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**MAM T104 Marketing Management (Part I)**

**Unit I**

Introduction, Definition, Core concept of marketing: Needs, Wants, Demands, Customer, Consumer, Markets and Marketers, Various concepts: Marketing, Selling, Production, Societal marketing

**Unit II**

Market Segmentation and its bases, Marketing environment, Factors affecting marketing environment, Marketing information system, Marketing research, Strategic marketing planning  
Market targeting , Product positioning , Product differentiation

**Unit III**

Marketing mix decisions, New product development, Product mix, Branding and packaging decisions, Product life cycle

**Unit IV**

Pricing decisions, Pricing objectives, Policies methods of setting price, Pricing Strategies, Channels of distribution, Current trends in wholesaling and retailing, Retail distribution system in India, Promotion mix, Advertising, Sales promotion, Personal selling, Publicity and public relations, CRM, B2B, C2C, Direct selling, Internet marketing, Rural marketing

**Suggested Readings:**

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition).
2. Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw - Principles of Marketing (Pearson Education, 11th Edition).
4. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12th Edition).
5. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
6. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata McGraw Hill, 13th Edition).
7. Mc. Carthy and Perreault -Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15th Edition).
8. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)

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## MAM T103- Basic Accounting

### Unit-I

Meaning of bookkeeping, accounting and accountancy (comparative study in terms of objectives, scope & relation), Objectives, scope, and limitations of accounting, Accounting information systems, Users of accounting information, accounting concepts, conventions and principles of accounting (advance and conceptual study)

### Unit-II

Basic accounting cycle, Double entry system of accounting, Classification of accounting: traditional and modern and rules of journal entry in both classification, Journalizing of transactions, Sub division of journal, Posting to ledger, Preparation of trial balance, Advance practical problem on all aspects of journal, ledger and trial balance

### Unit-III

Rectification of errors, Adjustments and their entries, Preparation of final accounts, Advance practical problems on all aspects

### Unit-IV

Accounting for depreciation (As per Accounting standard-6), Bank Reconciliation statement, Advance practical problems on all aspects

### Unit-V

Accounting for non-profit organizations, Introduction to accounting standards, Need, Benefits and limitations, General awareness about all Accounting Standards

#### Suggested Readings:

- 1) Leslie K. Breitner- Core Concepts of Accounting (Pearson, 10<sup>th</sup> Edition)
- 2) Mukherjee – Financial Accounting: A managerial perspective (PHI, 2<sup>nd</sup> Edition)
- 3) Chowdhary Anil- Fundamentals of Accounting and financial analysis (Pearson 1<sup>st</sup> Edition)
- 4) Haneef, Mukherjee- Modern Accountancy (TMH)

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## MAM T102 Business Environment

### **Unit I**

Introduction :Concept, Nature and significance of business environment

### **Unit II**

Industrial environment: New industrial policy, Recent five year plan, Industrial sickness, MRTP Act, Special economic zones (SEZs)

### **Unit III**

Economic environment : SEBI, Indian Fiscal and Monetary Policy, Recent Union budget, Liberalization, Globalization, FDI, Basic Foreign Trade Policies, Competition Act 2005, FEMA, Multinationals and transnationals corporations

### **Unit IV**

Social environment: Social responsibilities of business, Consumerism, Consumer protection Act  
Business Ethics: Characteristics and Needs

### **Unit V**

Technological environment :Technology & Business, Issues in Technology Transfer  
Environmental Management : Issues & Challenges, Environmental Safety

#### **Suggested Readings:**

1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem - Business Environment (Pearson, 1st Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition).
5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).

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## MAM T101 Principles of Management

### **Unit I**

Management- Definitions, Nature and significance, Evolution of management and major schools of thoughts (Classical School -Scientific Management School, Management Process School and Bureaucracy; Hawthorne Experiments and Human Relations School).

### **Unit II**

Objectives: Nature, Hierarchy and objective setting, MBO

Managerial functions, Planning : Steps and types of plans, Basics of strategies and policies (Formulation, Evaluation, Correction)

### **Unit III**

Organizing, Basic concepts, Combining jobs, Organizational structure, Elements of organizing: Span of Control, Departmentation, Authority and responsibility, Centralization and decentralization, Line and staff relationship

### **Unit IV**

Staffing and directing, Leadership: Styles, Behavioral and Situational approaches, Leadership effectiveness , Co-ordination functions in organization, Committees and group decision making, Communication (formal and informal), Stress- sources, Consequences of stress, Managing Stress.

### **Unit V**

Controlling: System and Process of Controlling, Control Techniques and Information Technology

#### **Suggested Readings:**

1. Koontz Harold, and O'Donnell, Principles of Management, Mc Graw Hill, India
2. George R. Terry and Stephen G. Franklin, Principles of Management, All India Book Seller, New Delhi.
3. Stone, Wankai, Management, PHI, New Delhi.
4. Weirich, Koontz, Management - A Global perspective, McGraw Hill, India.

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

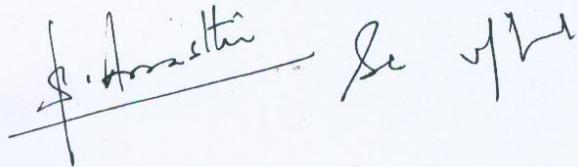
A candidate having secured 60% marks or above will be awarded first division, Candidates securing 50% but less than 60% marks in aggregate will be placed in second division. There will be no third division in the programme.

#### **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 semesters.

The back papers criteria will be as according to University norms. Special back papers for external examination will be conducted after the approval by Honourable Vice Chancellor. The student having semester back will appear with next concerning semester examination. Student 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. She/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 practical courses will not be carry forwarded if a student appears 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), she/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/she will be required to leave the course.



#### **IMPORTANT NOTES:**

Evaluation (external) of the practical courses would be based on the paper set by University. Answer sheets will be evaluated by external examiner. External examiner will be appointed by the University. Students of MAM programme are required to submit project report wherever practical courses have internal assessment. Two copies of the project report should be submitted. One copy of the report must be submitted to University by institutions concerned before commencement of examinations.

#### **Training Project Report**

The training project report will be based on the in-plant training of the students. Project reports of MAM will be prepared by the students under the supervision of mentor(s) from organization where they will be undertaking training and department/ institution where she/he is admitted. Institution/College will provide a guide/mentor for this purpose. It is mandatory that the student will give presentation of training project report in the presence of teachers and students. The average size of project report should be of 100 to 150 typed pages in standard font size (12) with double spacing. Report should have two certificates, one by the Head/ Principal of department/institution and other by reporting officer of the organization where the student has undergone summer training. These two certificates should be attached in the beginning of the report.

#### **Research Project Report**

Research project report shall be submitted on topic from specialization areas, to be assigned by the mentor, who should be the core faculty member of the department. The report should contain the objective, scope and importance of study, literature review, data analysis, conclusions and recommendations. It should be have relevant tables, charts, diagrams and bibliography. Certificate from mentor and Head of the department is necessary to certify the authenticity of the report. Report should not have less than 100 pages typed in standard font size (12).

#### **SCHEME OF ASSESSMENT:**

The MAM 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:**

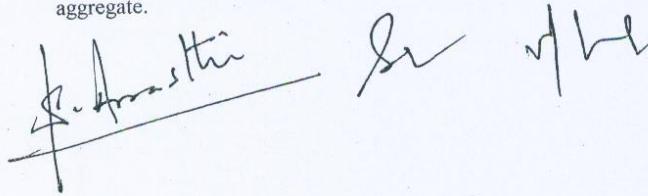
Class tests during the semester will be conducted by the teacher concerned and the sessional marks of internal assessment will be finalized by the teacher concerned. The sessional marks shall be based on:-

- (a) Marks of two best class tests out of three tests conducted (of ten marks each) during the semester will be sent to the University. Marks 20
- (b) Attendance Marks 10
- (c) Assignments and Presentations Marks 10

Candidate is required to secure a minimum of 40% marks in individual course in order to pass the internal assessment. Make up examination may be taken in special circumstances.

#### **MINIMUM PASS MARKS:**

In order to pass the semester, an examinee shall have to secure minimum 40% marks in individual papers. She/he 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.



**MASTER OF APPLIED MANAGEMENT SYLLABUS AND EXAMINATION SCHEME**  
 (with effect from July 2013)

Semester I

Paper Code	Course	End Semester (External)	Mid- Semester (Internal)	Max. Marks
MAM T101	Principles of Management	60	40	100
MAM T102	Business Environment	60	40	100
MAM T103	Basic Accounting	60	40	100
MAM T104	Marketing Management Part I	60	40	100
MAM P105	Indian Management and Human Values (Role)	50		50
MAM P106	Tally Part I	50		50
MAM P107	Business Communication and Computer Skills	50		50
MAM P108	Entrepreneurship Development Program	25	25	50
<b>Total</b>				<b>600</b>

Semester II

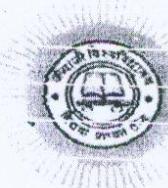
Paper Code	Course	End Semester (External)	Mid Semester (Internal)	Max. Marks
MAM T201	Cost Accounting	60	40	100
MAM T202	Business Statistics	60	40	100
MAM T203	Business Laws	60	40	100
MAM T204	Entrepreneurship and Small Business Management	60	40	100
MAM P205	Indian Management and Human Values (Explanation)	50		50
MAM P206	Tally II	50		50
MAM P207	Project Management	50		50
MAM P208	Skill Development I	25	25	50
<b>Total</b>				<b>600</b>

पाठ्यक्रम

## JIWAJI UNIVERSITY, GWALIOR

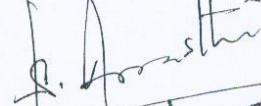
### MASTER OF APPLIED MANAGEMENT

#### Syllabus



2013-2018

SCHOOL OF STUDIES IN MANAGEMENT, JIWAJI UNIVERSITY,  
CITY CENTRE, GWALIOR-474002 (M.P.)

  
Head  
School of Studies in Management  
Jiwaji University Gwalior (M.P.)



MBA OP 02: INSURANCE & RISK MANAGEMENT

**UNIT -I**

**Introduction and Scope of Insurance-** Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors.

**Principles of Life Insurance and Governance of Insurance Business.**

**UNIT - II**

**Financial Aspects of Insurance Management-** Role of Financial Institutions, Insurance Companies, Financial Market, Structure and functions, Mutual Funds, Housing Finance.

**Important Life Insurance Products and General Insurance Products**

**Determination of Premiums and Bonuses**

**Various Distribution Channels**

**UNIT -III**

**Risk Management and Underwriting**

**Role of Actuaries-** Product framing, Underwriting guidelines, Re-insurance

**Preparation of Insurance Documents Policy Conditions**

**UNIT -IV**

**Settlement of Claims**

**Insurance Laws and Regulations with respect to following Acts.**

Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986,

Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874.

Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and

Mutual Funds, Shares, Tax Benefits under Life Insurance Policies

**Suggested Readings:**

- 1 Mishra M.N. -Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)
- 2 Ganguly Anand -Insurance Management (New Age International Publishers, New Delhi)
- 3 Vaughan & Vaughan -Fundamentals of risk & Insurance (John Wiley & Sons, New York)
- 4 Srivastava D.C., Srivastava Shashank -Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)
- 5 Kakkar, Bisen -Insurance & Risk Management (New Age Publication, New Delhi)

*J. Joshi*

*M. M. Se*

## MBA-OP 01: RURAL MANAGEMENT

### UNIT I

Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market. Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication.

### UNIT II

Rural Consumer's in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural Market Segmentation-Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

### UNIT III

Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.

### UNIT IV

Marketing Research, Major techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report.

Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency-NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

#### Suggested Readings

- 1 Warren M -Financial Management for Farmers and Rural Managers (Blackwell Publishing)
- 2 PragP A -Rural Diversification (EG Books)
- 3 Thorner Daniel and Morner Alice -Land and Labour in India (Asia Publishing House)
- 4 Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation<sup>st</sup>)
- 5 Gopalaswamy T.P. -Rural Marketing Environment, Problems and Strategies (Vikas, 1 Ed.)

MBA-IB 04: INTERNATIONAL LOGISTICS MANAGEMENT

**UNIT I**

**Introduction to Logistic System:**  
Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence.

**UNIT II**

**Structure of Shipping Industry and World Seaborne Trade:**  
Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company.  
Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

**UNIT III**

**Freight Structure and Role of Intermediaries:**  
Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

**UNIT IV**

**Indian Shipping and Containerization:**  
Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo.  
Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

**International Air transport:**  
Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

**SUGGESTED READING:**

- 1 Johnson J, Wood D-Contemporary Logistics
- 2 Khanna K K -Physical Distribution Management : Logistical Approach (Himalaya, 2007)
- 3 Krishnaveni Muthiah-Logistics Management and World Seaborne Trade (Himalaya, 2007)

## MBA-IB 03 :EXPORT MANAGEMENT AND DOCUMENTATION

### UNIT I

#### **Introduction to Export Management:**

Introduction, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.

#### **Selection of Products and Identification of Export Markets:**

Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

### UNIT II

#### **Export Marketing Channels and Export Sales Contract:**

Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

### UNIT III

#### **Export Finance and Pricing**

Preshipment Finance, Postshipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

### UNIT IV

#### **Formalities of registration and Export Documentation**

Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC /CB's Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

#### SUGGESTED READINGS

- 1) Cherunilam, F -International Trade and Export Management (Himalaya, 2007)
- 2) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Ed.)
- 3) Govt. of India -Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 4) Keegan J Warren – Global Marketing Management (Pearson Pub.)

## MBA IB 02: INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE ECONOMICS

### UNIT I

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

### Unit II

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Heckscher-Ohlin Theory, Product Cycle Theory.  
Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

### UNIT III

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

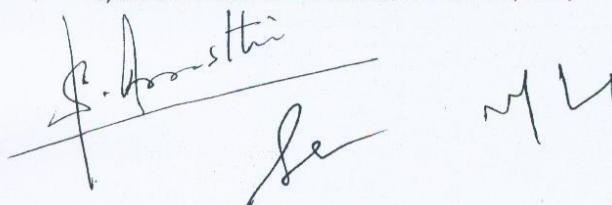
### UNIT IV

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

#### SUGGESTED READINGS:

- 1) Agarwal Raj -International Trade (Excel, 1<sup>st</sup> Ed.)
- 2) Hill C.W. -International Business (TMH, 5<sup>th</sup> Ed.)
- 3) Daniels -International Business (Pearson, 1<sup>st</sup> Ed.)
- 4) Black J -International Business Environment (Prentice Hall)
- 5) Bhalla V.K. -International Business Environment (Anmol)



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## MBA IB 01 INTERNATIONAL MARKETING

### UNIT I

#### Overview of World Business and Framework of International Marketing:

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

#### World Market Environment:

Political Environment-Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk. Legal Environment-Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

Cultural Environment-Culture and its Characteristics, Influence of Culture on  
(a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

### UNIT II

#### Planning for International Marketing:

Marketing Research ,Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations , Management Contracts, Turnkey Operations, Free Trade Zones

### UNIT III

#### International Marketing Decisions - I:

Product Policy and Planning-Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy-Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution

### UNIT IV

#### International Marketing Decisions -II:

International Promotion Strategies-Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations

International Advertising – Patterns of Global Advertising, Global Advertising Regulations , Advertising Media, Standardized International Advertising

International Organizational Control

### SUGGESTED READINGS

- 1 Onkvisit .S,Shaw,J -International Marketing (Pearson, 3<sup>rd</sup> Ed.)
- 2 Cherunilam F -International Trade and Export Management (Himalaya, 2007)
- 3 Varshney R.L, Bhattacharya B -International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Ed.)
- 4 Czinkota -International Marketing (Thompson, 8<sup>th</sup> Ed.)
- 5 Cateora Graham -International Marketing (TMH, 10<sup>th</sup> Ed.)
- 6 Jain S. -International Marketing (Thomson)

MBA-HRM 04:LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (PART -II)

**UNIT I**

Employee State Insurance Act, 1948

**UNIT II**

The Payment of Wages Act,1936  
The Minimum Wages Act, 1948

**UNIT III**

The shops& Establishment Act,  
The Workmen's Compensation Act 1923

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The Payment of Bonus Act,1965

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**UNIT IV**

The Payment of Gratuity Act ,1972  
The Waternity Benefit Act, 1961

**Suggested Reading:**

- 1 P.K. Padhi , Labour and Industrial Law , Prentice Hall of India Ltd.
- 2 P.L. Malik ,Handbook of Industrial Law ,Eastern Book
- 3 N.D. Kapoor ,Handbook of Industrial law , Sultan Chand &Sons
- 4 Sinha, Sinha & Shekhar , Industrial Relation, Trade Union and Labour Legislation, Pearson Education,Ltd.
- 5 Ratna Sen , Industrial Relation in India , MacMillan India.
- 6 V. G. Goswami ,Labour and Industrial Law ,Central Law Agency.

## MBA HRM 03: COMPENSATION PLANNING

### UNIT-I

#### Introduction

Compensation- concept ,Factor affecting employee compensation , Dimensions, New trends in compensation management, The 3-P compensation concept, Components of remuneration

### UNIT-II

#### Wages and salary administration at macro(national) level

Economic objectives of wage policy, Social objectives, Key considerations, Wage concept ,Minimum wages & ILO 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

#### Job Evaluation

Methods and systems of job evaluation, Job pricing, Designing pay ranges and bands.

Compensation structure –Indian\*practices.

Salary progression, Methods of payment

### UNIT-III

#### Concept of reward

Financial and non- financial compensation system

#### Incentives

Merits and demerits of incentives, Types of incentives- individual & group

Fringe benefits - Need ,Objective, Types

### UNIT-IV

#### Wage Laws in India

Performance and skill based pay systems

Voluntary retirement scheme

Managerial/ executive remuneration

#### Suggested Reading:

- 1 George T Mulkovich & Jerry M. Newmann ,Compensation Planning , Mc Graw Hill Publishing Co
- .2 B.D. Singh , Compensation and Reward Management, Excel Books.
- 3 N.D. Kapoor , Hand Book of Industrial Law , Sultan Chand and Sons.
- 4 Supplementary Texts - Richard & Henderson , Compensation management in a knowledge based world, Pearson Education ,Ltd.
- 5 K.N. Subramaniam ,Wages in India
- 6 A.M. Sharma ,Understanding wages system, Himalaya Publishing Co.

MBA-HR 02:LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (PART -I)

**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**

**Trade Union Act,1926** – Definition of a trade union ,Registration of trade union,  
Right and duties of registered trade union, regulation, penalties.

**UNIT III**

**The Industrial Dispute Act,1947**- Concept ,Settlement of industrial dispute –procedure, power and duties of  
Authorities .strikes and lockouts ,retrenchment and lay off provisions.

**UNIT IV**

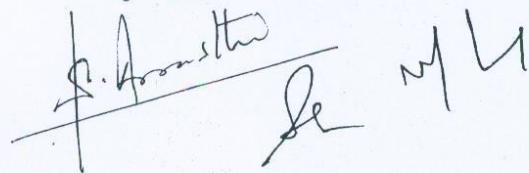
**The Employee Provident Fund ACT,1952,**

**Industrial Employment (standing orders) Act,1946**- Certificate ,applicability , interpretation  
appeal , disciplinary Action and grievance procedure.

**The Apprentices Act,1961**

**Suggersted Reading:**

- 1 P.K. Padhi , Labour and Industrial Law , Prentice Hall of India Ltd.
- 2 P.L. Malik ,Handbook of Industrial Law ,Eastern Book
- 3 N.D. Kapoor ,Handbook of Industrial law , Sultan Chand & Sons
- 4 Sinha, Sinha & Shekhar , Industrial Relation, Trade Union and Labour Legislation,Pearson Education
- 5 Ratna Sen , Industrial Relation in India , MacMillan India.
- 6 V.G. Goswami ,Labour and Industrial Law ,Central Law Agency

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MBA-HR-01: HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT

**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, Assessment Centers.

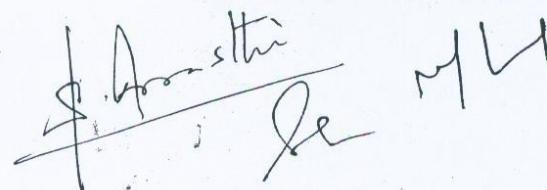
HRD Audit – Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India.

**UNIT-IV**

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.

**Suggested Reading:**

- 1 TV Rao and Udai Pareek ,Designing and Managing HR Systems, Oxford & IBH Publishing Co. Pvt. Ltd.
- 2 Gareth R Jones ,Organizational Theory, Design and Change 5th Edition ,Pearson Educations
- 3 Wendell L. French and Cecil H. Bell ,Organizational Development 6th Edition ,Prentice Hall



A handwritten signature in black ink, appearing to read "S. A. Srinivas" or similar, is written across the page. To its right are the initials "M.U." and below them, the number "17".

**MBA-FM 04 : STRATEGIC TAX PLANNING AND TAX MANAGEMENT**

**UNIT-I**

**Introduction**

Concept of income and its components, concepts of tax planning-Tax avoidance, Tax evasion, tax management, Tax planning with reference to location, Nature of business, Forms of business organization.

**UNIT -II**

**Tax planning – Financial management Decisions and managerial Decisions**  
Tax planning in respect of Capital Structure Decision, Dividend policy, inter corporate Dividend, Bonus Shares, own or lease, Make or Buy decisions, repair, Replacement, Renewal, Renovation of an Assets, shut down or Continue Decision

**UNIT-III**

**Computation of Total Income**

Tax liabilities of Companies, Minimum Alternate Tax, Dividend Tax, and Dividend Tax on Mutual funds, Double Taxation Avoidance Agreements, Fringe Benefit Tax and Taxation of International Transactions

**Tax provision**

Tax provision relating to FTZ, Infrastructure sectors, backward areas, Tax incentives to exporters

**UNIT- IV**

**Tax Management**

Return of Income and Assessment procedure, Tax Deducted at Source, Tax Collection of Source, Advance payment of tax, Collection and Recovery of Tax, Refund of tax, Appeals and Revisions, Income Tax authorities and their powers.

**Suggested Reading:**

- 1) Bhatia H L - Public Finance (Vikas, 1999, 20<sup>th</sup> Ed.)
- 2) Lakhota R N - How to Save Wealth Tax (Vision Book 2001, 9<sup>th</sup> Ed.)
- 3) Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
- 4) Santaram R - Tax Planning by Reports (Taxmann, 1978).
- 5) Singhania V K - Direct Taxes, Law & Practice (Taxmann, 40<sup>th</sup> Ed.)
- 6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20<sup>th</sup> Ed.)

*F. Doss H  
Dr M M*

## MBA FM 03: PROJECT MANAGEMENT

### 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, 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 Mode  
Project Review and Administrative aspects –Initial Review, Performance Evaluation, Administrative Aspects of Capital Budgeting, Evaluating the Capital Budgeting system of organization and Economic life of Projects.

### UNIT-IV

#### Financial Analysis –

Cost of Project, Means of finance, Working Capital requirement and its financing, profitability projections and projected cash flow statement and balance sheet.

#### Suggested Reading

1. Prasanna Chandra – Project Planning Analysis Selection Implementation and Review - Tata McGraw Hill Publishing Co. Ltd.  
2. Supplementary Text - H.P.S. Pahwa – Project Reports and Appraisals – Bharat Law House.  
3. Vasant Desai – Project Management – Himalaya Publishing House.  
4. Bhavesh M. Patel – Project Management – Vikas Publishing House.  
5. K.R. Sharma - Project Management, National Publishing House.  
6. G.B. Goel – Project Management (Principles and Techniques) Deep and Deep

## MBA FM 02 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

### Unit I

**Introduction** Concepts of investment-Financial and non-financial forms of investment – Objectives of financial investment, types of instruments, Financial markets – primary and secondary markets major players and instruments in secondary market -Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Functions of SEBI, International stock exchange

### Unit II

**Utility Analysis** :Analysis of risk & return, types of risk, Valuation – bond and fixed income instruments valuation –bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, Capital allocation between risky & risk free assets-Utility analysis

### Unit III

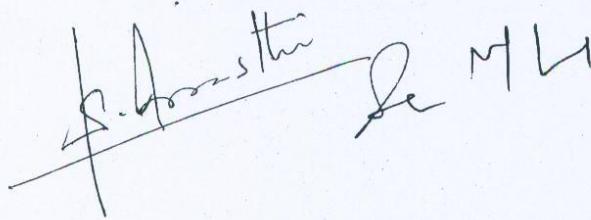
**Investment Analysis** Fundamental & Technical Analysis of equity stock, Concept of intrinsic value, Objectives and beliefs of fundamental analysts., Economy-Industry-Company framework, Economic analysis and forecasting, Theory of Technical analysis, points and figures chart, bar chart, contrary opinion theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks. Behaviour of stock market prices – The market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management, Asset pricing theories CAPM & Arbitrage pricing theories.

### Unit IV

Modern portfolio theory Asset allocation decision. Dominant & Efficient portfolio – simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio management – International Diversification. Portfolio performance evaluation Sharp & Treynor & Jensen's measure, Portfolio revision – Active and passive strategies & formula plans in portfolio revision. Mutual funds-types, performance evaluation of mutual funds, functions of Asset Management Companies.

### Suggested Reading

- 1) Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage
- 2) Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI
- 3) Investment science – David G.Luenberger. Oxford.
- 4) Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
- 5) Portfolio Management –S. Kevin – Prentice Hall India.
- 6) Practical Investment Arrangement – Strong – Thomson / Cengage Learning 3/e

A handwritten signature in black ink, appearing to read "Dr. M. V. S. Rao". The signature is fluid and cursive, with "Dr." at the top left, followed by "M. V. S. Rao" below it.

## MBA-FM 01: INDIAN FINANCIAL SYSTEM

### 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, recent trends in Indian money market and Capital market.,

Derivative market

### UNIT-II

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

Legal aspects, Advantages, Factoring vs. 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** : Significance Types & Organization, Association of Mutual Funds in India, UTI

**Disinvestment of PSUs**

#### Credit Rating

Need, Rating Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, Standard & Poor's fifth rating.

#### Suggested Reading

- 1 Pathak, Indian Financial System, Pearson Pub.
- 2 S. Guruswamy, Financial Market and Instruments, Thomson.
- 3 Mishkin, Financial Market & Institutions, Pearson Pub.
- 4 M.Y. Khan, Financial Services, Tata Mc-Graw Hill.
- 5 L.M. Bhole, Financial Institutions & Markets,Tata Mc-Graw

## MBA-MK-04 SERVICE MARKETING

### UNIT

#### **Basics of Services:**

Service Sector and Economic Growth, Service Concept, Characteristics And Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.

### UNIT II

#### **Marketing Mix in Services Marketing:**

Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

### UNIT III

#### **Service Management Process;** Internal, External and Interactive marketing strategies

Consumer Behavior in Service Encounter; Demand Management in Services.

#### **Managing Service quality and Productivity**

Concept, Dimensions and process; service quality models (Gronros and Parsuraman)

Application and Limitations, Productivity in Services.

### UNIT IV

#### **Applications of Service Marketing and CRM**

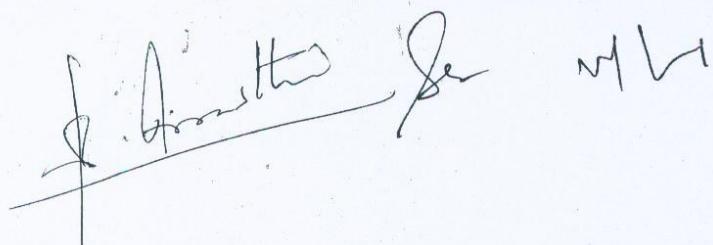
Marketing of Financial, Hospitality, Health, Educational and Professional Services,

Marketing

for Non-Profit Organizations and NGOs; Relationship Marketing(CRM)and Customer Satisfaction Measure.

### Suggested Readings

- 1 M.K. Rampal and S.L. Gupta: Service Marketing Concepts, Applications and Cases
- 2 Zeithmal, Bitner, Service Marketing (SIE), 4e Tata McGraw Hill
- 3 Hoffman, Marketing of Service 1st 2008 Cengage Learning
- 4 Lovelock, Wright, Principles of Service marketing and Management Prentice Hall
- 5 Nimit Chowdhary, Service Marketing, McMillan India.
- 6 H.V. Verma, Services Marketing: Test and Cases, Pearson Education.

A handwritten signature in black ink, appearing to read "Dr. Jyoti Bhargava". To the right of the signature is a small, stylized handwritten mark or initial.

### **UNIT I**

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude, Motivation and Perception.

### **UNIT II**

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Non store-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing.

Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External STORE, Internal Store, Display, Visual Merchandising And Atmospherics.

### **UNIT III**

Managing Retail Business: Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

### **UNIT IV**

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internationalization Process, Culture, Business and International Management.

#### **Suggested Readings:**

- 1 Newman A.J. and Cullen P -Retailing : Environment and Operations (Vikas, 1<sup>st</sup> Ed.)
- 2 Berman B and Evans J.R -Retail Management (Pearson Education, 9<sup>th</sup> Ed.)
- 3 Michael Levi M and Weitz BW -Retailing Management (Tata McGraw Hill, 5<sup>th</sup> Ed.)
- 4 Dunne Patrick M., Lusch Robert F. and Griffith David A -Retailing (Cengage Learning, 4<sup>th</sup> Ed.)
- 5 Cox Roger and Brittain Paul -Retailing: An Introduction (Pearson Education, 5<sup>th</sup> Ed.)
- 6 Newman and Cullen -Retailing (Cengage Learning, 1<sup>st</sup> Ed.)
- 7 Vedmani G. Gibson -Retail Management -Functional Principles & Practice (Jaico Publications, 1<sup>st</sup> Ed.)

## MBA MK 02 SALES AND DISTRIBUTION MANAGEMENT

### UNIT I

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

### UNIT II

Sales Force Management: Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

### UNIT III

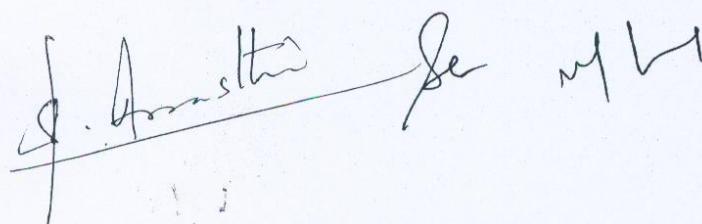
Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

### UNIT IV

Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

#### Suggested Readings

- 1 Donaldson B - Sales Management : Theory and Practice (Palgrave)
- 2 Jobber David and Lancaster Geoff -Selling and Sales Management (Pearson Education)
- 3 Spiro -Sales Force Management (Tata Mc Graw Hill, 11<sup>th</sup> Ed.)
- 4 Still Richard R, Cundiff Edward W. and Govoni Norman A.P -Sales Management: Decisions, Strategies and Cases (Pearson Education, 5<sup>th</sup> Ed.)
- 5 Rosenbloom – Marketing Channels (Cengage Learning, 7<sup>th</sup> Ed.)
- 6 Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8<sup>th</sup> Ed.)
- 7 Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E -Marketing Channels (Prentice-Hall of India, 6<sup>th</sup> Ed.)

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## MBA-MK -01: CONSUMER BEHAVIOR

### UNIT I

**Introduction to Consumer Behavior:** -Nature and Importance of CB, Application of CB in Marketing

**Consumer Research Process:** ,Various Methods and techniques of consumer research, Consumer Research Process, New developments in the field of consumer research.

### UNIT II

**Individual Determinants of CB:-Perception:** Elements of Perception, Dynamics of Perception, Consumer Imagery ,Learning: principles, theories, Personality: Theories; **Personality and understanding Consumer Diversity**, Brand Personality, self and Self Image, Attitude: Structural model of attitude, attitude formation & change, Motivation: needs/motives & goals, dynamic

**Group Determinants of CB:-Reference group influence:** types of consumer relevant groups, factors affecting group influence, application of reference group concept., Family: functions of family, family decision making, family life cycle(FLC),Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process

### UNIT-III

**Communication and Persuasion:**-Components of Communication, The Communication Process, Designing Persuasive Communication

**Consumer Decision making Process:**-Problem recognition, Information Search and Evaluation, Outlet Selection and Purchase Post purchase behavior, Customer Satisfaction and Customer Commitment

### UNIT-IV

**Models of CB:** -Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior: Nicosia, Howard & Sheth, Engel-Kollat Blackwell,

Input Process Output Model

**Industrial Market& and Consumer Behavior**-Meaning, scope and characteristics of industrial markets Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process

#### Suggested Readings:

1. Loudon D.L. and Bitta Della - Consumer Behaviour (Tata Mc Graw Hill, 4<sup>th</sup> Ed.)
2. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour (Pearson/ Prentice Hall, 9<sup>th</sup> Ed.)
3. Hawkins, Best and Coney - Consumer Behaviour (Tata Mc Graw Hill, 9<sup>th</sup> Ed.)

## MBA 402: INFORMATION SYSTEMS MANAGEMENT

### 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 Based on Management Activity – Hierarchy of Management Activity, Information Systems for Operation Control, Information Systems for Management Operation Control, Information systems for Strategic Planning Based on Organizational Function – 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

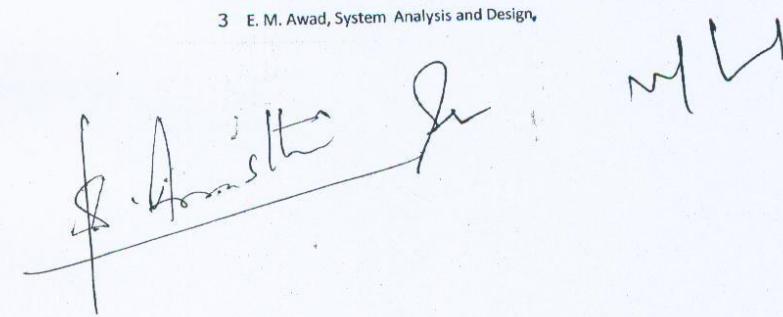
### UNIT-IV

**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,

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

#### Suggested Reading:

- 1 Gordan B. Davis and Margrethe H. Olson, Management Information Systems – Conceptual Foundation, Structure and Development, McGraw Hill.
- 2 D. P. Goyal, Management Information Systems, McMillan.
- 3 E. M. Awad, System Analysis and Design,

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## MBA 401: STRATEGIC MANAGEMENT

### UNIT I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

### UNIT II

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

### UNIT III

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

### UNIT IV

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Case Study related to the Entire Syllabus.

#### Suggested Reading:

- 1 Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
- 2 Pearce II John A. and Robinson J.R. and Richard B. -Strategic Management (AITBS)
- 3 Wheelen Thomas L., Hunger J. David and Rangarajan Krish -Concepts in Strategic Management and Business Policy (Pearson Education, 1<sup>st</sup> Ed.)
- 4 Budhiraja S.B. and Athreya M.B. -Cases in Strategic Management (Tata Mc Graw Hill, 1<sup>st</sup> Ed.)
- 5 Kazmi Azar -Business Policy and Strategic Management (Tata Mc Graw Hill, 2<sup>nd</sup> Ed.)
- 6 Thomson -Strategic Management: Concepts and Cases (Tata Mc Graw Hill)
- 7 Cliff Bowman -Business Policy and Strategy (Prentice Hall of India)
- 8 Mc Carthy D.J., Minichiello Robert J., and Curran J.R. -Business Policy and Strategy (AITBS)

## MBA-303: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

### UNIT I

Evolution and concept of entrepreneurship, Concept of entrepreneur, Manager, Intrapreneur, Individual and corporate entrepreneurs, Characteristics of successful entrepreneurs, Need of entrepreneurship development, Entrepreneurship, Innovation, Invention, Creativity, Business idea, Opportunities through change, Entrepreneurship as a career, Entrepreneurship as a style of management, The changing role of the entrepreneur.

### Unit II

**Theories of Entrepreneurship:** Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen, Entrepreneurial traits, External influences on entrepreneurship development: Socio-cultural, Political, Economical, Personal, Entrepreneurial success and failure: Reasons and remedies, Scope of small business activities; Place in national economy; Institutional support programmes; Role and functions of major support institutions such as SIB, CSIO, SSDO, SISI, etc; Entrepreneurship development programmes and management education for entrepreneurs **Women Entrepreneurs:** Challenges to woman entrepreneurs, Achievements of woman entrepreneurs, Role models of woman entrepreneurs.

### UNIT III

Different aspects of entrepreneurial organisations. Entrepreneurship and Management, Training and development programme; Evaluation of entrepreneurship development; Development of support system, Need of license, Capital issues and legal environment of business. Entrepreneurial planning and monitoring, Entrepreneurship development during planned economy

Creating entrepreneurial venture -Entrepreneurship development cycle. The business plan as an entrepreneurial tool. Elements of Business Plan, Objectives, Market analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. Project management-Technical, Financial, Marketing personnel and management feasibility reports, Financial schemes offered by various financial institutions like -Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture capital funding, Angel capitalist

### UNIT IV

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc. – with special reference to 'Export oriented unites'

**Role of the following agencies in the entrepreneurship development**

1. DIC – District Industrial Center,
2. SISI – Small Industries Services Institute,
3. EDII – Entrepreneurship Development Institute of India,
4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
5. NEDB National Entrepreneurship Development Board

#### Suggested Readings

1. Dynamics of Entrepreneurship Development – Vasant Desai.,
2. Entrepreneurship: New Venture Creation – David H. Holt,
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta,
4. Project management – K. Nagarajan,
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger,

## MBA 302: TOTAL QUALITY MANAGEMENT

### 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. Quality management tools for business applications, Principles and applications of quality function deployment, Failure mode and effect analysis, Taguchi Techniques, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Capability analysis, Reliability prediction analysis, Total productive maintenance.

### UNIT III

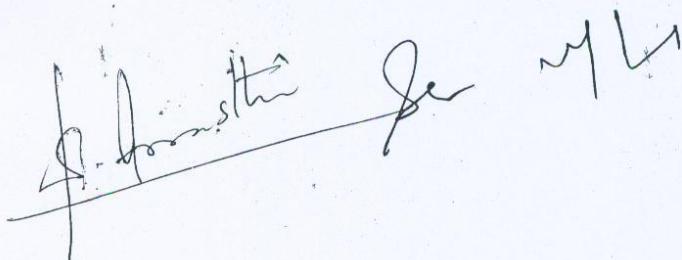
Quality imperatives for business improvement, Leadership for quality management, Quality planning, Designing for quality and manufacturing for quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality Award, Quality assurance and ISO 9000, QS 9000 certification, ISO 14000.

### Unit IV

TQM implementation strategies, Organizational structure and mindset of individuals, Motivational aspects of TQM, Change management strategies, Training for TQM, TQM Road map, Quality improvement index, Bench marking. Contemporary issues in quality – Benchmarking, JIT, Six Sigma.

### SUGGESTED READINGS

1. Joseph M. Juran and A. Blanton Grodfrey, *Juran's Quality Handbook*, McGraw Hill
2. Glen H. Besterfield and Mary Besterfield-Sacre, *Total Quality Management*, Pearson Education
3. D.D. Sharma, *Total Quality Management: Principles, Practice and Cases*,
4. Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh, *The Six Sigma Way*, McGraw Hill.

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## MBA 301: SUPPLY CHAIN MANAGEMENT

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### UNIT I

Introduction: Basic Concept & philosophy of supply chain management; Essential features, Various flows (cash, value and information), Key issues in SCM, Benefits and case examples.

### UNIT II

Logistics Management: Logistics as part of SCM, Logistics costs, Different models, Logistics sub-system, Inbound and outbound logistics, Bullwhip effect in logistics, Distribution and warehousing management. Purchasing & vendor management: Centralized and decentralized purchasing, Functions of purchase department and purchase policies, Use of mathematical model for vendor rating / evaluation, Single vendor concept, Management of stores, Accounting for materials.

### UNIT III

Inventory Management: Concept, various costs associated with inventory, various EOQ models, Buffer stock (trade - off between stock out / working capital cost), Lead time reduction, Re-order point / re-order level fixation, Exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of inventory management.

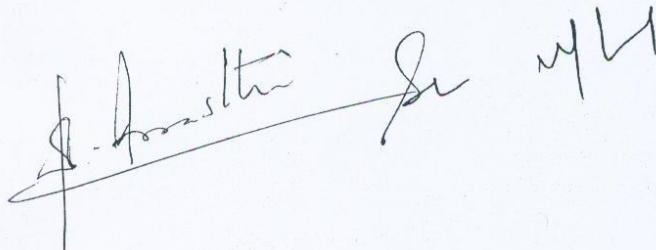
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### UNIT IV

Recent Issues in SCM : Role of computer / IT in supply chain management, CRM Vs SCM, Benchmarking-concept, Features and implementation, Outsourcing-basic concept, Value addition in SCM-concept of demand chain management.

#### SUGGESTED READINGS

- 1 Raghuram G. (I.I.M.A.) -Logistics and Supply Chain Management (Macmillan, 1<sup>st</sup> Ed.)
- 2 Krishnan Dr. Gopal -Material Management, (Pearson, New Delhi, 5<sup>th</sup> Ed.)
- 3 Agarwal D.K.- A Text Book of Logistics and Supply chain management (Macmillan, 1<sup>st</sup> Ed.).
- 4 Sahay B.S. - Supply Chain Management (Macmillan, 1<sup>st</sup> Ed.)

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#### UNIT-I

Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Scope and Significance of HRM. Challenges before HRM in Present Changing environment

#### UNIT-II

HR planning, Job Analysis, Recruitment, Methods and Techniques of Selection. Induction Internal Mobility and Separation of Employees Transfer, Promotion, Demotion and Separation of employees

#### UNIT-III

HRD Concept ,Objectives & Importance, Training –concept, Training process, Methods, Performance Appraisal – Concept, Process, Appraisals Techniques

Managing employee relations-Industrial Relations, Trade Unions, Dispute and their Resolution, Collective Bargaining, Employee Welfare a Brief Introduction, Employee Grievances and their Redressal, Worker's Participation in Management.

#### UNIT-IV

Other contemporary issues in HRM-Employee Compensation-Concept, Factors Affecting Employee Compensation, Components of Employee Pay, HR Audit, Human Resource Information System. Strategic HRM –Overview of SHRM , Integrating HR Strategy with HR, Corporate & functional Strategy.

#### SUGGESTED READINGS:

1. Main Texts Gary Dessler -A framework for Human Resource Management, Pearson Education,Ltd.
2. K .Aswathappa ,Human Resource and Personnel Management, Tata Mc-Graw Publishing .
3. V.S.P.Rao, Human Resource Management, Excel Books
4. Edwin B.Flippo, Personnel Management, McGraw Hill.