

# **MEWAR UNIVERSITY**

**GANGRAR, CHITTORGARH (RAJ.)**



## **Syllabus**

**MASTER OF BUSINESS ADMINISTRATION**

# MBA Syllabus

## Semester - I

S.N.	Paper Code	Subject	External Marks	Internal Marks	Practical / Viva-Voce Marks	Duration of Exams.
1	MBA 011	Principles & Practice of Management	70	30		3 hrs.
2	MBA 012	Managerial Economics	70	30		3 hrs.
3	MBA 013	Accounting & Financial Analysis	70	30		3 hrs.
4	MBA 014	Organisational Behaviour	70	30		3 hrs.
5	MBA 015	Business Laws	70	30		3 hrs.
6	MBA 016	Computer Application in Management	70	30		3 hrs.

## Semester - II

S.N.	Paper Code	Subject	External Marks	Internal Marks	Practical / Viva-Voce Marks	Duration of Exams.
1	MBA 021	Business Statistics	70	30		3 hrs.
2	MBA 022	Operations Research	70	30		3 hrs.
3	MBA 023	Business Environment	70	30		3 hrs.
4	MBA 024	Cost & Management Accounting	70	30		3 hrs.
5	MBA 025	Financial Management	70	30		3 hrs.
6	MBA 026	Managing Human Resources	70	30		3 hrs.

## Semester - III

S.N.	Paper Code	Subject	External Marks	Internal Marks	Practical / Viva-Voce Marks	Duration of Exams.
1	MBA 031	Strategic Management	70	30		3 hrs.
2	MBA 032	Management Information System	70	30		3 hrs.
3	MBA 033	Entrepreneurship Development	70	30		3 hrs.
4	MBA 034	Marketing Management	70	30		3 hrs.
5	MBA 035	Elective – 1	70	30		3 hrs.
6	MBA 036	Elective – 2	70	30		3 hrs.

## Semester - IV

S.N.	Paper Code	Subject	External Marks	Internal Marks	Practical / Viva-Voce Marks	Duration of Exams.
1	MBA 041	Project Management	70	30		3 hrs.
2	MBA 042	Research Methodology	70	30		3 hrs.
3	MBA 043	Corporate Governance, Values & Ethics	70	30		3 hrs.
4	MBA 044	Project Report & Viva-Voce	100	0	100	3 hrs.
5	MBA 045	Elective – 3	70	30		3 hrs.
6	MBA 046	Elective – 4	70	30		3 hrs.

# ELECTIVE PAPERS

## SEMESTER – III (Choose any one group)

### Specialization Group : Human Resource

	Course Code		
1.	MBA HR 01	Personal Growth and Training & Development	(III Semester)
2.	MBA HR 02	Industrial Relations & Labour Enactments	(III Semester)

### Specialization Group : Marketing

	Course Code		
1.	MBA MK 01	Marketing of Services	(III Semester)
2.	MBA MK 02	Marketing Research	(III Semester)

### Specialization Group : Financial Management

	Course Code		
1.	MBA FM 01	Management of Working Capital	(III Semester)
2.	MBA FM 02	Security Analysis and Investment Management	(III Semester)

### Specialization Group : International Business (Choose any two)

	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	(III Semester)

## SEMESTER – IV (Choose any one group)

### Specialization Group : Human Resource

	Course Code		
1.	MBA HR 03	Team Building & Leadership	(IV Semester)
2.	MBA HR 04	Negotiation & Counseling	(IV Semester)

### Specialization Group : Marketing

	Course Code		
1.	MBA MK 03	Sales & Distribution Management	(IV Semester)
2.	MBA MK 04	Retail Management	(IV Semester)

### Specialization Group : Financial Management

	Course Code		
1.	MBA FM 03	Management of Financial Institution & Services	(IV Semester)
2.	MBA FM 04	Tax Planning & Financial Reporting	(IV Semester)

### Specialization Group : Open Specialization

	Course Code		
1.	MBA OP 01	Project & Operation Management Management	(IV Semester)
2.	MBA OP 02	Supply Chain Management	(IV Semester)

# Exemption in certain papers are available for CA/CS/CWA

## Exemption for CA

<b>Semester – I</b>	MBA 013	Accounting & Financial Analysis
	MBA 015	Business Laws
<b>Semester – II</b>	MBA 024	Cost & Management Accounting
	MBA 025	Financial Management

## Exemption for CWA

<b>Semester – I</b>	MBA 013	Accounting & Financial Analysis
<b>Semester – II</b>	MBA 024	Cost & Management Accounting
	MBA 025	Financial Management

## Exemption for CS

<b>Semester – II</b>	MBA 024	Cost & Management Accounting
<b>Semester – IV</b>	MBA 043	Corporate Governance, Values & Ethics

# **MBA 011 : 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.

Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.

## **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, Key to Planning, Decision Making.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design.

## **UNIT III**

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Direction and Supervision

Motivation: Concept, Motivation and Performance, Theories Of Motivation, Approaches for Improving Motivation, Pay and Job Performance, Quality of Work Life, Morale Building.

## **UNIT IV**

Leadership: The Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development.

Communication: Communication Process, Importance of Communication, Communication Channels, Barriers to Communication.

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.

Change and Development: Model for Managing Change, Forces for Change, Need for Change, Alternative Change Techniques, New Trends in Organisational Change.

## **Suggested Reading:**

1. Robbins & Coulter - Management (Prentice Hall of India, 8<sup>th</sup> Edition)
2. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (Tata Mc Graw Hill, 2<sup>nd</sup> Edition 2008)
3. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 5<sup>th</sup> Edition)
4. Koontz - Principles of Management (Tata Mc Graw Hill, 1st Edition 2008)
5. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6<sup>th</sup> Edition)
6. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12<sup>th</sup> Edition 2008)

## **MBA 012 : 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.

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

## MBA 013 : ACCOUNTING AND FINANCIAL ANALYSIS

### Unit I

**Overview:** Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

### Unit II

**Mechanics of Accounting:** Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

### Unit III

**Analysis of financial statement:** Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios ; Common Size Statement ; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

### Unit IV

**Funds Flow Statement:** Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis ; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

### SUGGESTED READINGS

- 1) Narayanswami - *Financial Accounting: A Managerial Perspective* (PHI, 2<sup>nd</sup> Edition).
- 2) Ghosh T P - *Accounting and Finance for Managers* (Taxman, 1<sup>st</sup> Edition).
- 3) Maheshwari S.N & Maheshwari S K – *A text book of Accounting for Management* (Vikas, 1<sup>st</sup> Edition)
- 4) Maheshwari S.N & Maheshwari S K – *An Introduction to Accountancy* (Vikas, 9<sup>th</sup> Edition)
- 5) Ashish K. Bhattacharya- *Essentials of Financial Accounting* (PHI, New Delhi)
- 6) Ramchandran & Kakani - *Financial Accounting for Management* (TMH, 2<sup>nd</sup> Edition).
- 7) Ghosh T.P- *Financial Accounting for Managers* (Taxman, 3<sup>rd</sup> Edition)
- 8) Gupta Ambrish - *Financial Accounting for Management* (Pearson Education, 2<sup>nd</sup> Edition)
- 9) Mukherjee - *Financial Accounting for Management* (TMH, 1<sup>st</sup> Edition).
- 10) Chowdhary Anil - *Fundamentals of Accounting and Financial Analysis* (Pearson Education, 1<sup>st</sup> Edition).

## **MBA 014 : ORGANISATIONAL BEHAVIOUR**

### **UNIT I**

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, 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, Personality Attitude and Job Satisfaction.

Learning: Concept and Theories of Learning.

### **UNIT III**

Motivation: Concepts and Their Application, Principles, Theories, Employee Recognition, Involvement, Motivating a Diverse Workforce.

Leadership: Concept, Function, 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, Dysfunctional Groups.

### **UNIT IV**

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: 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.

Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

### **Suggested Reading:**

1. Davis, Keith - Human Behaviour at Works – Tata Mc Graw Hill, New Delhi.
2. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12<sup>th</sup> Edition)
3. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior: Leading Human Resources (Pearson Education, 8<sup>th</sup> Edition)
4. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill)
5. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India)
6. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3<sup>rd</sup> Edition)
7. Pareek, Udai - Behavioural Process in Organization (Oxford 4 IBH, New Delhi).
8. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 12<sup>th</sup> Edition)



# **MBA 015 : BUSINESS LAWS**

## **UNIT 1**

### **Contract Act, 1872**

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

## **UNIT II**

### **Partnership Act, 1932**

Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

### **Sale of Good Act, 1930**

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

## **UNIT III**

### **Instrument Act, 1881**

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

### **Companies Act, 1956**

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

## **UNIT IV**

### **Consumer Protection Act, 1956**

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

### **The Information Technology Act, 2000**

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

### **Suggested Readings -**

1. Kuchhal M.C. - Business Law (Vikas Publication, 4<sup>th</sup> Edition)
2. Relevant Acts
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7<sup>th</sup> Edition).
4. Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13<sup>th</sup> Edition)

## MBA 016 : 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. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1<sup>st</sup> Edition).
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1<sup>st</sup> Edition).
4. Basandra SK - Computers Today (Galgotia, 1<sup>st</sup> Edition).
5. Leon - Fundamentals of Information Technology, (Vikas)

## MBA 021 : 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) Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
- 2) Beri - Business Statistics (Tata Mc Graw Hill 2<sup>nd</sup> Edition).
- 3) Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7<sup>th</sup> edition)
- 4) Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23<sup>rd</sup> Edition).
- 5) Sharma J K - Business Statistics (Pearson Education 2<sup>nd</sup> Edition).
- 6) Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7<sup>th</sup> Edition).

## MBA 022 : OPERATIONS RESEARCH

### Unit I

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

## **MBA 023 : 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. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
2. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3<sup>rd</sup> Edition).
3. Shaikh & Saleem - Business Environment (Pearson, 1<sup>st</sup> Edition)
4. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8<sup>th</sup> Edition).
5. Suresh Bedi - Business Environment (Excel Books, 1<sup>st</sup> Edition).

## MBA 024 : COST & MANAGEMENT ACCOUNTING

### Unit I

**Introduction:** Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

### Unit II

**Marginal Costing:** Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. **Differential Costing and Incremental Costing:** Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

### Unit III

**Budgeting:** Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **Standard Costing:** Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

### Unit IV

**Responsibility Accounting & Transfer Pricing:** Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing : concept, types & importance ; **Neo Concepts for Decision Making:** Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

### SUGGESTED READINGS:

- 1) Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
- 2) Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.)
- 3) Horngren et al - Introduction to Management Accounting (Pearson, 2002, 12th edition)
- 4) Bhattacharyya S K and Dearden J - Accounting for Management (Vikas, 1987, 8th Ed.)
- 5) Arora M N – Cost and Management Accounting (Vikas, 8<sup>th</sup> Ed.)
- 6) Sahaf M A - Management Accounting: Principles and Practice (Vikas, 2000, 1<sup>st</sup> Ed.)
- 7) Ravi M. Kishor – Advanced Management Accounting (Taxmann, 1<sup>st</sup> Ed.)
- 8) Ravi M. Kishor – Cost & Management Accounting (Taxmann, 1<sup>st</sup> Ed.)

## MBA 025 : 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 decision areas, 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 alongwith implications; EBIT-EPS Analysis & Indifference Points.

### 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 : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

### Unit IV

**Dividend Decision:** 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.

### SUGGESTED READINGS:

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

## **MBA 026 : MANAGING HUMAN RESOURCES**

### **UNIT I**

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers.

Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

### **UNIT II**

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit, Job Analysis – Job Description, Job Specification.

The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation.

The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

### **UNIT III**

Training and Development: Purpose, Methods and issues of training and management development programmes.

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.

Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.

Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

### **UNIT IV**

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure.

Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

### **Suggestion Readings :**

1. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2<sup>nd</sup> Ed.),
2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5<sup>th</sup> Ed.).
3. Ivancevich – Human Resource Management (Tata McGraw Hill, 10<sup>th</sup> Ed.)
4. Bernardi – Human Resource Management (Tata McGraw Hill, 4<sup>th</sup> Ed.)
5. Dessler – Human Resource Management (Prentice Hall, 10<sup>th</sup> Ed.)



# **MBA 031 : 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. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
3. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
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. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1<sup>st</sup> Ed.)
7. Thomson - Strategic Management: Concepts and Cases (Tata Mc Graw Hill)
8. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)

## **MBA 032 : MANAGEMENT INFORMATION SYSTEM**

### **Unit I**

Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems

### **Unit II**

Role of MIS: Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: Business Process Re-engineering, Creating a Virtual Company, Improving Business Quality: Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company

### **Unit III**

Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

### **Unit IV**

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

### **Suggested Readings :**

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1<sup>st</sup> Ed.)
2. Murdick, Ross, Claggett – Information System For Modern Management (PHI, 3<sup>rd</sup> Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3<sup>rd</sup> Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1<sup>st</sup> Ed.)
5. O'Brien James - Management Information System (Tata Mc Graw Hill, 12<sup>th</sup> Ed.)
6. Davis & Olson – Management Information System (TMH, 2<sup>nd</sup> Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2<sup>nd</sup> Ed.)

## MBA 033 : ENTREPRENEURSHIP DEVELOPMENT

### Unit I

**Entrepreneurship:** Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

### Unit II

**Creativity and Entrepreneurial Plan:** Idea Generation, Screening and Project Identification, Creative Performance, **Feasibility Analysis:** Economic, Marketing, Financial and Technical; **Project Planning:** Evaluation, Monitoring and Control segmentation. **Creative Problem Solving:** Heuristics, Brainstorming, Synectics, Value Analysis, **Innovation.**

### Unit III

**International Entrepreneurship Opportunities:** The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development.

**Institutional support for new ventures:** Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

### Unit IV

**Family and Non Family Entrepreneur:** Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

**Venture Capital:** Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

### Suggested Readings:

1. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
2. Jonne & Ceserani - Innovation & Creativity (Crest) 2001.
3. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999)1. Couger, C- Creativity and Innovation (IPP, 1999)
4. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
5. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
6. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)

# **MBA 034 : 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 Segmentations, 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. Kotler, Philip and Armstrong Graw - Principles of Marketing (Pearson Education, 11<sup>th</sup> Edition).
3. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)
4. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12<sup>th</sup> Edition).
5. Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
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. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3<sup>rd</sup> Edition).

# MBA 041 : PROJECT MANAGEMENT

## Unit 1

### Basic Concept

Concept of a project, categories of project, project development cycle. The concept of project management ,tools & techniques of project management. Forms of project organizations.

## Unit II

### Project Formulation

Project identification, Project formulation and preparation : Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

## Unit III

### Process of Project Appraisal

Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage–rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

## Unit IV

### Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project ,project financing.

## SUGGESTED READINGS

1. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
2. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5<sup>th</sup> Ed.)
3. Chaudhary, S – Project Management (Tata Mc Graw Hill)
4. Mohsin M. - Project Planning and Control (Vikas)
5. Young TL – The Hand Book of Project Management (Kogan Page)

## **MBA 042 : 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 : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

### **Suggested Readings:**

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

## **MBA 043 : CORPORATE GOVERNANCE, VALUES & ETHICS**

### **UNIT-I**

**Corporate Governance:** Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India

### **UNIT-II**

**Values impact in Business:** Indian Value System and Values, Teaching from scriptures and tradition (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran)

### **UNIT-III**

**Ethics impact in Business:** Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology. Ethical theories and approaches, Intellectual property rights like designs, patents, trade marks, copy rights,

### **UNIT-IV**

**Corporate Strategy:** Global industrial competition, Information Technology, Competitive Strategy, Benchmarking, Total Quality Management, Brand Building, Promotional Strategies, Corporate Restructuring, Mergers and Acquisitions, Supply Chain Management, Horizontal Organisation, Diversification, The Indian Scene.

### **Suggested Readings:**

- 1) S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
- 2) S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
- 3) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 4) Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
- 5) Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6<sup>th</sup> Ed.)
- 6) Mathur UC – Corporate Governance & Business Ethics (Mc Millan).

# **MBA HR 01 : PERSONAL GROWTH AND TRAINING & DEVELOPMENT**

## **UNIT I**

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change.

Personality & Personal Effectiveness : Psychometric Theories – Cattelle and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

## **UNIT II**

Personality Determinants : An overview of Personality determinants.

Evaluation of Personality : Sick Personalities and Healthy Personalities.

## **UNIT III**

Training : Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme.

## **UNIT IV**

Training Need Assessment: Determination of Training Needs, Approaches to Training Needs Assessment, TNA Cycle of Events.

Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

### **Suggestion Readings :**

1. Sahu R..K. - Training for Development (Excel Books, 1<sup>st</sup> Ed.)
2. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1<sup>st</sup> Ed.)
3. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2<sup>nd</sup> Ed.)
4. Tapomoy Deb - Training & Development Concepts & Application (Ane Books, 6<sup>th</sup> Ed.)
5. Lynton & Pareek - Training for Development (Vistaar Publication, 2<sup>nd</sup> Ed.)
6. Friedman & Schustack - Personality: Classic Theories and Modern Research (Pearson)
7. Hall Calvin S.et al - Theories of Personality (Wiley-India Text Books, 4<sup>th</sup> Ed.)



## **MBA HR 02 : INDUSTRIAL RELATIONS & LABOUR ENACTMENTS**

### **UNIT I**

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

### **UNIT II**

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

### **UNIT III**

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

### **UNIT IV**

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act.

Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

### **Suggested Readings :**

1. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1<sup>st</sup> Ed.)
2. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15<sup>th</sup> Ed.)
3. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4<sup>th</sup> Ed.)
4. Singh B.D. - Industrial Relations (Excel, 1<sup>st</sup> Ed.)
5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2<sup>nd</sup> Ed.)

# **MBA MK 01 : MARKETING OF SERVICES**

## **UNIT I**

Introduction: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management : Specific for Service Industry.

Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services

## **UNIT II**

Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions.

Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

## **UNIT III**

Marketing of Financial Services: Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

## **UNIT IV**

Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

### **Suggested Readings:**

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2<sup>nd</sup> Ed.)
2. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3<sup>rd</sup> Ed.)
3. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5<sup>th</sup> Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1<sup>st</sup> Ed.)
5. Rama Mohana Rao - Services Marketing. (Person Education, 1<sup>st</sup> Ed.)
6. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
7. Govind Apte - Services Marketing (Oxford University Press)

## **MBA MK 02 : MARKETING RESEARCH**

### **UNIT I**

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Research during different phases of the administrative process.

Marketing Information System : Concept, Need for Marketing Information System, Process of Marketing Information System, Components of Marketing Information System.

Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences and Marketing, Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific Method to Marketing.

Marketing Research Process

### **UNIT II**

Research Design: Various Method of Research Design, Important Experimental Research Designs.

Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data.

Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

### **UNIT III**

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures.

Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement.

Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability and Non-probability Sampling, Problem Associated with Sampling, Determining Sample Size.

### **UNIT IV**

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance.

### **UNIT V**

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

### **SUGGESTED READINGS:**

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Nargundkar - Marketing Research (Tata McGraw Hill, 2<sup>nd</sup> Ed.)
3. Luck and Rubin - Marketing Research (Prentice Hall of India, 7<sup>th</sup> Ed.)
4. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6<sup>th</sup> Ed.)
5. Beri - Marketing Research (Tata McGraw Hill, 4<sup>th</sup> Ed.)
6. Churchill Gilbert A. and Iacobuce Dawn - Marketing Research Methodological Foundation (Cengage Learning, 9<sup>th</sup> Ed.)
7. William G., Zikmund and Babin Barry J. - Essence of Marketing Research (Cengage Learning)
8. Green Paul E., Tull Donald S. and Albaum Gerald - Research for Marketing Decisions (Prentice Hall of India, 5<sup>th</sup> Ed.)

# MBA FM 01 : MANAGEMENT OF WORKING CAPITAL

## UNIT I

Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

## Unit II : Management of Cash and Marketable Securities

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

## Unit III: Management of Receivables & Inventory

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.

## Unit IV: Working Capital Financing

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.

## SUGGESTED READINGS

1. Periasamy, P - Working Capital Management –*Theory & Practice* (Himalaya, 2007)
2. Pandey, I.M. - Financial Management (Vikas, 9<sup>th</sup> Ed.)
3. Rangrajan and Mishra - Working Capital Management (Excel)
4. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
5. V.K. Bhalla - Working Capital Management (Anmol)
6. Ravi M. Kishore - Financial Management (Taxmann, 6<sup>th</sup> Ed.)
7. Khan & Jain - Financial Management (TMH, 5<sup>th</sup> Ed.)

## MBA FM 02 : SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

### Unit I

**Overview of Capital Market:** Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

### Unit II

**Risk & Return :** Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. **Nature of Stock Markets:** EMH (Efficient Market Hypothesis) and its implications for investment decision. **Valuation of Equity:** Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis **Valuation of Debentures/Bonds :** nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. **Valuation of Derivatives(Options and futures):** concept, trading, valuation.

### Unit III

**Portfolio Analysis and Selection:** Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, **Selection of Portfolio:** Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

### Unit IV

**Portfolio Management and Performance Evaluation:** Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

### SUGGESTED READINGS:

- 1) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
- 2) Pandian P - Security Analysis and Portfolio Management (Vikas, 1<sup>st</sup> Ed.)
- 3) Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1<sup>st</sup> Ed.)
- 4) Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th edition)
- 5) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6<sup>th</sup> Ed.)

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

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

## **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) Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 2) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Ed.)
- 3) Cherunilam, F - International Trade and Export Management (Himalaya, 2007)
- 4) Keegan J Warren – Global Marketing Management (Pearson, 7<sup>th</sup> Ed.)



## **MBA HR 03 : TEAM BUILDING & LEADERSHIP**

### **UNIT I**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation.

Assessing Leadership & Measuring Its effects.

### **UNIT II**

Focus on the Leader – Power and Influence; Leadership and Values.

Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change.

### **UNIT III**

Groups, Teams and Their Leadership.

Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.

Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

### **UNIT IV**

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

### **Suggested Readings :**

1. Yukl G - Leadership in Organisations (Pearson, 6<sup>th</sup> Ed.)
2. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5<sup>th</sup> Ed.)
3. West Michael - Effective Team Work (Excel Books, 1<sup>st</sup> Ed.)
4. Sadler Philip - Leadership (Crest Publishing House)

## **MBA HR 04 : NEGOTIATION & COUNSELING**

### **UNIT I**

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

### **UNIT II**

Negotiation Sub processes: Perception, Cognition and Emotion

Communication: What is communicated during negotiation and how people communicate in Negotiation. Best

Practices in Negotiation – Fundamental Structure of negotiation and BATNA.

Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415).

### **UNIT III**

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle ( Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

### **UNIT IV**

Emergence & Growth of Counselling: Factors contributing to the emergence,

Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory

Counselling Process : Steps in Counselling Process.

Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

### **Suggested Readings :**

1. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6<sup>th</sup> Ed.)
2. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5<sup>th</sup> Ed.)
3. Rao S.L. - Negotiation Made Simple (Excel Books, 1<sup>st</sup> Ed.)
4. Cohen S - Negotiation Skills for Managers (Tata Mc Graw Hill, 1<sup>st</sup> Ed.)
5. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2<sup>nd</sup> Ed.)
6. Singh Kavita - Counselling Skills for Managers (PHI, 1<sup>st</sup> Ed.)
7. Pareek Udai - Understanding Organisational Behaviour (Oxford) – for case in Unit II.

## **MBA MK 03 : SALES & 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: Organising 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. Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8<sup>th</sup> Ed.)
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
3. Donaldson B - Sales Management : Theory and Practice (Palgrave)
4. Spiro - Sales Force Management (Tata Mc Graw Hill, 11<sup>th</sup> Ed.)
5. Rosenbloom – Marketing Channels (Cengage Learning, 7<sup>th</sup> Ed.)
6. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5<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.)

# **MBA MK 04 : RETAIL MANAGEMENT**

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

# **MBA FM 03 : MANAGEMENT OF FINANCIAL INSTITUTION & SERVICES**

## **Unit I : Introduction**

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

## **Unit II : Management of Commercial Banks**

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

## **Unit III : Management of Non-Banking Financial Institutions**

**Securitisation** : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. **DFIs in India** - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; **NBFCs** - Their status, types, working and strategies for commercial viability ; **Insurance & Mutual Fund organisations** - Their status, types, working and strategies for commercial viability.

## **Unit IV : Management of Financial Services**

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

## **SUGGESTED READINGS:**

- 1) Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
- 2) Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)
- 3) Machiraju H R - Indian Financial System (Vikas, 2004)
- 4) Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)
- 5) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 6) Gurusamy R - Financial Services & Markets (Thomson, 1<sup>st</sup> Ed.)

# MBA FM 04 : TAX PLANNING & FINANCIAL REPORTING

## UNIT I

**Nature and Scope of Tax Planning:** Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

## Unit II

**Tax on Individual Income** – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

## Unit III

**Corporate Income Tax:** Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

**Wealth tax** on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

## Unit IV

**Central Excise Act 1994** and Excise planning; Customs Act and Customs Duties Planning (Working Knowledge required) Consumer Protection Act 1962 and Customers planning. (Working knowledge is required for these).

## SUGGESTED READINGS:

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

# **MBA OP 01 : 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 smoothing, 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) Morton - Production and Operations Management (Vikas)
- 2) Hill T- Operations Management (Palgrave, 2000)
- 3) Johnston R et al – Cases in Operations Management (Pitman, 1993)
- 4) Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
- 5) Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
- 6) McGregor D – Operations Management (McGraw-Hill, 1960)
- 7) Haleem A- Production and Operations Management (Galgotia books, 2004)
- 8) Bedi Kanishka - Production & Operations Management (Oxford University Press, 2<sup>nd</sup> Edition)

## MBA OP 02 : SUPPLY CHAIN MANAGEMENT

### 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.

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