

**MBA (FULL TIME 2017-19)**

**FOR COLLEGES ONLY**

# **Jiwaji University Gwalior**



**MBA (FULL TIME)**

**Syllabus and Scheme**  
(FOR COLLEGE ONLY)

**2017-19**

MASTER OF BUSINESS ADMINISTRATION SYLLABUS AND EXAMINATION SCHEME  
(FOUR SEMESTER PROGRAMME)  
(With Effect from July 2017)

MASTER OF BUSINESS ADMINISTRATION SYLLABUS AND EXAMINATION SCHEME  
(FOUR SEMESTER PROGRAMME)  
(With Effect from July 2017)

**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 Behavior	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
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Total				800
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**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	Production and Operation Management	30	70	100
MBA-207	Human Resource Management	30	70	100
MBA-208	Comprehensive Viva - voce	50	50	100
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Total				800
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**MBA (FULL TIME 2017-19)****FOR COLLEGES ONLY****SEMESTER - III**

Paper Code	Course	Internal	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 - 1 Elective 1*	30	70	100
MBA-307	Specialization Group - 1 Elective 2*	30	70	100
MBA-308	Summer Training Project Report	50	50	100
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Total				800

\*Any two specialisation group can be opted

**SEMESTER - IV**

Paper Code	Course	Internal	External	Max. Marks
MBA-401	Strategic Management	30	70	100
MBA-402	Information Systems Management	30	70	100
MBA-403	Specialization Group - 2 Elective 3*	30	70	100
MBA-404	Specialization Group - 2 Elective 4*	30	70	100
MBA-405	Specialization Group - 2 Elective 3*	30	70	100
MBA-406	Specialization Group - 2 Elective 4*	30	70	100
MBA-407	Research Project Report	50	50	100
MBA-408	Comprehensive Viva - voce	50	50	100
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Total				800

Grand Total - 3200

**MBA (FULL TIME 2017-19)****FOR COLLEGES ONLY**

Elective Course

Specialization Group: Marketing (MK)

**Course Code****Group 1:**

1	MBA	MK	01	Consumer Behavior..... (III Semester)
2	MBA	MK	02	Sales and Distribution Management..... (III Semester)

**Group 2:**

1	MBA	MK	03	Retailing..... (IV Semester)
2	MBA	MK	04	Service Marketing..... (IV Semester)

Specialization Group: Financial Management (FM)

**Course Code****Group 1:**

1	MBA	FM	01	Indian Financial System..... (III Semester)
2	MBA	FM	02	Security Analyses and Portfolio Management..... (III Semester)

**Group 2:**

1	MBA	FM	03	Project Management..... (IV Semester)
2	MBA	FM	04	Strategic Tax Planning & Tax Management..... (IV Semester)

Specialization Group: Human Resource (HR)

**Course Code****Group 1:**

1	MBA	HR	01	Human Resource and Organizational Development..... (III Semester)
2	MBA	HR	02	Legal Frameworks Governing Human Relation (Part-I)..... (III Semester)

**Group 2:**

1	MBA	HR	03	Compensation Planning..... (IV Semester)
2	MBA	HR	04	Legal Frameworks Governing Human Relation (Part-II)....(IV Semester)

Specialization Group : International Business

**Course Code****Group 1:**

1	MBA	IB	01	International Marketing..... (III Semester)
2	MBA	IB	02	International Business Environment and foreign Exchange Economics..... (III Semester)

**Group 2:**

1	MBA	IB	03	Export Management and Documentation..... (IV Semester)
2	MBA	IB	04	International Logistics Management..... (IV Semester)

**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, Organization Theories, Forms of Organizational 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 & Wehrich 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. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)

**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 Reading:**

1. Damodaran Suma - Managerial Economics (Oxford 2006)
2. Hirschey Mark - Economics for Managers (Thomson, India Edition, 2007)
3. Petersen Graig H. Etal. - 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, 7th Edition)
8. Koutsyannis A - Modern Microeconomics (Macmillan, 2nd Edition)

**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. Mahewari, Corporate Accounting
2. I.M. Pandey, Management Accounting Vikas Publishing
3. Shashi K. Gupta Management Accounting Kalyani Publication

## **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 Infra 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 Behavior: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill, 10th 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)



## **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, and 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 Reading:**

1. Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition)
2. Chandan J.S. - Statistics for Business and Economics (Vikas 1998. 1st Editing)
3. Render and Stair JR - Quantitative Aalysis for management (Prentice - Hall 7<sup>th</sup> Edition)
4. Sharma J.K. - Business Statistics (Pearson Education 2nd Edition).
5. Gupta C.B. Gupta V-An Introduction to statistical Methods (Vikas 1995, 23<sup>rd</sup> Edition)
6. Levin Rubin - Statistics for Management (Person 2000, New Delhi 7th Edition)

## **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 Reading:**

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, 1st Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition)
5. Francis Cherunilam - Business Environment. Text and cases 9Himalay Publishing House, 8<sup>th</sup> Edition)

## **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 software's 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 Reading:**

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

## **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 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 Reading:**

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, 1st Edition 2006).
4. Lesikar RV & Pettit Jr. JD - Basic Business Communication: Theory & Application (Tata Mc Grow Hill, 10th Edition)
5. Tayler Shinly - Communication for Business (Pearson Education, 4th Edition)
6. Sharma R.C. Mohan Krishna - Business; Correspondence and report Writing (Tata McGraw

## **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 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 Reading:**

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition)
2. Station 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 Kevind 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 Mc Gra Hill 13th Edition.)
7. Mc Carthy and Perreault - Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15th.
8. Kurtz and Boone - Principles of Marketing (Thomson India Edition, 2007)

**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 an 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 buyers 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 exchange and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.

**UNIT IV**

**Indian Companies Act, 1956-Definition**, Characteristics and kinds of company, Formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, Statement in lieu of prospectus, Rights and liabilities of members of Company. Company Management —Appointment of directors, Power, Duties and liabilities of a director and managing director.

**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. Dajey, corporate law - Taxmann

## **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 Reading:**

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

## **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 Reading:**

1. Vohra - Quantitative Techniques in Management (Tata Mcgraw-Hill 2nd Edition), 2003.
2. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
3. Taha Hamby - Operations Research (Pearson, 3rd Edition).
4. Sharma J K - Operations Research (Pearson 3rd Edition).
5. Kapoor V.K. - Operations Research (S. Chand, 4th Edition) .



## **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 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 Reading:**

1. Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)
2. Van Home - 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.. Rustagi - Financial Management (Galgotia, 2000, and Revised Ed.)
7. Lawrence J. Gutman - Principles of Managerial Finance (Pearson Education, 2004)
8. Ravi M. Kishor - Financial Management (Taxmann, 1st Ed.)
9. Damodaran - Corporate Finance - Theory & Practice (Wiley, 1st Ed.)

**MBA 206: PRODUCTION AND OPERATION 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 Reading:**

1. Adam Jr Everetl E. R J - Production and Operations Management (Prentice-Hall, 2000, 5<sup>th</sup> 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 & Opreations Management (Oxford University Press, 2nd Edition)

## **MBA 207: HUMAN RESOURCE MANAGEMENT**

### **UNIT I**

Meaning of Human Resource Management, Evolution of HRM, and 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, Appraisal 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 Reading:**

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

## **MBA 301: 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 police, 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 Reading:**

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

## **MBA 302: TOTAL QUALITY MANAGEMENT**

### **UNIT I**

Principles of quality management, Definitions of quality, Quality philosophies of Deming, Juran and Crosby, 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 Reading:**

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

**MBA-303: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT****UNIT I**

Evolution and concept of entrepreneurship, Concept of entrepreneur. Manager, Entrepreneur, 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 bs:’ McClelland. X-EtTiciency Theory by Leibenstein. Theory of Profit by Knight. Theory of Social change by Everett Hagen, Entrepreneurial teurld traits, Este:onal influences on entrepreneurship development: Socio-cultural, Polit cal, Economical, Personal. Entrepreneurial success and failure: Reasons and remedies. Scope Of small business. Activities; Place in national economy; Institutional swoon programmes; Role and functions of major support institutions such as SIB. CSIO, SSDO, SISIs. Etc; Entrepreneurship development programme 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 organization Entrepreneurship and Management, Training and Development programme: Evaluation of entrepreneurship development; Development or support system, Need of license. Capital issues and legal environment of business Entrepreneurship 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. Angle capitalist

**UNIT IV**

Rote of Central Government and State. Government en 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, 5151 - Small Industries Services Institute 3. EDIT Entrepreneurship Development Institute of India,/. NIESBUD -. National Institute of Entrepreneurship and Small Business Development 5. NEDB National Entrepreneurship Development Board.

**Suggested Reading:**

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 - Mar C.J. Dollinger.

## **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 market Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process.

### **Suggested Reading:**

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

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 Ed.)
4. Still Richard R. Cundiff Edward W. and Govoni Norman A.P. Sales Management: Decisions, Strategies and Cases (Pearson Education 5th Ed.)
5. Rosenbloom - Marketing Channels (Cengage Learning, 7th Ed.)
6. Johnson and Mashall - Sales Force Management (Tata Mc Graw Hill, 8th Ed.)
7. Coughlan A.T. Stem Louls W. EL-Ansary A.I. And Anderson E- Marketing Channels (Prentics Hall of India, 6th Ed.)



## **MBA-HR-01: HUMAN RESOURCE AND ORGANIZATIONAL 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 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 Editions, Pearson Educations.
3. Wendell L. French and Cecil H. Bell, Organizational Development 6th Edition, Prentice Hall.

**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

**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.
5. Ratna Sen. Industrial Relation in India, Macmillan India.
6. V.G. Goshwami, Labour and Industrial Law.

## **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 vs. 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. Mishikin, 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 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 & SSE. 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 RSI, 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 w 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.

## **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 kind Measures to minimize Political Risk. Legal Environment-legal Systems, Legal Form of Organization, Multiplicity & 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 Sides Negotiations

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

International Organizational Control

#### **Suggested Reading:**

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

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

## **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 STOP Study, OCR, 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 IS 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 Rangaragjan Krish Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.)
4. Budhiraja S.B. and Athreya M.B. Cases in Strategic Management (tata Mc Graw Hill 1st Ed.)
5. Kazmi Azar - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd 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 Polity and Strategy (AITBS)

## **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 Information System, MIS & Tools 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 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. Gordon 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.



## **MBA MK-03: RETAILING**

### **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 end 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 SCORE, 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 Internalization Process, Culture, Business and International Management,

### **Suggested Reading :**

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

## **MBA-MK-04 SERVICE MARKETING**

### **UNIT I**

#### **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<sup>4</sup> in Services Marketing:**

**Product**, Price, Place, Promotion, People, Physical Evidences end **Process Decisions**.

### **UNIT III**

**Service Management Process; Internal, External and-Interactive Consumer Behavior in Service. Encounter; Demand Management in Services. Managing Service quality and Productivity**

**Concept, Dimensions and process. Service quality models** (Gronnos 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 Won-Profit Organizations and NGOs; Relationship Marketing (CRM) and Customer Satisfaction Measure.

#### **Suggested Reading:**

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

## **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 **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 - issue 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 Knowledge based world, Pearson Education Ltd.
5. K.N. Subramaniam Wages in India
6. A.M. Sharma Understanding Wages System, Himalaya Publishing Co.

**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

The Payment of Bonus Act, 1965

**UNIT IV**

The Payment of Gratuity Act) 1972 The  
IA/eternity Benefit Act 1961

**Suggested Reading:**

1. P.K. Padni, 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. Goshwami Labour and Industrial Law, Central Law Agency

## **MBA FM 03: PROJECT MANAGEMENT**

### **UNIT-I**

Project Management

Meaning of Project Management. Forms of Perfect 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 - 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 -**

Working Capital requirement and its financing, profitability projections and projected cash flow statement and balance sheet.

#### **Suggested Reading:**

1. Prasanna Chandrea - Project Planning Analysis Selection Implementation and Review - Tata Mc Graw 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 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 Taxes planning in respect of Capital Structure Decision. Dividend policy, inter corporate Dividend, Bonus Share, own or lease, Make or Buy decisions, repair, Replacement, Renewal. Renovation of an Asset 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, 20th Ed.)
2. Lakhoita R N - How to Save Wealth Tax (Vision Book 2001, 9th 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, 40th Ed.)
6. Datey V.S. Indirect Taxes - Law & Practice (Taxmann, 20th Ed.)

## **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 Waifs. 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 **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 Sates 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'/OB'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 Reading:**

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 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)