



SHIVAJI UNIVERSITY, KOLHAPUR

CENTRE FOR DISTANCE EDUCATION

Accounting & Finance for Managers

For

MBA (Executive) Distance Mode Course

and

MBA Distance Mode Course

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Moulana Azad Mukht Vidyapeeth, Gachi Bawli,
Hyderabad-32.
- **Dr. P. R. Choudhari**
M. J. College, Jalgaon

Writers Team

Authors	Unit No.
Dr. V. A. Patil, DRK College of Commerce, Kolhapur.	1, 4
Dr. Gurunath J. Fagare, S. B. Khade Mahavidyalaya, Koparde, Tal. Karveer, Dist. Kolhapur.	2, 5
Shri. S. S. Kulkarni Night College of Commerce, Kolhapur.	3, 7
Shri. K. V. Marulkar, Dept. of Commerce, Shivaji University, Kolhapur.	6, 8

■ **Editor** ■

Shri. S. S. Kulkarni
Night College of Commerce,
Kolhapur.

Shri. K. V. Marulkar,
Dept. of Commerce,
Shivaji University, Kolhapur.

Preface

We are proud to present this book entitled "Accounting and Finance for Managers". Nowadays, accounting has become the language of the business. Every business organisation when speaks about its performance, takes the help of its accounts. Similarly finance has also become the lifeblood of any business activity. It facilitates smooth running of the business. Advancements in the world of accounting and finance are taking place at a rapid pace. In order to sustain in the real-world practice, even a layman needs to acquaint himself with accounting and finance.

The present book facilitates understanding of basic accounting principles, concepts and conventions. It also helps to understand the cost accounting principles. Further the important aspect of decision making through accounting and finance has also been dealt with in the book with the help of analysis of financial statements and marginal costing. This will particularly be helpful to the future managers for developing their theoretical knowledge as well as for enhancing their analytical skills required for decision making in tomorrow's competitive world.

We are thankful to the authors who have tried their best to bring forward the latest information. An attempt has also been made to explain the terms in a simplified manner. More or less, the contents have been exhaustive as per the syllabus. We have tried to maintain the unanimity and sequence in all the units and we have pleasure to record the cooperation given by the authors in this respect.

We hope that this book contributes in the understanding of accounting & finance in the life 'would-be-managers' and imparts a sense of excitement. We also welcome any suggestions, comments on the book from students/teachers.

Shri. S. S. Kulkarni & Shri. K. V. Marulkar
Editors

**MBA (Executive) Distance Mode Course and
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Accounting & Finance for Managers**

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Shivaji University, Kolhapur

Shri. M. A. Kakade

Controller of Examinations,
Shivaji University, Kolhapur

Shri. N. V. Kongale

Finance and Accounts Officer,
Shivaji University, Kolhapur

Capt. Dr. N. P. Sonaje

(Member Secretary)

Ag. Director,

Centre for Distance Education,
Shivaji University, Kolhapur.

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Moulana Azad Mukht Vidyapeeth, Gachi Bawli,
Hyderabad-32.
- **Dr. P. R. Choudhari**
M. J. College, Jalgaon

Writers Team

Authors	Unit No.
Dr. Santosh Shah Law Department, Shivaji University, Kolhapur.	1, 5
Dr. S. A. Somvanshi N-6, CIDCO, Mahatma Gandhi Institute of Mgt. Aurangabad.	6, 7
Mr. M. C. Sheikh Shahaji Law College, Kolhapur.	2, 8
Mrs. Geetanjali Deshmukh MBA Unit, Shivaji University, Kolhapur.	3, 4

■ **Editor** ■

Mrs. Geetanjali Deshmukh
MBA Unit,
Shivaji University, Kolhapur.

Preface

It gives us immense pleasure to present this book on 'Business Law' to the students of Business Management. Legal education has become very essential in today's world. This need of knowledge of law becomes even more significant to business managers as there exists an entire gamut of corporate laws that control, regulate, promote or facilitate business activities. Every business organization has to act within the legal framework that is laid down in the country for the purpose of carrying out business activity. Hence, every business manager must have the knowledge of the laws in that regard. Although, a manager is not expected to know each and every branch of law, he/she is expected to possess the knowledge of atleast the basic rules and regulations by which the business organization is governed.

Thus, the main purpose of this book is to provide the knowledge of the fundamental principles of Business Law to business managers. An attempt has been made to present the contents in a simple, but comprehensive manner. Legal jargon has been avoided wherever possible so that students do not find it difficult to understand the meaning of the topics.

The book begins with an Introductory topic which deals with the meaning of law and its object and the necessity of the knowledge of law. Thereafter, the meaning of the term 'Business Law' is given and the topic ends with the legal system in India and the core commercial laws of India.

Units 2-8 incorporate seven (7) important legislations that form part of the core commercial laws of India and are very essential from a business managers point of view. Every unit is provided with keywords to assist the students and also carries exercises. A list of books recommended for further reading will also be found at the end of every unit. Field work given in the unit should help students to gain some practical knowledge.

The book thus makes a sincere attempt to equip students of Business Management (who are the future managers), with the necessary fundamental knowledge of Business Law.

Mrs. Geetanjali Deshmukh
Editor

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'Atharvaprassad', T-3, 32/11,
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Shivaji University, Kolhapur.

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Kai. S. B. Khade Mahavidyalaya, Koparde, Tal.
Karveer, Dist. Kolhapur.

+ **Shri. B. S. Sawant**
Dhananjayrao Gadgil Department of Business
Edu. & Research Commerce, Satara.

+ **Shri. R. B. Teli**
Shivaraj College of Arts and Commerce, D. S. Kadam
Science College, Gadhinglaj, Dist. Kolhapur

+ **Shri. P. B. Patil**
S-2, Vijaymala Residency, Rajendranagar Road, Kolhapur.

+ **Dr. R. B. Gokakkar**
Dept. of Economics, Karnataka University,
Dharwad.

+ **Dr. A. C. Bhawasar**
1165, Shramsaphalya, Malegaon Caimp, Dist.
Nashik, Pin-423 105.

+ **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Authors	Unit No.
Dr. L. N. Katkar, Department of Mathematics, Shivaji University, Kolhapur.	1, 2
Dr. (Mrs.) Sarita Thakar Department of Mathematics, Shivaji University, Kolhapur.	3, 4
Shri. A. L. Jadhav, H. N. B-2, Vasundhara, Mahalaxmi Park, Rajendra Nagar, Kolhapur.	5, 6
Prof. D. T. Shirke, Dept. of Statistics, Shivaji University, Kolhapur.	7, 8

● **Editor** ●

Dr. L. N. Katkar
Department of Mathematics,
Shivaji University, Kolhapur.

Prof. D. T. Shirke
Dept. of Statistics,
Shivaji University, Kolhapur.

Preface

Large number of students appears for M.B.A. examinations externally every year. In view of this, Shivaji University has introduced the Distance Education Mode for external students from the year 2008-2009, and entrust the task to us to prepare the Self Instructional Material (SIM) for aspirants. An objective of the SIM is to provide students the material on the subject from which they can prepare for examination on their own without the help of a tutor. To day we are extremely happy to present the book on "Mathematics and Statistics for Management" for M.B.A. students as a SIM prepared by well devoted Experts in the subject. We hope that the exposition of the material in the book will meet the needs of all aspirants.

Many times a question is posed before a Mathematician that "What is the use of Mathematics"? I believe that the material of this book is the answer to this question. It is hoped that after going through this book the students will learn how to use their Mathematical knowledge in solving the problems in business and Economics to maximize profit. The book consists of eight units. Unit one contains the complete discussion on functions that appear in Mathematics and Economics. Chapter two deals with the concept of limits and derivatives. As an application of derivative to business and Economics, we apply these concepts to maximize the profits and minimize the losses. Unit 3 and unit 4 deal with determinants and matrices. These are used to solve system of equations appearing in optimality of resource generation. The central idea of mathematical finance is "Money grows with time". This concept of time value of money is dealt in Unit 5. Computational techniques of measures of central tendency such as mean, mode, median, range, quartile deviation, mean deviation, standard deviation etc., are the subject matter of Unit 6. The last two Units 7 and 8 respectively deal with the concepts like Correlation and Regression. Innumerable examples and exercise at the end of each unit are meant for enhancing the enjoyment of mathematics.

We owe a deep sense of gratitude to the Vice-Chancellor Dr. M. M. Salunkhe who has given impetus to go ahead with ambitious projects like the present one. Dr. L. N. Katkar, Dr. Sarita Thakar of Department of Mathematics, Shri. A. L. Jadhav, retired Lecturer from Vivekanand College, Kolhapur and Professor D. T. Shirke Department of Statistics, Shivaji University have to be profusely thanked for the ovation they have poured to prepare the SIM on Mathematics and Statistics for Management. We also thank Director of Centre for Distance Education Prof. Cima Yeole and Deputy Director Shri. Sanjay Ratnaparakhi, Shivaji University, for their help and keen interest in completion of the SIM. Thanks are also due to Dr. Dinde H. T. for computerizing the manuscript neatly and correctly.

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+ **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Author	Unit No.
Dr. V. S. Patil Dean & Head Deptt. Commerce & Management, Shivaji University, Kolhapur	1, 2
Dr. H. M. Thakar Director, MBA Unit, Shivaji University, Kolhapur.	3, 4
Dr. Babu Thomas SIBER, Kolhapur.	5, 6
Dr. A. G. Suryavanshi MBA Unit, Shivaji University, Kolhapur.	7
Dr. Mrs. V. A. Salokhe MBA Unit, Shivaji University, Kolhapur.	8

● **Editor** ●

Dr. H. M. Thakar
Director, MBA Unit,
Shivaji University, Kolhapur.

Preface

All the organizations now a days look for such employees, who are having emotional intelligence. The modern organizations require motivated work force to attain the goals of high productivity and high profit. It is very easy to control the physical resources like money, material and machines. But it is very difficult to control the human beings. Because human behaviour is very complex in nature. We cannot predict why the individual behaves in a particular way in a particular time. Organizational behaviour is the subject which makes indepth analysis of human behaviour at work.

Organizational Behaviour is divided into Eight units. Unit 1 introduces the subject. Unit 2 describes about individual behaviour, i.e. the personality, perception, attitude and value affecting human behaviour. Unit 3 is related with learning, theories of learning, factors affecting learning, and Behaviour Modification. Unit 4 describes about motivation, theories of motivation, the role of money and non financial incentives in the motivation. Unit 5 discuss about stress, its causes and consequences on individuals. Unit 6 is related with Interpersonal Behaviour, where group dynamics, theories of group formation, conflict and levels of conflict had been discussed in detail. Unit 7 describes about leadership, theories of leadership, power and authority. Unit 8 discuss the macro perspective of organizational behaviour, organizational change and organizational development.

The layout and format of the subject matter is giving stress on self learning. The keywords and summary is provided at the end of every unit.

We sincerely acknowledge those authors of books and articles from which we could get valuable inputs to develop the subject matter of this book. We also welcome the suggestions towards the improvement in the text.

KOLHAPUR.

Dr. H. M. Thakar
Editor
Director, MBA Unit
Department of Commerce and
Management,
Shivaji University, Kolhapur.

**MBA (Executive) Distance Mode Course and
MBA Distance Mode Course
Organizational Behaviour**

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Business Communication

For

MBA (Executive) Distance Mode Course

and

MBA Distance Mode Course

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Dean, Faculty of Science,
Shivaji University, Kolhapur.

Prof. (Dr.) S. A. Bari
Director, Distance Education,
Kuvempu University, Karnataka.

Dr. Rajendra D. Kankariya
Registrar,
Shivaji University, Kolhapur.

Shri. B. S. Patil,
Finance and Accounts Officer,
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Prof. (Dr.) U. B. Bhoite,
Lal Bahadur Shastri Marg,
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Prof. (Dr.) A. N. Joshi,
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Y. C. M. O. U. Nashik.

Shri. J. R. Jadhav,
Dean, Faculty of Arts & Fine Arts,
Shivaji University, Kolhapur.

Dr. K. N. Sangale,
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Shivaji University, Kolhapur.

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Head, Department of Commerce and
Management, Shivaji University, Kolhapur.

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Shikshan Maharshi Dr. Bapuji Salunkhe
Mahavidyalaya, Miraj, Dist. Sangli

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Arts, Commerce & Science College, Palus, Tal.
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+ **Shri. B. S. Sawant**
Dhananjayrao Gadgil Department of Business
Edu. & Research Commerce, Satara.

+ **Shri. R. B. Teli**
Shivaraj College of Arts and Commerce, D. S. Kadam
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S-2, Vijaymala Residency, Rajendranagar Road, Kolhapur.

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Dept. of Economics, Karnataka University,
Dharwad.

+ **Dr. A. C. Bhawasar**
1165, Shramsaphalya, Malegaon Caimp, Dist.
Nashik, Pin-423 105.

+ **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Authors	Unit No.
Prof. Dr. (Ms.) Cima M. Yeole Centre for Distance Education, Shivaji University, Kolhapur.	1
Dr. Sahadev A. Chougule Salas, 1182/183, Plot No. 15, 8th Lane Rajarampuri, Kolhapur.	2, 6, 8
Dr. Shubhada Kulkarni, Institute of Management And Research, Jalgaon.	3, 4
Dr. M. V. Rodriques Plot No. 12, Rajlaxmi Park, Sarnaik Mal, Samrat Nagar, Kolhapur-416 008.	5
Dr. N. S. Maner 1659, Balaji Garment Complex 8th Lane, Rajarampuri, Kolhapur.	7

● **Editor** ●

Dr. M. V. Rodriques
SIBER, Kolhapur.

Preface

It gives me a great pleasure to introduce this book on 'Business Communication' as self-instructional material for M.B.A. (Ex.) students of Centre for Distance Education, Shivaji University, Kolhapur.

The book contains eight units which cover some important aspects of managerial communication in business situations. The first unit deals with meaning, process, significance, objectives, forms and barriers to communication. The second and third units cover the written media of business communication like business letters and applications. The fourth unit deals with business reports. The fifth unit covers the topic of oral communication. The sixth unit deals with group discussion and interviews. The seventh unit deals with the non-verbal media of communication like gestures, postures, body language, facial expression and dress codes. The last unit deals with the application of electronic media like telecommunications, teleconferencing, FAX, e-mail etc.

I am grateful to all those who wrote different units of this books. I thankfully acknowledge the co-operation, guidance and assistance of Centre for Distance Education, Shivaji University, and the University Press.

Suggestions for improvement may kindly be sent to the Director, Centre for Distance Education with due reference to the subject of the book.

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Dr. M. V. Rodrigues
Editor

**Master of Business Administration (MBA) Courses
through Distance Mode**

Business Communication

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**Information Technology for
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For

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and

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Shivaji University, Kolhapur.

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Kuvempu University, Karnataka.

Dr. Rajendra D. Kankariya
Registrar,
Shivaji University, Kolhapur.

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Finance and Accounts Officer,
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Lal Bahadur Shastri Marg,
Bharati Vidyapeeth, Pune.

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Y. C. M. O. U. Nashik.

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Shivaji University, Kolhapur.

Dr. K. N. Sangale,
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Karveer, Dist. Kolhapur.

+ **Shri. B. S. Sawant**
Dhananjayrao Gadgil Department of Business
Edu. & Research Commerce, Satara.

+ **Shri. R. B. Teli**
Shivaraj College of Arts and Commerce, D. S. Kadam
Science College, Gadhinglaj, Dist. Kolhapur

+ **Shri. P. B. Patil**
S-2, Vijaymala Residency, Rajendranagar Road, Kolhapur.

+ **Dr. R. B. Gokakkar**
Dept. of Economics, Karnataka University,
Dharwad.

+ **Dr. A. C. Bhawasar**
1165, Shramsaphalya, Malegaon Caimp, Dist.
Nashik, Pin-423 105.

+ **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Authors	Unit No.
Dr. B. S. Sawant, Director, KBP Institute of Management, Satara	1, 2
Shri. M. B. Sawant Ruturej, 105, B, Plot No. 6, Swaraj Nagar, Golibar Maidan, Godoli, Satara.	3, 4
Smt. A. S. Kadam, KBP Institute Management & Research C/o. Shivaji College, Satara	5, 6
Smt. M. M. Jagtap KIT College, Kolhapur.	7, 8

● **Editor** ●

Dr. B. S. Sawant,
Director,
KBP Institute of Management, Satara.

Preface

This book is devoted to the subject of Information Technology for Management and is intended for the MBA learner as well as for those who need to learn about information technology. The book follows the syllabus of information technology for management for MBA Part-I Semester-I.

I have not followed the individual units in order in which they appear in the syllabus for the sake of continuity and presentation. The student should rest assured, however, that all of the units in the syllabus have been completely covered,

This book divided into eight units. In Unit 1 Introduction to information technology, its concept, components and their applications in management, hardware and software and peripherals industry in India is explained, Unit 2 introduces computer as a tool of Information Technology, it includes hardware, software, input-output devices, number systems, codes, computer languages and compilation process. Unit 3 introduces system programs such as assembler, compiler, linker and loader. Unit 4 deals with operating system, its architecture, and functions of Windows, DOS, Linux and Unix. Unit 5 gives an insight of windows and components of MS-Office. Unit 6 covers complete networking and topology. Unit 7 explains concept of Internet and its details, Unit 8 deals with the concept of E-Commerce, its types and application and technology used for it.

This book maintains a simple and easy-to-understand style of narration and every effort have been made to reader the presentation interesting. The entire field of the subject dealt with has been covered. This will enable the readers to use the book effectively for self-study.

We would like to express our appreciation to Shivaji University, Kolhapur, authority for their encouragement and valuable guidance in bringing and this text.

We are grateful to Mrs. M. B. Sawant, Mrs. A. S. Kadam, and Mrs. M. M. Jagtap for their efforts and cooperation to accomplish this task efficiently and effectively.

Dr. B. S. Sawant
Editor

**Master of Business Administration (MBA) Courses
through Distance Mode
Information Technology for Management**

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Managerial Economics

For

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and

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Shivaji University, Kolhapur.

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Kuvempu University, Karnataka.

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Karveer, Dist. Kolhapur.

+ **Shri. B. S. Sawant**
Dhananjayrao Gadgil Department of Business
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+ **Shri. R. B. Teli**
Shivaraj College of Arts and Commerce, D. S. Kadam
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1165, Shramsaphalya, Malegaon Caimp, Dist.
Nashik, Pin-423 105.

+ **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Author	Unit No.
Dr. Dattatray G. Chowgule, Reader & Head, Business Economics, The New College, Kolhapur.	1, 2
Dr. L. N. Ghatage Chh. Shivaji College, Satara	3
Dr. Santosh Yadav Bharathi Vidyapeeth's Institute of Management, Kolhapur	4
Dr. J. F. Patil, Akshay B-6, Tara Terraces, Samrat Nagar, S.S.C. Board Road, Kolhapur-8.	5, 6
Dr. Smt. V. S. Apte DRK College of Commerce, Kolhapur.	7, 8

● **Editor** ●

Prof. (Dr.) J. F. Patil,
Akshay B-6, Tara Terraces,
Samrat Nagar, S.S.C. Board Road, Kolhapur-8.

Preface

It gives us great pleasure in presenting this book on Managerial Economics, as Self Instructional Material for M.B.A. (Executive) and M.B.A. Distance Mode students of Centre for Distance Education, Shivaji University, Kolhapur.

The book contains eight units which deal with important aspects of Economics which are of more direct and applied use for business managers and entrepreneurs. The units deal with introduction to managerial economics, demand analysis, production and cost, pricing in different market structures, various pricing practices, decision analysis, profit management and macro-economic analysis, relevant for business decision making and planning. Wherever necessary illustrations, diagrams, charts, etc. are used. Attempt has been made to make the writing simple with conceptual clarity and scientific rigour.

We are grateful to all those who worked on different units. Cooperation and guidance and assistance from Centre for Distance Education and University Press is thankfully acknowledged.

Suggestions for improvement may kindly be sent to Director, Centre for Distance Education with due reference to the subject of the book.

Kolhapur.
July, 2008

Prof. (Dr.) J. F. Patil
Editor

**MBA (Executive) Distance Mode Course and
MBA Distance Mode Course
Managerial Economics**

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Principles of Management

For

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and

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Shivaji University, Kolhapur.

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Dean, Faculty of Science,
Shivaji University, Kolhapur.

Prof. (Dr.) S. A. Bari
Director, Distance Education,
Kuvempu University, Karnataka.

Dr. Rajendra D. Kankariya
Registrar,
Shivaji University, Kolhapur.

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Finance and Accounts Officer,
Shivaji University, Kolhapur.

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Lal Bahadur Shastri Marg,
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Dept. of Economics, Karnataka University,
Dharwad.

+ **Dr. A. C. Bhawasar**
1165, Shramsaphalya, Malegaon Caimp, Dist.
Nashik, Pin-423 105.

+ **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Authors	Unit No.
Dr. M. S. P. M. Charantimath, 77, Vadgaon Road, Adarsh Nagar, Hindwadi, Belgaum, IMER, Belgaum	1, 2
Dr. Varsha Maindargi Kamala College, Kolhapur.	3, 4
Dr. N. V. Shah Shahaji College, Kolhapur.	5, 6
Dr. V. A. Salokhe, MBA Unit, Shivaji University, Kolhapur.	7, 8

● **Editor** ●

Dr. V. S. Patil
Dean & Head,
Deptt. of Commerce & Management,
Shivaji University, Kolhapur.

Preface

Principles of Management is one of the basic Courses both at undergraduate and post-graduate levels of management Studies in all Universities/Institutions in India and abroad. Principles of Management deals with the fundamental concepts, principles and theories of Management. This course aims at providing adequate Knowledge of theory and practice of Management in general. Anyone who intends to enter in to the vast field of Management Studies must have proper and adequate understanding of this course to proceed further in advanced courses and specializations in Management Studies.

The present book consists of eight units and covers topics right from Introduction to Management to International Management. The learners are exposed to almost all Concepts, theories and principles of management as a Science. The whole process of management is discussed in the book by devoting separate unit for each of the main functions of management. An attempt is also made to take a critical review of how the management thought has developed over a period of time. It is interesting to understand the historical development of management as a science. The major Contributions towards management thought by various thinkers, the classical, neo-classical and modern schools have been elaborated. Another important aspect which needs to be understood is the study of Business Environment. Business Environment is constantly changing and the enterprises have to keep a proper pace with these changes. The book devoteds a separate unit on study of Business Environment.

Today we are in the age of Globalization and the management has acquired its international dimension. The last unit of the present book deals with International Management. The concepts like MNCS, multicultural management, transnational management have properly brought under the preview of this unit.

As to the layout and format of the subject matter the self-learning style is adopted. The internal check list to understand the progress of learners are provided. The keywords and Summary is provided at the end of every unit. Wherever necessary, field study exercises, case studies and questions for self study are provided.

We sincerely acknowledged those authors of books and articles from which we could get valuable inputs to develop the subject matter of this book. We also welcome the suggestive towards the improvement in the text.

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Dr. V. S. Patil
Dean & Head,
Deptt. Commerce & Management
Shivaji University, Kolhapur

**Master of Business Administration (MBA) Courses
through Distance Mode**

Principles of Management

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CENTRE FOR DISTANCE EDUCATION

**Application of Operation
Research in Management**

(M.B.A. Paper-14)

For

MBA (Executive) Distance Mode Course

and

MBA Distance Mode Course

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Dhananjayrao Gadgil Department of Business
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Kolhapur.

Centre for Distance Education
Shivaji University,
Kolhapur.

**Application of Operation Research in
Management
(M.B.A.) Paper-14**

Writers Team

Author	Unit No.
Dr. C. S. Manjarekar Department of Mathematics, Shivaji University, Kolhapur.	3, 4
Dr. H. T. Dinde, KBP College, Islampur, Dist. Sangli	1, 2, 7, 8
Dr. R. N. Ratthali Statistics Department, Shivaji University, Kolhapur.	5, 6

■ Editor ■

Dr. C. S. Manjarekar
Department of Mathematics,
Shivaji University, Kolhapur.

Preface

Large numbers of students appear for M.B.A. Examination externally every year. In view of this, Shivaji University has introduced the Distance Education Mode for external students from the year 2007-08, and entrusted the task to us to prepare the Self Instructional Material (SIM) for aspirants. An objective of the SIM is to provide students the material on the subject from which they can prepare for examination on their own without the help of a tutor. Today we are extremely happy to present the book on Application of Operation Research in Management for M.B.A. students as a SIM prepared by the well devoted experts in the subject. We hope that the exposition of the material in the book will meet the needs of all aspirants.

This book introduces the students to some of the important topics in operation research. The first two units deal with the most important topic i.e. introduction to O.R. and linear programming, which are concerned with the determination of a minimum or maximum of functions of several variables, which are required to satisfy the number of constraints (such solutions are required in diverse fields like engineering, management science, computer science, economics etc.) In units 3 and 4 we consider two well known special linear programming models, namely assignment and transportation models. These models are not representative of a particular situation but may arise in many physical situations that have nothing to do with transportation and assignment. In units 5 to 8 we consider important topics like Queuing and inventory theory, network analysis and simulation.

The study of queues is mainly applied in the field of business, industries, engineering and because of inventory models it is possible for a businessman to get maximum profit by carrying stock of goods properly. Simulation is a technique useful in solving a business problem where many values of the variables are not known, or partly known in advance and there is no easy way to find these values. Network scheduling is a technique used for planning and scheduling large projects in the various

fields.

We owe a deep sense of gratitude to the Vice-Chancellor Dr. M. M. Salunkhe who has given impetus to go ahead with ambitious projects like the present one Dr. R. N. Rattihalli, Dr. H. T. Dinde have to be profusely thanked for the ovation they have poured to prepare the SIM for M.B.A.

We also thank Prof. M. S. Chaudhary, Head, Department of Mathematics, Shivaji University, Director, Centre for Distance Education, Mrs. Cima Yeole and Deputy Director Shri. Sanjay Ratnaparakhi for their help and keen interest in completion of the SIM. We thank all the unit writers and also officers and employees of Centre for Distance Education and University Press for their enthusiastic co-operation.

Kolhapur.

Dr. C. S. Manjarekar
Editor

**MBA (Executive) Distance Mode Course and
MBA Distance Mode Course
Application of Operation Research in Management**

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Application of Research Methodology in Management

(M.B.A. Paper-15)

For

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Shivaji University,
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Shivaji University, Kolhapur.

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Mahavidyalaya, Miraj, Dist. Sangli
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Dhananjayrao Gadgil Department of Business
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Science College, Gadhinglaj, Dist. Kolhapur
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Kolhapur.
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Dept. of Economics, Karnataka University,
Dharwad.
- **Dr. A. C. Bhavsar**
1165, Shramsaphalya, Malegaon Caimp, Dist.
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Kolhapur.

Centre for Distance Education
Shivaji University,
Kolhapur.

**Application of Research Methodology
in Mgt.
(M.B.A.) Paper-15**

Writers Team

Author	Unit No.
Dr. G. Harish SIBER, Kolhapur	1, 8
Dr. P. M. Herekar Devchand College, Arjunnagar.	2, 4
Dr. H. T. Dinde KBP College, Islampur, Dist. Sangli.	3
Dr. B. V. Dandra Gulbarga University, Gulbarga.	5
Prof. (Smt.) Bindu Menon DRK College of Commerce, Kolhapur.	6, 7

■ **Editors** ■

Dr. V. S. Patil
Dean & Head Deptt.
Commerce and Management,
Shivaji University, Kolhapur.

Prof. D. T. Shirke
Dept. of Statistics,
Shivaji University, Kolhapur.

Preface

Research Methodology is one of the important courses in post graduate level in Management Studies. M. B. A. being very popular course of management studies can hardly ignore its inclusion in the curriculum. Our university while launching M. B. A. programme on distance mode has taken responsibility to provide Self Instructional Material for each of the Courses. The present volume aims at providing such study material for the course on "Research Methodology".

Research methods in management do not fundamentally differ from research methods for social sciences. However the subject matter and the problems in management studies differ from those of other social sciences. To a major extent though not entirely, the research in management is applied research. The field of management studies is becoming broad so as to include the new and new areas like quantitative techniques, IT techniques, social responsibility, business ethics, corporate values and so forth. This has necessitated the use of new and more sophisticated tools and techniques in management research.

This volume is expected to meet the needs of students in the study of research methodology for management. The syllabus of the said course attempted to be covered fully. There are eight units which deal with different aspects. Almost all the topics research methodology for management are covered. As like other volumes of SIM, an attempt is made to present the matter in such a way that the learner will be able to understand it by self study. The units like Research design, scaling techniques, Testing of hypothesis do require careful study because of their utmost importance in the process of research. The nature and scope of research in different functional areas of management viz. production, finance, marketing and Human Resources.

While developing the text of each unit various books and reports have been used. We would like to acknowledge the authors of all such books for their help. We also would like to welcome constructive suggestions to improve the quality of study material of this book.

Kolhapur.

Dr. V. S. Patil
Editor

**MBA (Executive) Distance Mode Course and
MBA Distance Mode Course
Application of Research Methodology in Mgt.**

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Nashik, Pin-423 105.
- **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Author	Unit No.
Dr. Rajkumar Waingade, KIT College, Kolhapur.	1
Dr. Anil Wavare Chh. Shivaji College, Satara	2, 4
Dr. Santosh K. Yadav Bharathi Vidyapeeth's Institute of Management, Kolhapur	3
Dr. J. F. Patil, Akshay B-6, Tara Terraces, Samrat Nagar, S.S.C. Board Road, Kolhapur-8.	5
Dr. Dattataray G. Chowgule, Reader & Head, The New College, Kolhapur.	6, 8
Dr. P. B. Kulkarni Principle, Babasaheb Chitale Mahavidyalay, Bhilwadi, Dist. Sangli.	7

■ Editor ■

Prof. (Dr.) J. F. Patil,
Akshay B-6, Tara Terraces,
Samrat Nagar, S.S.C. Board Road, Kolhapur-8.

Preface

It gives us great pleasure in making this Self Instructional Material (SIM) available to the students of M.B.A. both Executive and Distance Mode run by Centre for Distance Education, Shivaji University, Kolhapur for the paper "Business & Economic Environment".

This book contains upto date material regarding units like introduction to Indian Economy, profile of Indian agriculture and industry, industrial growth, Reserve Bank of India, monetary and fiscal policies, history of Indian planning, recent plans and liberalization, privatization and globalization as also topics like international trade, theories of rate of exchange and balance of payments.

The whole material is rich with latest available statistical and descriptive data. Assepts have been made to give precise analysis of economic development as it evolved in India. Unit writers have put in great efforts in presenting great deal of information in a compact manner without adversely affecting utility of the writing. Data sources have been in indicated. List of books reffered to and necessary for further reading is given at the end of each unit.

We are confident that this book will be of great use to the students of M.B.A. courses. Suggestions for further improvement are welcome. The same may kindly be addressed to Director, Centre for Distance Education, Shivaji University, Kolhapur.

We thank all the unit writers as also officers and employees of Centre for Distance Education and University Press for their enthusiastic co-operation.

Kolhapur.

Prof. (Dr.) J. F. Patil
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**MBA (Executive) Distance Mode Course and
MBA Distance Mode Course
Business & Economic Environment**

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SHIVAJI UNIVERSITY, KOLHAPUR

CENTRE FOR DISTANCE EDUCATION

Financial Management

(M.B.A. Paper-10)

For

MBA (Executive) Distance Mode Course

and

MBA Distance Mode Course

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1165, Shramsaphalya, Malegaon Caimp, Dist.
Nashik, Pin-423 105.
- **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Author	Unit No.
Dr. Anil G. Suryavanshi, MBA Unit, Department of Commerce and Management, Shivaji University, Kolhapur-416 004.	1, 2, 8
Mr. S. M. Sonalkar M. J. College of Arts & Commerce, Jalgaon,	3, 4
Dr. Shrikrishna Mahajan Dept. of Commerce and Management, Shivaji University, Kolhapur.	5, 6, 7

■ **Editors** ■

Dr. Shrikrishna Mahajan
Dept. of Commerce and Management
Shivaji University, Kolhapur.

Dr. Anil G. Suryavanshi,
MBA Unit,
Dept. of Commerce and Management
Shivaji University, Kolhapur.

Preface

Finance is not isolated, but it is integrated function. Financial Management aims at owners' wealth maximization. It is growing and developing subject. On one hand, it covers financial decisions such as financing decisions, investment decisions and dividend decisions. On the other hand, it refers to estimation, analysis and management of financial resources with the organization. But this book does not cover entire financial management but restricted to the syllabus of Paper No. 10 of M.B.A. Semester II. The present book 'Financial Management' has been written with keeping in the view of requirements of the students of the students preparing for this programme. The book has several important features which are as follows :

1. It meets the course requirements of the students in the course of 'Fundamentals of Financial Management' of different universities.
2. The content of the paper has been divided into eight units, as per the syllabus prescribed by the university.
3. The language of this book is simple and lucid.
4. It explains the objectives at the beginning of each unit to know the students what they will learn after studying the respective unit.
5. It includes objective-type questions, essay-type questions and practical problems at the end of each unit.
6. It will be yardstick to understand relative concepts, for business executives.

We are glad to present this book to the readers with some value added features. Hence, they will find that it will be extremely useful to them. The suggestions from readers for the improvement are gratefully acknowledged.

Editors

MBA (Executive) Distance Mode Course
and
MBA Distance Mode Course
Financial Management

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CENTRE FOR DISTANCE EDUCATION

**Human Resources Management
(HRM)**

(M.B.A. Paper-11)

For

MBA (Executive) Distance Mode Course

and

MBA Distance Mode Course

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- **Dr. A. C. Bhavsar**
1165, Shramsaphalya, Malegaon Caimp, Dist.
Nashik, Pin-423 105.
- **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Author	Unit No.
Dr. A. M. Gurav, DRK College of Commerce, Kolhapur	3, 4
Dr. B. S. Kholkumbe Dr. Chintamanrao Institute of Mgt. Sangli	1, 2
Dr. Babu Thomas, SIBER, Kolhapur.	8
Dr. Rajashri Shinde Director, Singhgad Institute of Management, Pune.	5, 6
Smt. Bindu Menon DRK College of Commerce, Kolhapur.	7

■ **Editors** ■

Dr. A. M. Gurav,
DRK College of Commerce, Kolhapur

Preface

Human Resource Management is the basic resource management in the organization. India is second largest country in the area of Human Resource. HRM is such a management philosophy where human activities are managed. Among all resources HR is vital in the organization because this resource helps in value addition. For conversion of any raw material into finished product, HR is required. Now a-days this resource has become the most significant resource in the business world. In LPG scenario the whole world has become a labour market, hence talented HRM becomes essential in all organizations.

This book covers Human Resource Management which includes, HRM in a Dynamic Environment, Human Resource Planning, Procurement and Placement, Maintenance of Manpower, Compensation Management, Employees Separation and Superannuation and New Trends in HRM. Unit No. 1 and 2 (Human Resource Management, HRM in a Dynamic Environment) has been written by Dr. Khulkhumbhe, Unit No. 3 and 4 (Human Resource Planning, Procurement and Placement) has been written by Dr. A. M. Gurav, Unit No. 5 and 6 (Maintenance of Manpower, Compensation Management) are written by Dr. Rajashri Shinde, Unit No. 7 (Employees Separation and Superannuation) has been written by Smt. Bindu Menon and Unit No. 8 (New Trends in HRM) is written by Dr. Babu Thomas.

I sincerely thank all authors and the Shivaji University authorities for making this Self Instructional Material (SIM) possible.

Kolhapur.

Dr. A. M. Gurav

Editor

**MBA (Executive) Distance Mode Course and
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Human Resources Management (HRM)**

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Marketing Management

(M.B.A. Paper-9)

For

MBA (Executive) Distance Mode Course

and

MBA Distance Mode Course

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Kolhapur.

Centre for Distance Education
Shivaji University,
Kolhapur.

**Marketing Management
(M.B.A.) Paper-9**

Writers Team

Author	Unit No.
Ms. D. R. Ingavale, MBA Unit, Shivaji University, Kolhapur.	1, 5
Dr. Sarang Bhola KBP Institute of Management, Satara	2, 4, 6
Shri. R. M. Yalhatti, S/8, 2nd Floor, Devela Complex, Highway Road, Post Miraj-416 410	3, 7, 8

■ **Editor** ■

Dr. M. M. Ali
SIBER

Preface

Thank you for being one of the learner of MBA Executive (Distance mode). Exciting new changes are coming to the marketing field and that we can help the present and future marketing managers to perform their work more efficiently and effectively.

Marketing is a practical discipline. Marketing is social science based on theories and concepts. Thus the study material prepared by the team of experts reflects the applied approach. You will definitely appreciate and understand it when you enter the marketing field after discovering the direct relevance of what you have learnt.

Marketing is an exciting, energizing and enthusiastic discipline. We have therefore, put in lot efforts at making the instructional material intelligible, interesting and a good reading matter. We have provided you with our best writing to generate interest as you proceed reading chapter by chapter.

This study material has been organized under eight units. The first unit starting with Marketing Management in which the basic concepts of marketing have been clarified, while the second unit deals with the Marketing Research and the details of Marketing Information System. The third unit highlights the Consumer Behaviour aspects. In this unit an indepth discussion has been carried out pertaining to the consumer and his/her behaviour. The answer to the questions; what is market segment? How markets are segmented? What criteria's are used to evaluate the segments? are answered in the fourth unit. The detailed Marketing Mix constitutes the remaining last four units i.e. Product Strategy, Pricing Strategy, Promotion Strategy and the Physical Distribution Strategy.

Kolhapur.

Dr. M. M. Ali
Editor

**MBA (Executive) Distance Mode Course and
MBA Distance Mode Course
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CENTRE FOR DISTANCE EDUCATION

Management Information System

(M.B.A. Paper-13)

For

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and

MBA Distance Mode Course

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Dean, Faculty of Social Sciences,
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Prof. (Dr.) V. S. Patil,
Dean, Faculty of Commerce,
Shivaji University, Kolhapur.

Dr. T. B. Jagtap,
Dean, Faculty of Science,
Shivaji University, Kolhapur.

Prof. (Dr.) S. A. Bari
Director, Distance Education,
Kuvempu University, Karnataka.

Dr. Rajendra D. Kankariya
Registrar,
Shivaji University, Kolhapur.

Shri. A. D. Patil,
I/c. Finance and Accounts Officer,
Shivaji University, Kolhapur.

Prof. (Dr.) U. B. Bhoite,
Lal Bahadur Shastri Marg,
Bharati Vidyapeeth, Pune.

Prof. (Dr.) A. N. Joshi,
Director, School of Education,
Y. C. M. O. U. Nashik.

Shri. J. R. Jadhav,
Dean, Faculty of Arts & Fine Arts,
Shivaji University, Kolhapur.

Dr. K. N. Sangale,
Dean, Faculty of Education,
Shivaji University, Kolhapur.

Prof. Dr. (Smt.) Cima Yeole (Member Secretary)
Director, Centre for Distance Education,
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Mahavidyalaya, Miraj, Dist. Sangli
- **Shri. S. M. Joshi**
Arts, Commerce & Science College, Palus, Tal.
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Kai. S. B. Khade Mahavidyalaya, Koparde, Tal.
Karveer, Dist. Kolhapur.
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Dhananjayrao Gadgil Department of Business
Edu. & Research Commerce, Satara.

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Science College, Gadhinglaj, Dist. Kolhapur
- **Dr. P. B. Patil**
Shri Shahaji Chh. College, Dasara Chowk,
Kolhapur.
- **Dr. R. B. Gokakkar**
Dept. of Economics, Karnataka University,
Dharwad.
- **Dr. A. C. Bhavsar**
1165, Shramsaphalya, Malegaon Caimp, Dist.
Nashik, Pin-423 105.
- **Shri. D. S. Gurav**
Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Writers Team

Author	Unit No.
Shri. K. M. Alaskar Bharati Vidyapeeth University, Institute of Management, Kadamwadi, Kolhapur	1, 6
Shri. N. R. Jadhav Asst. Professor, Bharati Vidyapeeth University, Yashwantrao Mohite Institute of Management, Malkapur, Karad.	2, 3 & 8
Shri. R. P. Joshi alias Parijat Lecturer, Communication, Marketing, OB & Applied Management, Information Technology Member Technology Journalist Association of India.	4, 7
Shri. A. T. Gaikwad Bharati Vidyapeeth University, Institute of Management, Kadamwadi, Kolhapur	5

■ **Editor** ■

Shri. N. R. Jadhav
Asst. Professor,
Bharati Vidyapeeth University,
Yashwantrao Mohite Institute of Management,
Malkapur, Karad.

Preface

The radical changes in today's business world have affected the working style of the manager. For a manager to succeed, mere knowledge and ability to use computers and technology efficiently is not enough. He has to recognize that accurate and complete information is the basis for intelligent decision making. He must have the ability to access, evaluate and use information in multiple formats from multiple sources. A Management Information System (MIS) enables him to do so. MIS is an integration of various other information systems. The main purpose of MIS is to provide information support for the managerial functions. Information has now become a source of competitive advantage. In view of the growing importance, Management Information System is included as one of the core subjects for various Management and Technology courses offered by universities.

This Self Instructional Material (SIM) covers the syllabi requirement of the MBA(Executive) programme. It introduces the concept of MIS, its role, importance and uses in the first unit. In the second unit the various information systems are discussed. The third and fourth units deal with the basics of a computer system and database & database management concepts respectively. The strategic role of information system in an organization is discussed in unit five. Unit six is a detailed account on how to build a information system while unit seven discusses the causes for Information system (IS) success and failure, which is illustrated with the help of a case study. Finally the application of MIS or IS in the various functional areas of a business organization is dealt in detail in the last unit. The main objective of this SIM is to help the students to identify the ways to i) Analyse data and information, ii) Organize information for practical applications and iii) Integrate information into existing body of knowledge and use information in critical thinking and problem solving.

Kolhapur.

Shri. N. R. Jadhav
Editor

**MBA (Executive) Distance Mode Course and
MBA Distance Mode Course
Management Information System**

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Each Unit begins with the section Objectives -

Objectives are directive and indicative of :

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The self check exercises with possible answers will help you to understand the Unit in the right perspective. Go through the possible answer only after you write your answers. These exercises are not to be submitted to us for evaluation. They have been provided to you as Study Tools to help keep you on the right track as you study the Unit.



SHIVAJI UNIVERSITY, KOLHAPUR

CENTRE FOR DISTANCE EDUCATION

**Production and Operations
Management**

(M.B.A. Paper-12)

For

MBA (Executive) Distance Mode Course

and

MBA Distance Mode Course

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**Centre for Distance Education
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■ EXPERT COMMITTEE ■

Prof. (Dr.) M. M. Salunkhe,
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Dr. T. B. Jagtap,
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Geeta Datta, 1182/191, E Ward, Mali Colony,
Kolhapur.

Centre for Distance Education
Shivaji University,
Kolhapur.

Production and Operations Management
(M.B.A.) Paper-12

Writers Team

Author	Unit No.
Prof. B. J. Lathi N. H. 6, IMR, Jalgaon-425001	1, 2, 4
Dr. Shailesh Kasande S-6, 604, Daffodin, Sun Paradise, Face-2, Pune-411051	3
Dr. U. M. Deshmukh SIBER, Shivaji University Road, Kolhapur.	5, 6
Capt. (Dr.) N. P. Sonaje Dy. Registrar, Shivaji University, Kolhapur.	7, 8

■ **Editor** ■

Dr. U. M. Deshmukh
Head,
Department of Operations Management,
SIBER, Shivaji University Road,
Kolhapur.

Preface

The world of operations is an ever-changing one. Technological changes have had considerable influence on the manner in which manufacturing concerns are managed, however, many of the fundamental managerial problems remain unsolved. Materials must be purchased, inventories controlled, and production scheduled whether we are concerned with automobile tyres or computer chips and whether we are producing by hand or with a million-dollar automatic machine. Techniques and approaches for performing these managerial tasks have changed and improved fortunately, but the basic challenges are still present. This edition of Self Instructional Material (SIM) deals with the basic functions and challenges of managers in the business environment. I feel that those are the more complex in all of industry. However, the approaches and solutions discussed have application in almost any type of business endeavor, whether it be a restaurant, a farm, or a bank. The definition of 'production' will vary from business to business but the problems relating to that production will have a great deal in common.

In this endeavor, it gives us a great pleasure in making this Self Instructional Material (SIM) on the subject of "Production and Operations Management" available to the students of MBA (Executive) examination of the centre for Distance Education of Shivaji University.

"Production and Operations Management" is a vital subject of MBA (Executive) syllabus. In this book we have presented study material required for understanding units like production management, plant location and plant layout, types of production system, production planning and control, quality management, maintenance and materials management, purchasing and stores management, inventory management etc.

We have tried our best to present the material with utmost conceptual clarity, necessary theoretical background, appropriate terminology and wherever required explanatory tools. All the unit authors

have taken efforts to reach the required level of precision, quality and simplicity in their writing. Terminology, key words, along with self assessment exercises are also given. Books referred to and necessary for further reading are listed at the end of the units.

We are confident that the book will be of great utility to all readers. Suggestions for further improvement may please be addressed to Director, Centre for Distance Education, Shivaji University, Kolhapur.

We are thankful to all unit authors, officers, and employees of CDE as well as University Press for their prompt cooperation.

Kolhapur.

Dr. U. M. Deshmukh
Editor

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MBA Distance Mode Course
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