

SHIVAJI UNIVERSITY, KOLHAPUR

Revised Syllabus under Academic Flexibility & Credit System

For Master of Business Administration

M.B.A. Part-I Semester- I & II

**Introduced from June 2008 and Onwards
(Subject to the modifications will be made from time to time)**

Submitted by,

Director,
MBA UNIT,
Department of Commerce & Management,
Shivaji University, Kolhapur.
JUNE 2008.

STRUCTURE OF M.B.A. Part-I COURSE

Following changes in Internal / External Marks are recommended from June, 2008.

- Internal/ External 20: 80 Marks
 - Distribution of 20 Marks :
 - Mid Test - 10 Marks
 - Seminar/ Mini Project / Case Study / Group Exercise - 10 Marks
 - Total - 20 Marks
 - External – University will conduct the examination for 80 marks.
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- 50 days In-plant training programme for MBA I year students (immediate after II semester). The students have to submit the project report before the commencement of IV th semester. The viva-voce of project report will be conducted at the end of IV th semester having 100 marks, while the internal marks of project report will be so.

GENERAL STRUCTURE OF QUESTION PAPER FOR ALL SUBJECTS

- **The duration of external question examination is three hours.**
- **In the question paper, a **Case Study of 20 marks** will be asked, which is **compulsory**.**
- **There **will not** be any case study in **Mathematics & Operational Research papers**.**
- **There will be five questions in the question paper.**
- **Q.No. 1 will consist of Case Study having 20 marks.**
- **Q.No. 2, 3 & 4, students have to attempt any two questions of 20 marks each. These questions will be classifying into (a) & (b) questions having 10 marks each.**
- **Q.No.5. consists of short notes having 20 marks.**

Passing Rules;

The modifying Passing rules are mentioned below:

- 1) For admission to MBA Part-II a candidate must have cleared all papers of Sem. I and Sem. II or at least 12 papers of Sem.I and II combine.
- 2) The students who have completed first semester are allowed to continue for second semester and students who have completed 3rd semester are allowed to continue for IV semester as per above rule.

- **Specilisations:**

- There will be dual specilisation to be offered in the second year, consisting of 6 papers in III rd Sem. & 4 papers in IV th Sem.

These specilisations are as follows;

- Marketing Management & Financial Management
- Marketing Management & Human resource Management
- Human Resource Management & Financial Management
- Marketing Management & Agriculture & Co-Management
- Marketing Management & Production Management
- Human resource Management & System Management
- Financial Management & System Management
- Marketing Management & System Management

M.B.A. PART-I

SEMESTER-I

PAPER- I : FUNDAMENTALS OF MANAGEMENT

Unit 1. Nature of Management- Basic Concepts of Management, Elements Of Management, Levels Of Management & Their Respective Functions. Management & External Environment- Economic, Technological, Social, Political, & Legal, Natural Environment. The Social Responsibility of Manager. Professionalism in Management. (15 hours)

Unit 2. The Evolution of Management Thoughts- Fredrick Taylor & Scientific Management, Henry Fayol- General Principles of Management, Elements of Management. The Emergence of the Behavioral Science- The Emergence of Industrial Psychology. Development of Sociological Approach to Management, the Hawthorne Studies, Recent Trends in Management. (15 hours)

Unit 3. Planning- Definition ,Meaning, Basic Planning Process, Types of Plans, Objectives. The Nature of Objectives, Concepts of MBO, Process of MBO, Strategies, Implementation of Strategies. Organizing- Basic Concepts-Division of Work, Departmentalization, Hierarchy, Co-Ordination, Organization Design. Authority, Responsibility & Accountability, Span of Control, Typology of Organization & Innovation in Organizational Design. Concept of Staffing & Directing. Motivation, Special Motivational Techniques, Motivational Theories- Need Theory, Hygiene Approach To Motivation Equity Theory, Expectancy Theory, Goal Setting Theory, Mcgregers Theory X & Theory Y, Theory Z by William Ouchi. Leadership- Trait Approaches To Leadership, Leadership Styles, Likerts 4 System Of Management, The Management Grid, Future Perspective of Leadership. (15 hours)

Unit 4 .Controlling- Basic Concept, Relationship between Planning & Controlling. The Basic Control Process, Requirement for Effective Control, Use of IT for Controlling. International Management: Concept Of International Management, Globalization & Global Business Practices. Global Managers-developing mindset for Global competitiveness. (15 hours)

Reference Books-

1. Management- By James A.F. Stoner, R. Edward Freeman & Daniel R. Gilbert.
2. Management- Global Perspective By Heinz Welhrich & Horolad.
3. Management By Martin C. Cathrol.
4. International Management: Concepts & Cases – Manab Thakur, Gene E. Burton & B.N. Srivavtava.
5. Management By Peter Drucker.
6. Management & Organisation By Louis A. Allen.
7. Management Today- Gene Burton & Manb Thakur.
8. International Managements (Across-cultural perspective) David Thomas.

PAPER – II : ACCOUNTING & FINANCE FOR MANAGERS

Unit 1. Financial Accounting: Need for accounting, Internal & External users of accounting information, Accounting concept & conventions. Accounting Process & system: Nature of accounting transactions journal entries & posting of ledger, subsidiary books. (15 hours)

Unit 2. Trial Balance & Final Accounts: Preparation of trial balance, types of trial balance, Final accounts- Trading, Profit-Loss A/c, Balance sheet , Computer Accounting, role of computer accounting, Tally packages in accounting, recent trends. (15 hours)

Unit 3. Cost Accounting: meaning, objectives, scope, importance & advantages of cost accounting, distinguish between financial & cost accounting. Elements of Cost: Material, Labour, Overheads preparation of cost Sheet. (15 hours)

Unit 4. Management Accounting: concept, meaning & definition, Functions, Difference between Management Accounting & Cost Accounting , Management Accounting & Financial Accounting CVP Analysis:- Contribution, PV Ratio, BEP, Margin of Safety, Angle of Incidence, Simple problems on decision making. (15 hours)

Note : Theory units 1 to 4

Problems on Unit no. 2 to 4

Reference Books:

1. Advance Accountancy : M. C. Shukla & T.S. Grewal
2. Advance accountancy : S.C. Jain & K. L. Narang
3. Advanced Cost Accounting : S.C. Jain & K.L Narang
4. Cost Accounting : Jawaharlal
5. Advance Accountancy : R. L.Gupta & M. Radhaswami.
6. Principles & Practice of Cost Accounting : N. K. Prasad.
7. Principles & Practice of Management Accounting : Manmohan Goel.
8. Accounting for Managers: Thukaram Rao
9. Management Accounting : Sharma & Gupta

PAPER-III MATHEMATICS & STATISTICS FOR MANAGEMENT

Unit 1. Functions: Meaning of functions, to find $f(x)$ if x is known, functions used in business and economics, demand functions, supply function, cost function, revenue function, profit function, Newton's divided difference formula for unequal interval to determine the form of a function, Limits & Derivatives: Meaning of limits, meaning of Derivatives, Working rules of derivatives, application of derivatives to business & economics – marginal cost, marginal revenue, maximisation & minimisation using second order derivative. (15 hours)

Unit 2. Determinants - Meaning of determinants ,Evaluation of second & third order determinants , Cramers rule. Matrices –Meaning of matrix, order of matrix, addition of subtraction & multiplication of matrices, unit matrix, transpose of matrix, equality of two matrices, adjoint of matrix, universe of matrix, scalar multiplication of a matrix, Application of matrices in business. (15 hours)

Unit 3. Variable: Variable, constant, random variable discrete & continuous random variable, Mathematics of finance-interest calculation, annuity, present value annuity, present value concept in investment. Meaning of Central Tendency-Concept of Mean, Median & Mode, problems only on Mean, Measure of Dispersion-range, mean deviation, quartile deviation Standard deviation & Variance. (15 hours)

Unit 4. Correlation - Definition of correlation, Types of correlation Karl Pearson's correlation coefficient & its interpretation (continuous data be omitted). Regression: Meaning of regression, least square method, linear & non –linear regression, explained & unexplained variations. (15 hours)

Note : Use of Calculator is allowed.

Examples based on Trigonometry to be avoided.

Reference Books :

- 1) Business mathematics with applications: S. R. Arora . & Dinesh Khatter .
- 2) Fundamentals in Statistics : S.C. Gupta
- 3) Statistics for Management: Richard I. Levin & David S. Rubin .
- 4) Business Mathematics: Q. Zamiruddin & V.K. Khanna . S. k. Bhambri.
- 5) Business Statistics: S.J. Gupta & Indra Gupta.

PAPER –IV MANAGERIAL ECONOMICS

Unit 1. Meaning, features & Significance of managerial Economics. Scope of managerial Economics. Demand Analysis – Meaning, types of demands, & it's determinants. Basic Economic Concepts (Fundamental Economic Concepts) Law of demand, Exception to law of demand, Consumer welfare – measuring consumer welfare using demand curve. Elasticity of demand, AR & Elasticity, it's relationship. Demand Forecasting - Survey method & statistical method. (15 hours)

Unit 2. Cost & Production Analysis: Cost concept, Short term and long term cost output, relationship, Cost curves, Production function, economies of scale least cost input, combination, producer function. Market structure – Classification of market structure, price & output, determination in perfect competition. Monopoly, price discrimination. Monopolistic Competition & oligopoly. (15 hours)

Unit 3. Pricing practices: Cost plus pricing, incremental pricing, multiple product pricing, product line pricing, specific pricing problems, price dissemination. Decision Analysis: Business Decision-Making, Certainty, risk & uncertainty, payoff, matrix, Source of business risk. Steps involved in analysis of risky decisions, risk premium & risk adjustment. (15 hours)

Unit 4. Profit management: Role of profit in economy, Nature & measurement of profit, theories of profit, profit planning and control. Macro Economics & Business: Business cycle & Business Policies, Theories of Business cycle- Monetary & non-Monetary. (15 hours)

Reference Books :

- 1) Managerial Economics –Analysis Problems & Cases –P. I. Mehta .
- 2) Managerial Economics – Application strategies & tactics – James R McGuigan R. Charls Moyer , Fredric H. Horris .
- 3) Managerial Economics – G.S. Gupta .
- 4) Micro Economics – Jeffrey M. pearloff .
- 5) Managerial Economics - P.L. Mote .
- 6) Managerial Economics – D. M. Mithane.

PAPER -V INFORMATION TECHNOLOGY FOR MANAGEMENT

Unit 1. Introduction to IT :- Concept , Component , IT application in Management, Recent trends & growth of IT in India. (15 hours)

Unit 2. Computer as a tool of IT – Computer Hardware, software, input & output devices. Number system, ASCII, BCD, EBCDIC Codes, Source code, Languages & package. (15 hours)

Unit 3. System program – Assembler, Compiler, & interpreter (only introduction & function), Linkers & loader, Operating system architecture & function, Windows, Linux (only introduction). (15 hours)

Unit 4. Windows: Basic commands, component of MS-OFFICE, Word, Excel, Power-Point (Basic Application of MS-OFFICE) Computer Networking: Computer Network – Introduction to LAN, WAN, Typology for LAN, Internet, search engine, Browsing & Surfing, modem, communication lines, WAP, Blue Tooth. E-Commerce Types of E-Commerce, Applications of E-commerce. (15 hours)

Reference Books :

1. Information Technology : Peter Zorkosky .(East- West Press).
2. Introduction to computer : V. Rajraman (PHI)
3. Computer network : A. S. Tanenbaun. (MGH)
4. Electronics Commerce : Grean Stein Feinman (MGH)
5. Computer Today : S . Basundhara.

PAPER – VI BUSINESS COMMUNICATION

Unit 1. Communication - Meaning, Importance & objectives - Principles of communication, forms of communication, Process of communication, Barriers of effective communication, Techniques of effective communication. (15 hours)

Unit 2. Written Communication : A) Business Letters-Types, inquiries, Circulars, Quotations, Orders, Acknowledgments, Executions, Complaints , Claims & adjustments, Collection letter, Banking correspondence , Agency correspondence .

B) Application Letter, Bio-data, Interview Letters, Letter of Reference , Letter of Appointments, Confirmation, Promotion, Retrenchment, Resignations.

C) Report writing – Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by committee. Meetings – Notice – Agenda , Resolution & minutes. (15 hours)

Unit 3. Oral Communication :

A) Listening & Speaking, Meeting speeches, & techniques of eliciting response, probing questions, Recording and closing, Observations, methods. Group discussions & Interviews.

B) Non verbal Expressions: Body Languages, Gestures, Postures, Facial Expressions, Dress Codes . (15 hours)

Unit 4. Application of Electronics media & communications, Telecommunication, Teleconferencing, FAX, E-mail. (15 hours)

Reference Books :

- 1 Basic Business Communication : Robert MaArcher.
- 2 Effective Business Communication :Murhy.
- 3 Excellence in Business Communication : Thill .
- 4 Handbook of Business Correspondance by : Frailey .
- 5 Business English & communication : Cleark .
- 6 Business Communication : Pradhan & Thakur .
- 7 Business Communication : Balsubramanium M.
- 8 Handbook of Case Writing : Culliton & James W.

M.B.A. PART-I SEM-I

PAPAR – VII ORGANISATIONAL BEHAVIOUR (OB)

Unit 1. Introduction to OB : Definition, Nature, Historical evaluation of OB, Disciplines contributing to OB –Psychology, Sociology, Anthropology, Social Psychology, Economics & political Science, approaches to the study of OB-Human Resource Approach, Contingency Approach, Productivity Approach & System Approach. (15 hours)

Unit 2. Micro Perspectives of OB : Individual behaviour: Personal factors-Biographical characteristics & Learned characteristics, Environmental factor & Organisational factor. Personality- concept, determinants of personality, development of personality. Perception- meaning, nature & process. Attitude-concept, components of attitude, measurement of attitude, Values-concept, types of values, sources of values. (15 hours)

Unit 3. Micro & Macro Dynamics of OB: Motivation-concept, theories of motivation, Individual conflict & group interpersonal conflict, conflict resolution. Stress–Causes effect & coping strategy, Leadership, - Roles & activities of leadership. (15 hours)

Unit 4. Macro Perspective of OB: Organisational Culture, Organisational Change, Organisational Development & development techniques, Organisational Behaviour – A global approach, issue of culture, manage in diversity within & across the cultures. (15 hours)

Reference Books :

- 1 Organizational Behaviour – Concept & controversies & Applications – Stefen Robins.
2. Organizational Behavior- Fred luthans
3. Human behavior at work – Keith Devis . & John w. Newstorm .
4. Organizational Behaviour –text & cases – Uma Shekharan .
5. Organizational Behaviour - Steven L. Mcshane & Mary Annvon Glinow .
6. Management of Organizational Behaviour –Paul Hersey & Kenneth H . Blaohard.
- 7.Organizational Behaviour – Text,Cases & Games - K . Ashwathppa.
8. Strategic Human Resource Management: Anuradha Sharma & Aradhana Khandekar.

PAPER – VIII : BUSINESS LAW

Unit 1. Administration of law & legal system in India . - Introduction to legal aspects of Business in general. (15 hours)

Unit 2. Indian Contract Act (1872):

- a) Definition (Sec.2)
- b) Essential elements of a valid contract.
- c) Competency to enter in contracts (Sec. 11 & 12).
- d) Consent – Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23).
- e) Void Agreement (sec 24-30)
- f) Consequences of breach of contract (sec 73-75). (15 hours)

Unit 3. The Companies Act (1956) :

- a) Definition & characteristics of a company.
- b) Company distinguished from partnership.
- c) Kinds of Companies.
- d) Provisions relating to incorporation & Memorandum of Association
Articles of Association, Prospectus.
- e) Management & administration
- f) Meetings & proceedings
- g) Directors, Boards powers & restrictions thereon.
- h) Prevention of oppression & mis-management.
- J) Winding up.

Negotiable Instrument Act 1881

- a) Characteristics of negotiable instrument
- b) Promissory Notes, Bill of Exchange & Cheque.
- c) Negotiation (sec 46 to 60)
- d) Special rules of evidence. (sec 118 to 122)
- e) Crossing of cheque & dishonour of cheque (sec 138 to 142)
(15 hours)

Unit 4. Consumer Protection Act 1986.

- a) Definitions, consumer dispute, deficiency, goods manufacturer, restrictive trade practices, service, unfair trade practices.
- b) Central Consumer protection council, State Consumer protection council.
- c) Consumer Dispute Redressal Forum & provisions relating to the same.

d) Drafting of consumer complaint.

Industrial Dispute Act 1947:

a) Definition of Industry, Industrial dispute

(Banglore water supply v/s A. Rajjappa AIR 1978 SC 548)

Lay off, Lock out, retrenchment, wages & workmen.

b) Provisions relating to strikes & lockouts

c) Unfair practices on the part of the employers, trade unions of employees & workmen. Information Technology Act 2000 & its scope. (15 hours)

Reference Books:

1. Bare Acts- Govt. or Private publication

2. Indian contract Act- Mulla

3. Business Law- Gulshan Kapoor

4. Commercial Law including company & industry law- Sen and Mitra

5. Elements of merchantile law- N.D. Kapoor

6. Indian companies Act- Ramayya.

M.B.A PART-I

SEMESTER-II
(PAPER IX TO XVIII)

PAPER-IX MARKETING MANAGEMENT

Unit 1. MARKETING CONCEPTS AND APPLICATIONS-

A. Introduction to marketing–Nature and scope of marketing, the core concepts of marketing. Company orientation towards market place, Marketing environment.

B. Marketing of services – Nature and Characteristics of service, classification of services, importance of marketing in service sector.(15 hours)

Unit 2. MARKETING RESEARCH:

A. Marketing Information System - Definition, purpose, scope, procedure, and applications of marketing research, problems of conducting marketing research in India.

B. Marketing segmentation – Meaning and concept, benefits of segmentation, Basis of segmentation, Selection of segments, Market segmentation strategies, Product positioning.

C. Consumer Behaviour – Meaning and definition of consumer behaviour, determinants of consumer behaviour, importance, factors influencing consumer behaviour, buying process. (15 hours)

Unit 3. PRODUCT & PRICING STRATEGY-

A. Product decision and strategies – What is product? Types of products, product mix decisions, product line decisions.

B. Branding and packaging decisions – Brand name and trademark, branding decisions, advantages and disadvantages of branding, packaging, features and functions of packaging.

C. Product life cycle concept, marketing mix at different stages, new product development and strategy.

D. Policies and practices – Pricing methods, objectives, price determination policies. (15 hour)

Unit 4. PROMOTION & DISTRIBUTION STRATEGY-

A. Marketing communication – The promotion mix, Advertising and Publicity – 5 M's of advertising management.

B. Personal selling and sales promotion – Personal selling – nature, process, importance, Sales promotion – nature and importance, techniques.

Distribution Strategy- Importance of channels of distribution, Alternative channel of distribution, selecting an appropriate channels.
Logistic management. (15 hours)

REFERENCE BOOKS :

1. Marketing Management (Analysis, Planning, Implementation and Control) – Philip Kotler
2. Fundamental of Marketing – William J. Stanton and others.
3. Principles and Practice of Marketing –Philip Kotler
4. Marketing Management – Rajan Saxena
5. Marketing Management – S.A. Sherlekar
6. Service Marketing – S.M.Zha

PAPER – X FINANCIAL MANAGEMENT

UNIT 1. Financial Management : Introduction, meaning, objectives, scope of Financial Management, Finance functions, Structure of finance department, Emerging role of the Finance Manager in India. (15 hours)

UNIT 2. Techniques of Financial Statement Analysis : Trend Analysis, Common Size, Statements, Ratio Analysis : Classification of Ratios – Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios, computation and comparison of ratios. (15 hours)

UNIT 3. Working Capital Management – Nature and need of working capital, determinants of working capital, estimation of working capital, financing working capital. Sources of finance – sources of long term & short term finance. (15 hours)

Unit 4. Financing decisions: Cost of capital, cost of different sources of finance, weighted average cost of capital, concept of optimal capital structure. Capital budgeting – Nature and significance, techniques of capital budgeting –Pay Back Method, Accounting rate of return, Net Present Value and profitability. (15 hours)

Note: Theory – all units.

Problems- unit 2 to 4.

Reference Books.

1. Financial Management by Khan and Jain.
2. Financial Management by Prasanna Chandra
3. Financial Management by I M Pandey.
4. Financial Management by Bhalla.
5. Financial Management & Policy by R.M.Srivastav
6. Corporate Finance; S. R.Vishwanath (Sage Publication)

PAPER- XI HUMAN RESOURCE MANAGEMENT

Unit 1. HUMAN RESOURCE MANAGEMENT: Concept, nature, functions, scope, difference between P.M. & H.R.M. Strategic human resource planning, Evolution of HRM from commodity approach to system approach, Activities of HRM **ROLE OF HRM:** Role of HR Manager, Functions – Managerial and operative, functions, Characteristics and Qualities of HR manager, Significance of HRM, Social Standpoint, Professional, Individual, Personnel Administration, Industrial Relation.

(15 hours)

Unit 2. HR PLANNING : Concept, Importance of HRP, Concepts to Job Analysis, Job Description & Job Specification **Procurement & Placement:** Recruitment- Definition, Objectives, Factors affecting Recruitment and sources of Recruitment – Traditional sources. Selection- Definition, Essentials and Significance of Selection, Selection Procedure. Concepts to Induction and placement.

(15 hours)

Unit 3. MAINTENANCE MANPOWER BY USING HRM : Safety and health programmes, industrial accidents, occupational hazards, statutory provisions for safety health and working conditions under the Factories Act, 1948. Safety organisation. Safety education and training. Compensation Management: components of Remuneration, Theories-Expectancy Theory, Equity Theory, Agency Theory , Factors affecting Wage and Salary Levels and Challenges of Remuneration.

(15 hours)

Unit 4 EMPLOYEE SEPARATION AND SUPERANNUATION: Exit policy, VRS and lifetime employment without guarantee. Lay-off, retrenchment, internal mobility and external mobility, Human Resources: Human resource accounting, Tools of personnel research Recent Techniques – Employee for Lease, Moon Lighting by employees, Dual Career groups, FlexTime and FlexWork.

(15 hours)

Reference Books.

1. Principle of personnel management – Edwin B. Fippo.
2. Personnel – The management of human resources – Stephen B. Robbins.
3. Personnel management – C.B. Mamoria and Gankar (Himalaya Publication House)
4. Essentials of HRM & industrial relations – P. Subba Rao. (Himalaya Publication House)
5. Principles & techniques of Personnel management – S.K. Bhatia. (Deep & Deep Publication New Delhi)
6. Human Resource Management – S.S.Khanka (S. Chand & Company Ltd. New Delhi.)
7. Human Resource Management and Personnel Management – Aswathappa (Tata Magraw Hill New Delhi)

PAPER –XII PRODUCTION & MATERIALS MANAGEMENT.

Unit 1. THE PRODUCTION FUNCTION – Nature & scope, activities, interface with other functional areas like Marketing, Purchasing, Finance, Personnel, Maintenance, R & D, concept of productivity. Types of production system: – Intermittent and continuous, job batch, mass and flow production systems, assembly lines balancing, emerging manufacturing technology option and choice. Plant layouts – Product, process, fixed position and combination layouts. Flow lines cellular layout, U- shaped cells, workstation. (15 hours)

Unit 2. PRODUCTION PLANNING & CONTROL – Objectives, various functions of PP & C, Elements of scheduling, Master scheduling, priority planning, facility loading, sequencing problem of scheduling. Production control activities, various control techniques. Quality Control – concept of Quality control, importance, inspection, Introduction to total quality management, cost of quality. (15 marks)

Unit 3. MAINTENANCE - Objectives, types of maintenance, breakdown and preventive maintenance. Material Management Concept – Primary and secondary objectives, its importance in present context, scope and activities of materials management and organisation. (15 marks)

Unit 4. INDUSTRIAL PURCHASING – Functions, steps in purchasing procedure, purchasing policy. Stores Functions- Storage equipment's, material handling in stores & stores layout. Inventory Management – meaning, Type of inventory management systems, Fixed Order quantity and periodic review system, selective control of inventory –ABC Analysis, VED Analysis. Make & Buy Decisions – Technical, commercial and economic factors, Case studies in make or buy decision, Application of Break Even Analysis. (15 hours)

REFERENCE BOOKS :

1. Operation management – Buffa
2. Operation management – Worth
3. Operation management – Chunawala, Patel.

M.B.A –I SEM-II

PAPER – XIII MANAGEMENT INFORMATION SYSTEM

Unit 1. SCOPE AND OBJECTIVES OF MIS : The role and importance of information systems, The place of information systems in the organisation, The power of MIS, strategic role of information systems. Uses of MIS. The Challenges of Information System : Difference between computer literacy and information system literacy. Information needs of different organisation levels. Major types of information system in organisation and relationship between them, Enhancing management decision making, decision support systems (DSS) – understanding DSS, characteristics components, major DSS applications. Group decision support systems (GDSS), - elements, characteristics, how GDSS can enhance group decision - making? Executive support systems (ESS) – role of ESS in the organisation, developing ESS, benefits of ESS. (15 hours)

Unit 2. FOUNDATIONS OF INFORMATION SYSTEM : Devices and tools for interacting with MIS – hardware, software and telecommunication. Managing data resources – organising data in a traditional file environment and problems, modern database environment, logical and physical view of data, advantages of database management system. Designing database – 3 models Hierarchical data model, Network data model, Relational data model, advantages and disadvantages of this model, database trends – distributed processing and distributed databases, object oriented and hypermedia databases, management requirements for database systems – data administration, data planning and modeling methodology, challenges in database management. (15 hours)

Unit 3. STRATEGIC ROLE OF INFORMATION SYSTEMS AND BUILDING INFORMATION SYSTEMS : Information as a strategic resources and concept of strategic information system. Contribution of information systems to pursue competitive strategies. Building information systems: Contemporary approaches. Systems as a planned organisational change. System development & organisational change, Overview of system development – System analysis, system design, completing this system development process. Alternative system building methods – system life cycle, proto typing, application of software packages, end user development and outsourcing. (15 hours)

Unit 4. INFORMATION SYSTEM SUCCESS AND FAILURE: Major problem areas in information system, causes of information system success and failure, evolution of success of information systems. Principle causes of information system failure, appropriate strategies to implement the process. Application of MIS in various functional areas: Marketing information systems, financial information systems, human resource information systems, production information systems. (15 hours)

REFERENCE BOOKS:

1. Management of Information systems – Gordon B. Davis & Margreth H. Olson
2. Management of Information systems – Jawadekar W.S.
3. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
4. Management of information systems – James A. O'Brien
5. Information system concepts for management – 4th edition Lucas
6. Management of information systems – 2nd edition – Kroenke David.
7. Management of information systems – Organisation and Technology by Kenenth C. Laudon, Jane P. Laudon.

PAPER-XIV APPLICATION OF OPERATION RESEARCH IN MANAGEMENT.

Unit 1. Introduction to OR – Concepts, Phases of OR, Application potential to diverse Problems in business & industry, scope & limitations. Linear programming (LP) – Concepts, Formulation of models, diverse problems graphical solutions – simple algorithm – use of slack / surplus / artificial variables max. / Min. problems – big M method (optimum sensitivity analysis). (15 hours)

Unit 2. Assignment problems (AP) – Concepts, formulation of model- Hungarian – method of solution. / maximisation, / minimisation.- balanced/ unbalanced – prob. Transportation problems (TP)- Concepts, formulation of model- solution procedure for initial feasible solution & optimality check- balanced/ unbalanced- max./ min.- Case of degeneracy. (15 hours)

Unit 3. Queuing (WAITING LINE)- Models- Concepts, types of queuing system characteristics of queuing model, queues in series & parallel birth & Death process. Prob. based on the results of (M/M/1) model. Inventory models- types of inventories, cost involved, deterministic model, Economic Order Quantity (EOQ) & Economic Batch Quantity (EBQ) with finite production rate, EOQ under price break,- determination of safety stock & reorder levels- lead time. (15 hours)

Unit 4. Network analysis- Minimal spanning tree problems, – shortest route problems, Maximal flow in capacitated network- Concept & solution, Algorithm as applied to prob.- project planning & control by use of CPM/PERT Concepts. Simulation – Concept- areas of application- Monte Carlo simulation & its application to problems - in queuing Inventory situations. (15 hours)

REFERENCE BOOKS-

1. Operation Research- An introduction- Taha.
2. Operation Research – S.D. Sharma.
3. Operation Research for management- Shenoy, Srivastav.
4. Operation Research – P.K. Gupta & D.S. Hira.
5. Operation management- Kanti Swaroop & others.
6. Principles of Operation Research- Harvey- M Wagner.

PAPER XV. APPLICATION OF RESEARCH METHODS IN MANAGEMENT.

Unit 1. Meaning, objectives & Motivation in research. Types of research – Research Approach – Research process, relevance & scope of research in management. Research Design- Features of good Design, Types of Research Design, Basic principles of experimental Design. (15 hours)

Unit 2. Sampling Design- steps in sample Design Characteristics of a good Sample Design, random samples & random sampling Design. Measurement & scaling techniques- Errors in measurement. Test of sound measurement, scaling & Scale construction technique. (15 hours)

Unit 3. Methods of data collection – Primary data – questionnaire and interviews. Collection of secondary data. Processing and analysing data – Measures of central tendency, measures of dispersion and skewness, simple and multiple regression analysis. Testing of hypothesis – Procedure for hypothesis testing. Use of statistical techniques for testing of hypothesis. (15 hours)

Unit 4. Testing of samples – Sampling distribution, sampling theory determining size of sample, confidence level. Interpretation of data, techniques of Interpretation, report writing, layout of a project report. Research in general management, research in functional areas – marketing, finance, HR, production. (15 hours)

REFERENCE BOOKS:

1. Research Methodology – C.R. Kothari
2. Research Methodology – Saranwalla
3. Research Methodology in management – Dr. V.P. Michael
4. Methods of social survey research – Bajpai

PAPER XVI. ECONOMIC ENVIRONMENT & BUSINESS SECTION

I

Unit 1. Indian economy – Basic characteristics of Indian economy, major problems of Indian economy, objectives and strategy of economic planning, 8th and 9th five year plans, public sector and Indian planning, Privatisation, Liberalisation and Globalisation of Indian economy. General profile of agriculture and industry in India, interdependence of industry and agriculture for economic development in India. (15 hours)

Unit 2. Industrial growth – Role and pattern of industrialisation, Industrial growth rate and structural composition, large scale, small scale and medium scale industries in India. RBI and its monetary policy, fiscal policy, reforms in banking sector, union budget. (15 hours)

Unit 3. International trade – Distinct features of International transactions, India's international trade – exports and imports, India and world economy. The rate of exchange – Foreign exchange and its instruments, foreign exchange market, rate of exchange, change in exchange rate, market rate and equilibrium rate of exchange. Rupee convertibility – its importance and steps taken by Indian Government. (15 hours)

Unit 4. Balance of trade and balance of payment – The balance of payment accounts, importance of balance of payments, the structure of balance of payment, disequilibrium in the balance of payments and its kinds, causes of disequilibrium, monetary and non monetary measures. WTO – Structure, features and functions. Multinational Corporations – Features of MNCs, classification of MNCs, role of MNCs in developing countries, drawbacks of Multinational Corporations. (15 hours)

REFERENCE BOOKS :

1. India's Economic Future – V.V. Bhanoji Rao
2. Liberalisation and Globalisation of Indian Economy – K.R. Gupta
3. Indian Economy – Ruddar Datt and K.P.M Sundharam
4. Indian Economy – S.K. Mishra and V.K. Puri
5. Indian Economy – A.N. Agarwal
6. International Economics – D.M. Mithan
7. Business Environment – Francis Cherunilum

Dt. 28-07-2008

To,
The Registrar,
Shivaji University,
Kolhapur.

Subject: Revised syllabus of MBA I year with Credit System.

Ref: Your letter no. SU/AM/1919 dt. 28-05-2008

Sir,

With reference to your above letter, I am submitting herewith the revised syllabus of MBA I year with credit system to be implemented in MBA unit from year 2008-09 under academic flexibility for the necessary action. Kindly acknowledge the same.

Yours sincerely

(Dr.H.M.Thakar)