



**SHIVAJI UNIVERSITY, KOLHAPUR-416 004.**

**MAHARASHTRA**

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**शिवाजी विद्यापीठ, कोल्हापूर - ४१६ ००४.**

★★★★★B+  
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दूरध्वनी : (ईपीएबीएक्स) २६०९००० विस्तारीत क्र. २६०९०९४) तार : युनिशिवाजी

एस.यु/अ.मं/कॉमर्स/9886

दि.29.8.08

प्रति,

संचालक,

दूरशिक्षण केंद्र,

शिवाजी विद्यापीठ, कोल्हापूर

विषय:- M.B.A. Executive (Distance Mode) Part-I & M.B.A.

(Distance Mode) Part-I अभ्यासक्रमाबाबत.

महोदय/महोदया,

उपरोक्त विषयासंदर्भात आपणांस आदेशान्वये कळविण्यात येते की, विद्यापीठ अधिकार मंडळाच्या मान्यतेस अनुसरून M.B.A. Executive (Distance Mode) Part-I & M.B.A. (Distance Mode) Part-I या कोर्सचा अभ्यासक्रम शैक्षणिक वर्ष 2008-09 (जून 2008) पासून अंमलात आणण्यात येत आहे. सोबत अभ्यासक्रमाची सी.डी. जोडलेली आहे. तसेच सदर अभ्यासक्रम विद्यापीठाच्या संकेत स्थळावर [www.unishivaji.ac.in](http://www.unishivaji.ac.in) उपलब्ध आहे.

सदरचा अभ्यासक्रम हा फक्त दूरशिक्षणकेंद्रांतर्गत सुरू राहील याची कृपया नोंद घ्यावी.तसेच सदरचा अभ्यासक्रम सर्व संबंधीतांच्या निदर्शनास आणावा.

कळावे,

आपला विश्वासू

Sd-

उपकुलसचिव

सोबत:-वरीलप्रमाणे

प्रत:-

1. अधिष्ठाता, वाणिज्य विद्याशाखा
2. अध्यक्ष, अभ्यास मंडळ (व्यवसाय व्यवस्थापन)
3. एम.बी.ए.-अधिविभाग
4. इतर परीक्षा विभाग -1
5. पात्रता विभाग
6. बहिःस्थ परीक्षा विभाग
7. पी.जी.प्रवेश विभाग यांना माहितीसाठी व पुढील आवश्यक त्या कार्यवाहीसाठी.



★★★★★B

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Revised Syllabus For

# **SHIVAJI UNIVERSITY, KOLHAPUR.**

**Master of Business Administration  
Executive ( Distance Mode)  
M.B.A. Part-I & II**

**Introduced from June 2008 and Onwards**

# **SHIVAJI UNIVERSITY, KOLHAPUR**

## **Centre For Distance Education**

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

#### **Introduction :**

In the post globalisation period, there is a huge requirement of manpower having MBA degree to cater to the needs of manufacturing and service organisations. Further, the manpower which is already employed in manufacturing and service organisations, not having MBA degree are required to upgrade their qualification by possessing MBA degree through distance mode. In view of that, the Centre for Distance Education, Shivaji University, Kolhapur has introduced two M.B.A. Courses -

- 1) **M.B.A. Executive Course (Distance Mode)** - for those having minimum 2 years Class I, II, Supervisory level experience.
- 2) **M.B.A. Course (Distance Mode)** : for graduates from any faculty with minimum 50% marks (45% for reserved Categories).

#### **Entrance Test :**

Entrance Test will be conducted for admission to the M.B.A. & M.B.A. (Executive) Distance Mode Course on the 15th of June 2008 between 11.00 a.m. to 12.30 p.m. at the following centres -

Kolhapur, Sangli, Satara, Solapur, Ratnagiri, Pune, Mumbai, Bangalore & New Delhi.

Like any other competitive examination the MBA Entrance Test will consist of 100 Objective Questions on aptitude, comprehension, numerical and verbal ability, data interpretation, judgement etc.

The Entrance Test fee is Rs. 300/- with a late fee of Rs. 100/- after the due date.

#### **1) MASTER OF BUSINESS ADMINISTRATION M.B.A. (EXECUTIVE) DISTANCE MODE**

##### **Why M. B. A. Executive ?**

- \* Management education is growing fast
- \* A potential to grow further if M.B.A. programme is put on distance mode
- \* Main idea is to cater to the requirement of those who could not get accommodated in regular M.B.A. due to service constraints
- \* The target groups are : employees in institutes of higher education, banks and insurance, service organisations, SMEs and other business organisations interested in future education and perfection in Management.

##### **Aims of the Programme**

- \* To strengthen theoretical and conceptual base of executives
- \* To help them to improve decision making ability, creative and logical thinking
- \* To improve analytical ability, problem solving skills and judgemental ability

##### **Duration of the Course :**

The duration of the course is two years and two months divided into four semesters.

There will be semester end examination in December & April/May for all the semesters, besides that a candidate has to complete the assignment as prescribed by the centre.

**Eligibility for Admission :**

Any Graduate with **Two Years** working experience of Supervisory/Managerial Cadre equivalent to class I & II post of Government. Experience Certificate from employer is Mandatory Experience Certificate from employer if found to be fake or false the admission will stand cancelled.

- \* Government, Central & State Gazetted officers and equivalent officers of the rank of
- \* Deputy/Asst Collectors and above of IAS, IFS and allied Services.
- \* Equivalent rank of IPS, para military and Armed Forces
- \* Managerial Executives of Private Sectors

**Study Centre :**

The Centre for Distance Education will establish a Study Centre to counsel and guide the candidates through out the duration of the Course by organising Contact Sessions. The places of the sub Centres will be notified in due course.

The MBA Unit of the Shivaji University, Kolhapur will be the Study Centres.

**Admission Procedure :**

Admission to MBA (Executive) Course Distance Mode is based on

- (i) Merit of Entrance Test
- (ii) Experience Certificate from present employer or if self employed a letter to certifying the same. (for MBA Executive)

If the certificate is found to be fake admission will be cancelled. Fee will not be refunded

**2) MASTER OF BUSINESS ADMINISTRATION : M.B.A. DISTANCE MODE****Why M.B.A. - Distance Mode ?**

Young graduates entering the work world or those who are already in it - are keen to be successful in their careers, they are unable to attend the regular M.B.A. Course along with persuing their jobs - for them the Distance Mode M.B.A. is a blessing - because they can learn while they work.

**Aims of the Programme :**

To prepare a young generation of Managers who are :

- 1) aware of the need of working systematically
- 2) aware of the scientific and technological developments.
- 3) capable of performing their work backed with theoritical and conceptual clarity.
- 4) capable of solving problems and taking appropriate decisions

**Duration of the Course**

The duration of the Course is 2 years and 2 months divided into 4 semesters.

**Eligibility for Admission :**

Graduate of any Faculty with Minimum 50 percent (45% for reserved Category) marks of any recognized University.

**COMMON FEATURES OF BOTH THE COURSES**

THE REMAINING PROCEDURES ARE COMMON TO BOTH THE MBA COURSES (I) & (II)

**Admission Procedure :**

Admission to MBA courses Distance Mode will be based on :

- (i) Merit of Entrance Test

## Fees :

### M.B.A. Executive (Distance Mode)

#### In submittal in two installment

No.	Particular	One Installment	First Installment	Second Installment
i	Course Fee	Rs.20,000/-	Rs.10,000/-	Rs.10,000/-
ii	Projected Fee	Rs.1,500/-	-----	Rs.1,500/-
	Total	Rs.21,500/-	Rs. 10,000/-	Rs.10,500/-

Examination, and other fee will applicable as per University Norms.

## Eligibility Fee

### 1. Students

- i) From Universities in Maharashtra - Rs. 100/-
- ii) From Other Universities - Rs. 300/-
- iii) From abroad- Rs. 500/-

### Standard of Passing :

1. In order to pass the course, a candidate has to clear all the 32 heads of passing by getting a minimum of 40% in each head.
2. Subject to the condition of clearing all 32 heads, in order to pass the course a candidate has to secure minimum of 50% in aggregate of all 32 heads.
3. Division will be as follows -
  - 50% and above but less than 60% - II class
  - 60% and above but less than 70% - I class
4. 70% and above - I class with distinction
5. No class will be awarded to any part of examination.

## A.T.K.T Rules

1. For admission to MBA Part-II a candidate must have cleared all papers of Sem.I and II or at least 16 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 thired Semester are allowed to continue for Fourth Semester as per above rule

## Pattern of Examination :

External Examination each paper of - 80 Marks Internal 20 Marks

The duration of external examination will be of 3 hours the assignments as prescribed by the Study Centre.

## Project Work :

The students have to undergo practical training of 60 days in any manufacturing or service organisation and they have to submit their project report upto the fourth semester. The project work should be a minimum of 50 pages with a Certification from the organisation.

## Contact Sessions :

The contact sessions shall be arranged at the end of week i.e. on Sunday or as per the convenience of the Study Centre and the registered candidates.

### **COURSE STRUCTURE :**

The entire MBA & MBA (Executive) Courses Distance Mode are for 3200 marks each with each paper of 100 marks.

#### **Semester-I**

	Marks
1. Principles of Management	100
2. Accounting & Finance for Managers	100
3. Mathematics & Statistics for Management	100
4. Managerial Economics	100
5. Information Technology for Management	100
6. Business Communication	100
7. Organisational Behaviour	100
8. Business Law	100
<b>Total</b>	<b>800</b>

#### **Semester-II**

9. Marketing Management	100
10. Financial Management	100
11. Human Resource Management	100
12. Production and Operations Management	100
13. Management Information Systems	100
14. Application of Operation Research in Management	100
15. Applications of Research Methodology to Management	100
16. Business & Economic Environment	100
<b>Total</b>	<b>800</b>

#### **Semester-III**

17. Strategic Management	100
18. Business Ethics	100
19, 20, 21. Elective I (Paper I, II, III)	300
22, 23, 24. Elective II (Paper-I, II, III)	300
<b>Total</b>	<b>800</b>

#### **Semester-IV**

25. Project Management	100
26. Management Control Systems	100
27. International Business	100
28. Project Report & Viva	100
29, 30. Elective I (Paper IV & V)	200
31, 32. Elective II (Paper IV & V)	200
<b>Total</b>	<b>800</b>
<b>Grand Total</b>	<b>3200</b>

Candidates are required to Select **any Two** Electives (elective I & elective II) from the lists given below for the two courses separately.

Each elective has 5 papers which are included in

- (i) Sem III (Elective-I papers I, II and III) Elective II Paper I, II and III) and
- (ii) Sem. IV (Elective I - Papers IV and V and Elective II Papers IV and V).

## **ELECTIVES**

### **1) MBA (Executive) Course - Distance Mode**

- a) Banking & Finance
- b) Insurance & Risk Management
- c) Industrial Management
- d) Management of Higher Education
- e) Human Resource Management

### **2) MBA Course - Distance Mode**

- f) Financial Management
- g) Human Resource Management
- h) Marketing Management
- i) Production & Materials Management

M.B.A. Executive (Distance Mode)  
**M.B.A. PART-I SEM-I**  
**PAPER-I**

**Principles of Management**

**Unit-1: Introduction to Management:**

Nature, Concept, Element & levels of management, Importance & Functional, Areas of Management.

**Unit-2: Management Business Environment –**

Internal – External- Economic- Technology – Social – Political- Legal environment. The social responsibility of management.

**Unit-3:- The Evaluation of management Thought –**

Study of scientific Management –Pre –Industrial revaluation period,-Classical Approach- Neo-Classical, System Approach – Recent trends in Management- Break Through Management

**Unit-4:- Functions of Management – Planning :**

Meaning – Process / Steps , Types a Planning – Objectives – The Nature of objective – Concept of MBO-process of MBO, Strategies , Its importance

**Unit-5:- Organizing –**

Basic concept, Meaning, Definition, Importance of Organizing, Process of Organizing, Span of control, Types, Mechanistic & Organistic Structure / Design – Concept of Staffing & its process .

**Unit-6:- Directing**

Meaning, Purpose of need & Directing in modern business – Element of directing – Motivation – Techniques, Motivational Theory, Need Theory, Two Factor theory, Equity Theory, Expectancy theory, Goal setting Theory, Theory ‘X’ & theory ‘Y’, Leadership – leadership Style – Contemporary issues regarding leadership, Future Prospective of Leadership. Communication – Process – Type of Business communication – Single Stand – Gossip – Grapevine.

**Unit-7:- Controlling**

Basic concept – Basic control process, Requirement for effective control – Control Techniques – Types of Control – Use of IT in controlling.

**Unit-8:- International Management –**

Concept of international Management – (Indian Firm) Study of at least two locally managed & internationally – Operating organization

**Reference Books-**

1.	Management	-	James A.F. Stoner, R. Edward Freeman & Daniel R. Gilbert
2.	Mangement	-	Global Perspective By Heinz Welhrich & Horolad
3.	International Management	-	Manab Thakur, Gene E. Burton & B.N. Srivavtava
4.	Management	-	Peter Drucker
5.	Management & Organisation	-	Louis A. Allen



**M.B.A. PART-I SEM-I**  
**PAPER-II**  
**Accounting & Finance for Managers**

**Unit-1: Basic Principles of Financial Accounting -**

Accounting Concepts, Convention & fundamental accounting assumptions

**Unit-2: Books of Accounts –**

- a) Journal, ledger, subsidiary books
- b) Trial balance & final accounts (Trading, P&L A/C & B/S)

**Unit-3:- Use of Computers in Accounting –**

Meaning, Role, Terms, Tally packages in Accounting, recent trends

**Unit-4:- Cost Accounting-**

Meaning, Scope of Cost Accounting, Distinction between Financial & Cost Accounting

**Unit-5:- Elements of Cost–**

Material, Labour, Overheads classification of cost, preparation of cost sheet

**Unit-6:- Management Accounting-**

Concept, Meaning, Scope, Limitations of management Accounting, Functions of finance manager, Distinction between financial Accounting – Cost Accounting – Management Accounting.

**Unit-7:- Analysis of Financial Statements-**

Nature, objectives, uses & limitations of financial statements, Techniques of financial analysis- Comparative financial statements, Common size financial statements, Trend percentage ratios.

**Unit-8:- Marginal Costing & Cost Volume Profit Analysis Concept –**

Marginal Costing – Contribution Key factor, BEP, MOS, Decision making through CVP analysis.

(Practical Problems on Topic 2 & 8 The Remaining Topics for Theory Only)

**Reference Books-**

1.	<b>Financial management, Management Accounting &amp; Financial Analysis Theory, Problem &amp; Solutions</b>	-	<b>Kitab mahal Publication V. Rathnam &amp; P.L. Lalitha.</b>
2.	<b>Accounting for Managers</b>	-	<b>M.E. Thukaram rao New Age Publication</b>
3.	<b>Cost Accounting &amp; Management Accounting</b>	-	<b>Jawaharlal</b>
4.	<b>Management Accounting</b>	-	<b>M. Y. Khan, P. K. Jain (Tata McGraw Hill)</b>
5.	<b>Introduction to Management Accounting</b>	-	<b>T. Horngreen Charles Prentice Hall of India New Delhi.</b>
6.	<b>Journal Management Accountant.</b>		

**PAPER-III**  
**MATHEMATICS & STATISTICS FOR MANAGEMENT**

**Unit-1: Functions: -**

Meaning of functions, to find of (x) if x is known, functions used in business and economics, demand functions, supply function, cost function, revenue profit function, Newton's divided difference formula for unequal interval to determine the form of a function.

**Unit-2:Limits & Derivatives:**

Meaning of limits, meaning of Derivatives, Working rules of derivatives, application of derivatives to business & economics –marginal cost, marginal revenue, maximization & minimization using second order derivative.

**Unit-3: Determinants –**

Meaning of determinants ,Evaluation of second & third order determinants Cramers rule.

**Unit-4: 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, scaler multiplication of a matrix, Application of matrices in business

**Unit-5: Mathematics of finance-**

interest calculation, annuity, present value annuity, present value concept in investment.

**Unit-6:-Meaning of Central Tendency-**

Concept of Mean, Median & Mode, problems only on Mean, Measure of Dispersion-range, mean deviation, quartile deviation Standard deviation & Variance.

**Unit-7: Correlation –**

Definition of correlation, Types of correlation Karl Pearson's correlation coefficient & its interpretation (continuous data be omitted)

**Unit-8: Regression:-**

Meaning of regression, least square method, linear & non –linear regression, explained & unexplained variations

**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:- Introduction to Managerial Economics-**

Meaning, Nature features & Significance of managerial Economics. Scope of managerial Economics.

**Unit -2:- Demand Analysis –**

Meaning, types of demand, Law of demand, Consumer Welfare – measuring consumer welfare using Demand curve. Function Elasticity of demand, Policy implications of elasticity of Demand-Revenue relationship. Demand Forecasting.

**Unit -3:- Market structure –**

Classification of market structure, price & output determination in perfect competition. Monopoly, price discrimination, Monopolistic Competition & oligopoly.

**Unit -4:- Production & Cost :**

Production function, Economies of scale least cost combination, Cost concept, Short term and long term cost output relationship, Cost curves, Break Even point.

**Unit -5:- Pricing practices:**

Cost plus pricing, incremental pricing, Multiple pricing, specific pricing problems, price dissemination.

**Unit -6:- Decision Analysis:**

Business Decision-Making, Certainty, Risk certainty and uncertainty, pay-off matrix, Source of Business risk. Risky Decisions, Risk premium & Risk Adjustment

**Unit -7:- Profit management:**

Nature, Measurement and Role of Profit, Theories of Profit Profit planning and control.

**Unit -8:- Macro Economics & Analysis:**

Business cycle & Business Policies, Theories of Business cycle. Monetary & non-Monetary.

**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

**Unit-2: Computer as a tool of IT –**

Computer Hardware, software, input & output devices. Number system, ASCII, BCD, EBCDIC Codes, Source code, Languages & package.

**Unit-3: System program –**

Assembler, Compiler, & interpreter (only introduction & function), Linkers & loader,

**Unit-4: Operating system –**

Operating system architecture & Operating system function, Windows, Linux (only introduction).

**Unit-5: Windows –**

Basic commands ,component of MS-OFFICE, Word ,Excel, Power-Point (Basic Application of MS-OFFICE)

**Unit-6: Computer Networking:**

Computer Network – Introduction to LAN, WAN, Typology for LAN.

**Unit-7: Internet–**

Internet search engine, Browsing & Surfing, modem, communication lines, WAP, Blue Tooth.

**Unit-8: E - Commerce –**

Types of E- Commerce, Applications of E-commerce.

**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\_ -**

Leaning, Importance & objectives - Principles of Communication, forms of communication, Process of communication, Barriers of effective communication, Techniques of effective Communication communication.

**Unit-2:-Written Communication Business Letters-**

Types , inquiries , Circulars , Quotations , Orders , Acknowledgments Executions , Complaints , Claims & adjustments , Collection letter Banking correspondence , Agency correspondence

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**Unit-3:-Application Letter –**

Bio-data , Interview Letters, Letter of Reference , Letter of Appointments , Confirmation , Promotion, Retrenchment, Resignations ,

**Unit-4:-Report writing –**

Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by committee .

**Unit-5:-Oral Communication-**

Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, methods.

**Unit-6:- Group discussions & Interviews\_****Unit-7:-Non verbal Expressions-**

Body Languages, Gestures, Postures, Facial Expressions, Dress codes .

**Unit-8:-Application of Electronics media & communications,**

Telecommunication, teleconferencing, FAX, E-mail.

**Reference Books :**

<b>1.</b>	<b>Basic Business Communication</b>	<b>-</b>	<b>Robert MaArcher</b>
<b>2.</b>	<b>Effective Business Communication</b>	<b>-</b>	<b>Murhy</b>
<b>3.</b>	<b>Excellence in Business Communication</b>	<b>-</b>	<b>Thill</b>
<b>4.</b>	<b>Handbook of Business Correspondence by</b>	<b>-</b>	<b>Frailey .</b>
<b>5.</b>	<b>Business English &amp; communication</b>	<b>-</b>	<b>Cleark</b>
<b>6.</b>	<b>Business communication</b>	<b>-</b>	<b>Pradhan &amp; Thakur</b>
<b>7.</b>	<b>Business communication</b>	<b>-</b>	<b>Balsubramanium M</b>
<b>8.</b>	<b>Handbook of case writing</b>	<b>-</b>	<b>Culliton &amp; James W.</b>

**PAPER - VII****Organisational Behaviour****Unit -1:-Organisational Behaviour:**

Concept, Nature, Disciplines Contributing to OB-Psychologys sociology, Anthropology, Social Psychology, Economics, Political Science. Historical Overview of OB Approaches to the study of OB- Human Resource Approach, Contingency Approach, Productivity Approach, System Approach Model of OB- Autocratic Model Custodial Model, Supportive Model ,Collegial Model, Other Model- Normative, Empirical, Ecological, Non-Ecological, Ideographic, Nomothetic.

**Unit -2:- Individual Behaviour:**

Personal Factors-Biographical Characteristics & Learned Characteristics, Environmental factor & Organizational factor Personality: Concept, Determinants of personality, Development of personality. Perception: Meaning, Nature, Process, Barriers to perceptual accuracy. Attitudes & Value: Concept, component of Attitude, Measurement of Attitude, Type of Value, Sources of Value.

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**Unit -3:- Learning & Behaviour :**

Definition, Nature of Learning, Types of Learning, theories of Learning, Factors affecting Learning, Behaviour Modification-Steps in Modification, Criticism.

**Unit -4:- Motivation**

Concept, Theories of Motivation, Moslow’s Need Hierarchy, Herzberg’s Motivation Hygiene Theory, Alderfer’s ERG theory, McClelland’s Achievement Theory, Vrooms Expectancy Theory, Porter-Lawler Model, McGregor’s Theory ‘X’& theory ‘Y’ Theory ‘Z’ Equity theory. Money & Motivation ; Non- Financial incentive & Motivation; Job Design & Motivation; Quality of work Life (QWL); Job Enlargement Job satisfaction- Concept Determinants of job satisfaction, Effect of job Satisfaction

**Unit -5:- Stress**

Concept, Causes-Individual Stressors; Group Stressors; Organisational Stressors; Environmental Stressors. Effects of Stress, Coping Strategies for stress.

**Unit -6:- Interpersonal Behaviour**

Meaning. Transactional Analysis; Johari Window Group Dynamic-Types of group; theories of group Formation; Conflict-Concept; Types of Conflict-Intrapersonal & Group Conflict; Resolution of Conflict.

**Unit -7:- Leadership**

Meaning, Function, Theories of Leadership – Trait Theory, Behaviourial Theory, Fielders Contingency Model, Hansey Blanchard Situational Theory, pathgoal Theory, Vroom- Vetten contengency Model, Leader Member Exchange Theory, Charismatic Leadership Theory, Managerial Grid, Likerts Management System. Leadership Style: Leadership Style in Indian Organization, Power and Authority-Concept, Types of Power, Concept of Policies, Distinction between Authority and power, Theories of Authority.

**Unit -8:-Macro Perspective O.B:**

Organizational Culture-Characteristics, Creating the Organizational Culture; Emerging issues in organization Culture, Managing diversity within & across the culture. Organization Change: Nature, Factors in organization Change, Resistanc to change; Overcome resistance to change. Organizational Development: Characteristics, Techniques of OD-sensitivity training, Grid training; Process Consultation; Team Building; Survery Feedback; Third party intervention, Role playing; Structural Techniques.

**Reference Books :**

1.	Organizational Behaviour	-	Steven L. McShane & Mary Ann. Von Glinow; Tata McGraw Hill, New Delhi
2.	Behaviour in Organizational; Understanding & managing the Human Side of work	-	Jerald Greenberg & Robert A’ Baron; Pearson Edition Delhi

3.	Organizational Behaviour	-	Gregory Moorhead & Rick W Griffin; A.D. T.B.S. Publishers & Distributors, Delhi
4.	Organizational Behaviour	-	K. Ashwathappa, Himalaya, Publishing House, Mumbai
5.	Organizational Behaviour	-	Shashi K. gupta & Rosy Joshi, Kalyani Publishers, Delhi
6.	Organizational Behaviour	-	Dr.S.Shajahan & Linu Shajahan New, Age International Publishers Delhi, Pradhan & Thakur
7.	Organizational Behaviour Hill	-	Uma Sewaram; Tata McGraw New Delhi,
8.	. Organizational Behaviour	-	Stephen p. Robbins-Prentice- Hall India, New Delhi,

### PAPER – VIII BUSINESS LAW

#### Unit -1:- Legal System in India and Administration of Law-

Legal aspects of business in general

#### Unit -2:- Indian Contract Act, 1872 –

Definition (Sec.2), Essentials of valid contract,-Competency to enter into a contract (Sec.11&12),-Consent-free consent, Coercion, Undue Influence, Mistake, fraud, Misrepresentation (Sec.13-23)-Void agreement (Sec.24-30), Breach of Contract (Sec.73-75)

#### Unit -3:-Company Act,1956-I-

Company-Definition and characteristics-Company V/s Partnership, Kind of Company-Incorporation, Memorandum of Association, Articles of Association Prospectus-and share Capital.

#### Unit -4:-Company Act,1956-II-

Meeting and proceeding-Boards of Directors-Power & restriction- Oppression and Mismanagement- Winding up

#### Unit -5:-Consumer Protection Act,1986

Definitions, Dispute, Deficiency, Manufacturers, Restrictive Trade practices- Central Consumer Protection Council, State Consumer Protection Council- Dispute Redressal Forum –Drafting of consumer Complaint.

#### Unit -6:-Industrial Dispute Act,1947

Definition, Industry, Industrial dispute, Lay off, Lock out, Retrenchment Wages & Workman-Strikes and Lockout Unfair practice by employers, Trade Unions, Workman.

#### Unit -7:-Negotiable Instrument Act, 1881,

Characteristics of Negotiable Instrument-Promissory notes, Bill of exchange, Cheque- Negotiable (Sec.46-60) Rule of Evidence (Sec.118-122) ; Crossing of Cheque & Dishonors of cheque.

#### Unit -8:-Information technology Act,2000

Applicability, Scope, Nature-Definition-Cyber Crime and Penalties.

Reference Books :

1.	Indian Contract Act	-	Mull
2.	Business Law	-	Gulshan Kapoor
3.	Commercial law including company & industry Law	-	Sen & Mitra
4.	Organizational Behaviour	-	N.D.Kapoor
5.	Indian Companies Act	-	Ramayya
	Panel:	-	
1.	Santosh Shah	-	
2.	Mrs. Geetanjali Deshmukl	-	,
3.	Dr. R.B.K. Nayak		

M.B.A.-I SEM-II

PAPER – IX

Marketing Management

Unit -1:- Marketing Management

An introduction, meaning & definition of marketing, scope of marketing, Core concepts of marketing, company orientation towards marketplace, marketing environment, marketing planning process.

Unit -2:-Marketing research & Marketing Information System

Introduction to marketing research, Importance of marketing research, scope of marketing research, marketing research process, Marketing Information System

Unit -3:-Consumer Behavior

Meaning & definition of consumer behavior importance of consumer behavior, factors influencing consumer behavior, buying decision process.

Unit -4:-Market segmentation

Meaning & importance of segmentation, Bases for consumer market segmentation selection of segment, market targeting ,product positioning

Unit -5:-Product Strategy

Meaning & definition of product, classification of product, product mix decision, product line decision, product life cycle, marketing strategies at different phases of PLC, new product development process, Banding- meaning advantages & disadvantages, trademark, Packaging-meaning, function of packaging

Unit -6:-Pricing Strategy-

Meaning Pricing objectives, Factors affecting pricing price determination policies, pricing methods, setting the price.

Unit -7:-Promotion strategy-

Marketing communication, promotion mix-publicity, Advertising-meaning, 5 M's of advertising, objective of advertising, types of advertising media, Sales promotion-nature & importance of sales promotion, techniques of sales promotion, personal Selling- nature & importance, process of personal selling.



**Unit -8:-Physical Distribution Strategy-**

Channels of distribution-concept & importance, channels of distribution for consumer product & industrial product, selecting an appropriate channel for logistics management

**Reference Books :**

1.	Marketing Management	-	Koter Philip, Keller, Koshy, Jha, Prentice Hall Indian Ltd.
2.	Financial of Management,	-	Stanton W.J. Tata McGraw Hill publishing Company Ltd. New Delhi.
3.	Marketing Management,	-	Saxena Rajan Tata McGraw Hill publishing Company Ltd. New Delhi.
4.	Marketing Management	-	Sherlekar S.A. Himalaya publishing House Delhi,
5.	Marketing Management	-	Ramaswamy, Namakumari, Tata McGraw Hill publishing Company Ltd. New Delhi.

**M.B.A.-I SEM-II****PAPER – X****FINANCIAL MANAGEMENT****Unit-1:-FINANCIAL MANAGEMENT**

1. Introduction, Meaning, Objective, role and functions of financial management

**Unit-2:- Ratios Analysis :**

Meaning, Nature and interpretation of ratios Profitability, Solvency, Leverage, Turnover ratios, Computation and Comparison of ratios.

**Unit-3:- Working capital management –**

Meaning, Significance, type and determinants of working Operating cycle and estimation of working capital, requirement, Sources and application of working capital.

**Unit-4:- Cost of Capital**

Meaning and Significance of cost capital. Capital structure, Calculation of cost of capital-preference, equity and debt.

**Unit-5:-Operating & Financial Leverage-**

Meaning, Concept and measurement of leverage. Calculation of operating, financial and combined leverage.

**Unit-6:- Budget and Budgetary Control-**

Meaning, objective, limitations of budgetary control system. Types of budget. Sales, purchase, Fixed Flexible, Cash, Master budget.

**Unit-7:- Capital Budgeting**

Concept, meaning & importance of capital budgeting. Factors influencing budgeting Investment evaluation criterion –NpV, PI, PBP, IRR.

**Unit-8:- Management Reporting**

Meaning, objective, essentials of good report. Characteristics of good reporting system. Types of report.

**Reference Books :**

1.	Financial Management, Management Accounting and financial Analysis	-	P.V. Rathnam / P. Lalith
2.	Financial Management,	-	I.M. Pandey- Vikas Publication
3.	Financial Management,	-	Theory & Practice- (Prasanna Chandra-TataMc Growtill)
4.	Management Accounting	-	Khan M.Y. & Jain P.K.- Tata Mc Growtill
5.	Introduction to Management Accounting	-	Horngreen, Chrlest-Prentice Hall
6.	Budgeting Profit Planning	-	Welsch, Ronald & Gordon
7.	Management Accounting	-	Sharma/ Gupta

**M.B.A –I SEM-II****PAPER- XI****HUMAN RESOURCE MANAGEMENT****Unit-1:- HUMAN RESOURCE MANAGEMENT:**

Concept, nature, , scope & functions-Operative & Managerial Difference between personnel Management & Human Resources Management Evolution & Development of Human Resources Management from Trade Union Movement Era to Contingency Approach, Strategic human resource Management-Concept Traditional HRM Versus Strategic HRM

**Unit-2:- HRM in a Dynamic Environment**

Impact of Technology on HRM: TQM Approach in HRM Environment of Role of HRM-External & Internal Environment.

**Unit-3:- Human Resources Planning**

Meaning Objective Importance of Human Resources planning Human Resources Planning process. Problem & Barriers of Human Resources planning Job Analysis- Concept, Uses, process, Job Description & Job Specification- Purpose & Uses

**Unit-4:- PROCUREMENT AND PLACEMENT:**

Recruitment- Definition, Objectives, Sources of Recruitment, Factors of Recruitment Recruitment Process. Selection Definition, Essentials of Selection Process. Concepts of Placement-Induction- Programme; Socialisation phases of Socialisation Process.

**Unit-5:- Maintenance of Manpower**

Employee Health & Safety-Concept Occupational Hazards & Diseases, Protection against Hazards, Statutory provisions concerning health, Accidents-Types & Causes : Safety-Significance Safety measures Social Security-Concept, Objective, Scope, Types.

**Unit-6:-Compensation Management**

Wages & Salary administration-objective, Methods of Wage Payment, Factors affecting wage & salary level. Incentive- Concept, Types Benefits- Concept, Rational, Types.

**Unit-7:- EMPLOYEE SEPARATION AND SUPERANNUATION:**

Exit policy , VRS and Lifetime Employment. Lay-off & Retrenchment, internal & and External mobility,

**Unit-8:- New Trends in HRM**

New approach –Virtual Organization, Flexi time flexi work, Moon lighting by employees. Human Resources Accounting-Meaning, Objective, Method, Limitation. Tool of HR research.

**Reference Books :**

1.	Human Resources Management	-	S.S.Khanka, S. Chand & Company Ltd, New Delhi
2.	Human Resources Management	-	U.S.P. Rao, Excel book, New Delhi
3.	Human Resources Management	-	Gary Dessler, Pearson Education Asia, Delhi.
4.	Managing Human Resources	-	Luis R. Gomes-Mejia, David B. Balkin & Robert L. Gardy

**M.B.A -I SEM-II****PAPER –XII****PRODUCTION AND OPERATIONS MANAGEMENT.****Unit-1:- Production Management–**

Nature & scope, Activities, Interface with other functional areas such as Marketing Personnel Finance, Purchasing, Maintenance, Research and Development.

**Unit-2:-Plant location and plant Lay Out-**

Need- Selection of exact location, Criteria for selection, plant Lay out-Importance, Types of Plant Lay Out.

**Unit-3:-Types Of Production Systems –**

Intermittent and continuos, Job Batch, Mass and flow production systems, Assembly lines balancing ,E- Manufacturing- Emerging Manufacturing Technology, Option and Choice.

**Unit-4:-Production Planning Control –**

Objectives,- functions Elements of scheduling,- Master Scheduling, priority planning, Facility Loading, Sequencing problem of Scheduling. Production Control- Control Techniques.

**Unit-5:-Quality Management –**

Meaning and Importance, Inspection, and Quality Control-Purpose of Quality Control- Cost of Quality- Total Quality Management

**Unit-6:-Maintenance and Material Management -**

Objectives, types of maintenance-Primary and Secondary Objective of Material Management, Scope and Objective of Material Management Organisation.

**Unit-7:-Purchasing and Store Management –**

Importance of Purchasing- Purchasing Procedure and policies. Store Keeping- Objective, Importance of Store Lay Out.

**Unit-8:-Inventory Management –**

Type of inventory Management Systems, Fix Order Quantity periodic Review System, Selective Control of Inventory – ABC Analysis, VED Analysis.

**M.B.A –I SEM-II****PAPER – XIII****MANAGEMENT INFORMATION SYSTEM****Unit-1:-To MIS Introduction**

Concept of MIS, Role & MIS Uses of MIS.

**Unit-2:-The Challenge Of Information system:**

Difference Between Computer Literacy and Information System Literacy. Information needs of different Management Measure type of information System in organisation Decision Support System- Characteristics Components, Measure DSS applications. Group Decision Support Systems - Elements, Characteristics,& Application Executive Support Systems– Role Development & Benefits of ESS.

**Unit-3:-Foundations Of Information System:**

Devices & tools– Hardware, Software & Telecommunication. Managing Data Resources. organising Data in a Traditional File Environment. Modern Database Environment- Logical & physical View of data,

**Unit-4:-Database Management System**

Three Model of date, Hierarchical data model, Network data modal, Relational data modal. Database trends-Distributed, Processing & Distributed database. Object Oriented & Hypermedia database. Management requirement for database system- Data administration, Data planning, Modeling & Modeling Methodology. Challenges in Database Management.

**Unit-5:-Strategic Role of Information System:-**

Information of strategic resources concept of strategic information system. Contribution of information systems to pursue competitive strategies.

**Unit-6:-Bulding Information System-**

Contemporary approach as a planned organizational change. System development & organizational change. Overview of system development. System analysis System design, Completing system development process. Alternative system building method- System life cycle proto typing, Application of software packed, & use development & outsourcing.

**Unit-7:- 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.

**Unit-8:-Application Of MIS In Various Functional Areas :**

Marketing information systems, financial information systems, human resource information systems, production information systems.

**Reference Books :**

1.	Management of Information System	-	Gordon B.Davis & Margreth H. Olson
2.	Management of Information System	-	Jawadekar W.S.
3	Management of Information System		James A. O'Brien
4	Information System concept for Management		4 <sup>th</sup> edition Lucas

**M.B.A -I SEM-II****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.

**Unit-2:- Linear programming (LP) –**

Concepts, Formulation of models, diverse problems graphical solutions –simple algorithm –use of slack / surplus / artificial variables max. / Min -big . M problems (optimum sensitivity analysis).

**Unit-3:- Assignment problems (AP) –**

Concepts, formulation of model-Hungarian –method of solution. /maximisation, /.- balanced/ unbalanced –prob.

**Unit-4:- Transportation problems-**

Concepts, formulation of model- solution procedure for initial feasible solution & optimality check- balance/ unbalance- maxi./ mini.-Case of degeneracy.

**Unit-5:- Queuing (WATING 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/I) model.

**Unit-6:- 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.

**Unit-7:- 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.

**Unit-8:- Simulation –**

Concept- Areas of application- Monto Carlo simulation & its application to problems - in queuing Inventory situations.

**Reference Books :**

1.	<b>Operation Research- An introduction</b>	-	<b>Taha.</b>
2.	<b>. Operation Research</b>	-	<b>S.D. Sharma.</b>
3	<b>. Operation Research in management-</b>		<b>Shenoy, Srivastav.</b>
4	<b>. Operation Research in management-</b>		<b>Kanti Swaroop &amp; others.</b>
5	<b>Principles of Operation Research</b>		<b>Harvey- M Wagner.</b>

**M.B.A -I SEM-II****PAPER-XV****APPLICATION OF RESEARCH METHODOLOGY TO MANAGEMENT.****Unit-1:- Meaning, objectives & Motivation in research-**

Types of research –Research Approach \_ Research process, relevance & scope of research in management.

**Unit-2:- Research Design-**

Features of good Design, Types of Research Design, Basic principles of experimental Design. Sampling Design- steps in sample Design Characteristics of a good Sample Design, random samples & random sampling Design.

**Unit-3:- Measurement & scaling techniques-**

Errors in measurement test of sound measurement, scaling & Scale construction technique.

**Unit-4:- Methods of data collection –**

Primary data – Questionnaire and interviews. Collection of secondary data. Processing and analyzing data – Measures of central tendency, measures of dispersion and skew ness, simple and multiple regression analysis.

**Unit-5:- Testing of Hypothesis –**

Procedure for hypothesis testing. Use of statistical techniques for testing of hypothesis.

**Unit-6:- Testing of Samples –**

Sampling distribution, sample theory determining size of sample, confidence level.

**Unit-7:- Interpretation of data-**

Techniques of Interpretation, report writing, layout of a project report.

**Unit-8:- Research in general management-**

Research in functional areas – marketing, finance, HR, production.

**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

**M.B.A -I SEM-II****PAPER XVI****BUSINESS AND ECONOMIC ENVIRONMENT**

**Unit-1:-General profile of agriculture and industry in India-**  
interdependence of agriculture and industry for economic development in India,

**Unit-2:-Industrial growth –**

Role and pattern of industrialization, Industrial Growth rate and structural composition, Large scale, small scale and Medium scale industries in India.

**Unit-3:-RBI and its Monetary policy** fiscal policy- Reforms in Banking sector, Union Budget. Financial Relations between Center and State.

**Unit-4:-Brief History of Indian Planning-**

Harrobb-Domar Models of Development, Mahalanobis Model.

**Unit-5:-Indian economy –**

Characteristics and, major problems Objectives and Strategy of Economic planning, 10th Five year plans, and Objectives of 11<sup>th</sup> Five Year Plan Role of public Sector, Privatization, Liberalization of Indian Economy.

**Unit-6:-International Trade –**

Features of International Transactions, Composition and Direction of India's Exports and Imports, India and World Economy.

**Unit-7:-The Theories of rate of exchange –**

Foreign Exchange Market, Rate and equilibrium rate of exchange, Hedging, Devaluation. Rupee convertibility –Current Account and Capital Account its Importance.

**Unit-8:-Balance of trade and balance of payment –**

Importance of Balance of payments, (BOP) The structure of Balance of payment, Disequilibrium in the balance of payments and its cases, monetary measures. WTO Structure Feature Function Multinational Corporations (MNCs) Feature Role of MNC's in Developing Countries. WTO – Structure, features and functions.

Reference Books :

1.	Business Environment –	-	Francis Cherunilum
2.	Indian Economy	-	Ruddar Datt and K.P.M Sundharam (S.Chand and Company Ltd)
3	Indian Economy		S.K. Mishra and V.K. Puri
4	Indian Economy		A.N. Agarwal
5	International Economics		D.M. Mithan
6	Indian Economy Journal		
7	Economy Journal		
8	Economic and political Weekly (EPW)		
9	Foreign Affairs)		