

SHIVAJI UNIVERSITY, KOLHAPUR.



B+

Accredited By NAAC

Revised Syllabus For

**Master of Business Administration
M.B.A. Part-I & II
(Sem. I to IV)**

Introduced from June 2005 and Onwards

(Ordinances, Regulations, Syllabus & list of Books prescribed)
(Subject to the modifications will be made from time to time)

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

Semester-I			Semester-II		
Paper No.	Subject	T	Paper No.	Subject	T
1	Fundamentals of Management	4	9	Marketing Management	4
2	Management Accounting	4	10	Financial Management	4
3	Mathematics and Statistics for Management	4	11	Human Resource Management	4
4	Managerial Economics	4	12	Production and Material Management	4
5	Information Technology for Management	4	13	Management Information System	4
6	Business Communication	4	14	Applications of Operation Research in Management	4
7	Organisational Behaviour	4	15	Applications of Research Methodology in Mgt.	4
8	Business Law	4	16	Business Economic Environment	4
Semester – III			Semester – IV		
17	Corporate Planning and Strategic Management	4	25	Entrepreneurship and Project Management	4
18	Business Ethics and Professional Values	4	26	Management Control System	4
19	Elective-I	4	27	Managing for Excellence	4
20	Paper-I	4			
21	Paper-II	4			
22	Paper-III	4			
23	Elective-II	4	28	Project Report and Viva	4
24	Paper-I	4			
	Paper-II	4	29	Elective-I	4
	Paper-III	4	30	Paper-IV	4
				Paper-V	4
			31	Elective-II	4
			32	Paper-IV	4
				Paper-V	4

Electives :

- | | |
|------------------------------|------------------------------------|
| 1. Marketing Management | 4. Production Management |
| 2. Financial Management | 5. System Management |
| 3. Human Resource Management | 6. Agriculture & Co-operative Mgt. |

Student has to select any two electives in the second year.

**Following changes in Internal / External Marks are recommended
from June, 2005.**

Internal/ External 30: 70 Marks

Distribution of 30 Marks

Mid Test	- 10 Marks
Seminar/ Mini Project	- 10 Marks
Case Study / Group Exercise	<u>- 10 Marks</u>
Total	- 30 Marks

**External – University will conduct the examination for 70 marks, Question
Paper**

**Nature will be flexible. Examiner may ask questions on case study in
Management subjects.**



Shivaji University, Kolhapur

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

PAPER-1 : FUNDAMENTALS OF MANAGEMENT

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.
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.
3. Planning- Basic Planning Process, Types of Plans, Objectives. The Nature of Objectives, Concepts Of MBO, Process Of MBO, Strategies, Implementation Of Strategies.
4. Organising- Basic Concepts-Division Of Work, Departmentalisation, Hierarchy, Co-Ordination, Organisation Design. Authority, Responsibility & Accountability, Span of Control, Typology of Organisation & Innovation in Organisational Design.
5. 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. Contemporary Issues Regarding Leadership, Future Perspective of Leadership.
6. Controlling- Basic Concept, Relationship between Planning & Controlling. The Basic Control Process, Requirement for Effective Control, Use of IT for Controlling.
7. International Management: Concept Of International Management, Reasons For Some International Contemporary Issues, Globalisation & Global Business Practices.

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. Srivastava.
5. Management By Peter Drucker.
6. Management & Organisation By Louis A. Allen.
7. Management Today- Gene Burton & Manab Thakur.

M.B.A. PART-I SEM-I
PAPER – II : MANAGEMENT ACCOUNTING

- 1) Financial Accounting:
 - A) Financial Accounting: Need for accounting, Internal & External users of accounting information, Accounting concept & conventions.
 - B) Accounting Process & system: Nature of accounting transactions journal entries & posting of ledger, subsidiary book preparation of trial balance, Final account of proprietary concern. Bank reconciliation statement.
 - C) Depreciation Policies: SLM, WDV, Change in the method of depreciation.
- 2) Cost Accounting:
 - A) Objectives, importance & Advantages of cost accounting, Types of costing, cost unit, cost center, profit center.
 - B) Elements of cost : Material, Labour , Overheads , Recording & Reporting of every cost element – cost sheet
 - C) Inventory valuation policy: FIFO, LIFO, Simple average & weighted average method.
- 3) Management Accounting:
 - A) Definition, Functions, Difference between Management Accounting & Cost Accounting , Management Accounting & Financial Accounting
 - B) CVP Analysis:-Contribution, PV Ratio, BEP, Margin of Safety, Angle of Incidence, Simple problems on decision making, Key factor consideration.

Reference Books:

1. Advance Accountancy : M. C. SHUKLA . & T.S. GREWAL.
2. Advance accountancy : S.C. JAIN & K. L. NARANG.
3. Advance Accountancy : S. M. SHUKLA
4. Advanced Cost Accounting : S.C. JAIN & K. I. NARANG .
5. Cost Accounting : JAWAHARLAL .
6. Advance Accountancy : R. L. GUPTA & M. RADHASWAMI .
7. Principles & Practice of Cost Accounting : N. K. PRASAD .
8. Principles & Practice of Management Accounting : MANMOHAN GOEL.

M.B.A. PART-I SEM-I
PAPER-III
MATHEMATICS & STATISTICS FOR MANAGEMENT

LEVEL OF KNOWLEDGE -Basic knowledge

- 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
- 2) 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

- 3) Determinants - Meaning of determinants ,Evaluation of second & third order determinants , Cramers rule.
- 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, scalar multiplication of a matrix, Application of matrices in business
- 5) Variable: Variable, constant, random variable discrete & continuous random variable
- 6) Mathematics of finance-interest calculation, annuity, present value annuity, present value concept in investment
- 7) Meaning of Central Tendency-concept of Mean, Median & Mode, problems only on Mean, Measure of Dispersion-range, mean deviation, quartile deviation Standard deviation & Variance.
- 8) Correlation - Definition of correlation, Types of correlation Karl Pearson's correlation coefficient & its interpretation (continuous data be omitted)
- 9) Regression: Meaning of regression, least square method, linear & non –linear regression, explained & unexplained variations

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.

**M.B.A. PART-I SEM-I
PAPER –IV
MANAGERIAL ECONOMICS**

- 1) Meaning, features & Significance of managerial Economics. Scope of managerial Economics.
- 2) Demand Analysis – Meaning, types of demands, & it's determinants. 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
- 3) 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.
- 4) Market structure – Classification of market structure, price & output determination in perfect competition. Monopoly, price discrimination, Monopolistic Competition & oligopoly.

- 5) Pricing practices: Cost plus pricing, incremental pricing, multiple product pricing, product line pricing, specific pricing problems, price dissemination.
- 6) Decision Analysis: Business Decision-Making, Certainty, risk & uncertainty, pay-off matrix, Source of business risk. Steps involved in analysis of risky decisions, risk premium & risk adjustment
- 7) Profit management: Role of profit in economy, Nature & measurement of profit theories of profit, profit planning and control.
- 8) Macro Economics & Business: 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.

**M.B.A. PART-I SEM-I
PAPER V
INFORMATION TECHNOLOGY FOR MANAGEMENT**

- 1 Introduction to IT :- Concept , Component , IT application in Management
- 2 Computer as a tool of IT – Computer Hardware, software, input & output devices. Number system, ASCII, BCD, EBCDIC Codes, Source code, Languages & package.
- 3 System program – Assembler, Compiler, & interpreter (only introduction & function), Linkers & loader, Operating system architecture & function, Windows, Linux (only introduction).
- 4 Windows : Basic commands , component of MS-OFFICE, Word ,Excel, Power-Point (Basic Application of MS-OFFICE)
- 5 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.

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.

M.B.A. PART-I SEM-I
PAPER - VI
BUSINESS COMMUNICATION

1. Communication - Meaning, Importance & objectives - Principles of Communication, forms of communication, Process of communication, Barriers of effective communication, Techniques of effective communication.
- 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.
- 4) Oral Communication :
 - A) Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, methods. Group discussions & Interviews.
 - B) Non verbal Expressions: Body Languages, Gestures, Postures, Facial Expressions, Dress codes .
- 5) Application of Electronics media & communications, Telecommunication, teleconferencing, FAX, E-mail.

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)

- 1 Introduction to OB :
 Definition, Historical evaluation of OB, Learning Organisation, Types of Learning organisation
- 2 Micro Perspectives of OB :
 Individual process & thinking, memory, learning, emotion, intelligence & ability, perceptual process, Personality – Meaning, development of Personality, Socialization, Personality & Attitude, Personality & Emotion, Motivating Performance through Job designing, & goal setting, Learning through Reinforcement. Learning through feedback. Learning by observing & Learning through Experience.
- 3 Micro & Macro Dynamics of OB: Individual & Interpersonal behaviour, work place emotions, values & ethics, Communicating in organisational setting, Gender difference in communication process, Individual conflict, & interpersonal conflict, frustration, Group dynamics & teams – intergroup behaviour & conflict. Stress – Causes effect & coping strategy, Leadership, - Roles & activities of leadership. Team building; employee involvement, team decision making.
- 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.

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.

M.B.A. PART-I SEM-I
PAPER – VIII : BUSINESS LAW

- 1 Administration of law & legal system in India . - Introduction to legal aspects of Business in general
- 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, mis-representation, mistake (sec 13-23).

- e) Void Agreement (sec 24-30)
 - f) Consequences of breach of contract (sec73-75).
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.
4. Negotiable Instrument Act 1881
- a) Characteristics of negotiable instrument
 - b) Promissory Notes, Bill of Exchange & Cheque.
 - c) Negotiation (sec 46to 60)
 - d) Special rules of evidence.(sec118 to 122)
 - e) Crossing of cheque & dishonour of cheque (sec138 to 142)
5. 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.
- 6.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.
- 7.Information Technology Act 2000 & its scope.
- 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 (SEM-II)
PAPER-IX
MARKETING MANAGEMENT

1. MARKETING CONCEPTS AND APPLICATIONS-
 - A. Introduction to marketing – Nature and scope of marketing, the core concepts of marketing. Company orientation towards market place.
 - B. Marketing of services – Nature and characteristics of service, classification of services, importance of marketing in service sector, the future of service marketing.
2. MARKETING PLANNING-
 - A. Marketing planning process.
 - B. Marketing segmentation – Meaning and concept, benefits and doubts of segmentation, Basis of segmentation, Selection of segments, Market segmentation strategies, Product positioning.
 - C. Marketing Information System - Definition, purpose, scope, procedure, and applications of marketing research, problems of conducting marketing research in India.
3. UNDERSTANDING CONSUMER-
 - A. Determinants of consumer behaviour – Meaning and definition of consumer behaviour, importance, factors influencing consumer behaviour, buying process.
4. PRODUCT MANAGEMENT-
 - 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.
5. PRICING AND PROMOTION STRATEGY-
 - A. Policies and practices – Pricing methods, objectives, price determination policies.
 - B. Marketing communication – The promotion mix, Advertising and Publicity – 5 M's of advertising management.
 - C. Personal selling and sales promotion – Personal selling – nature, process, importance, Sales promotion – nature and importance, techniques.
6. DISTRIBUTION STRATEGY-
 - A. Importance of channels of distribution, Alternative channel of distribution, selecting an appropriate channels.
 - B. Logistic management.

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

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

Level of Knowledge – Working Knowledge

1. Nature and Scope of Financial Management : Objectives of Financial Management, Finance Functions, Structure of finance department, Emerging role of the Finance Manager in India.
 2. Techniques of Financial Statement Analysis : Trend Analysis, Common Size Statements, Ratio Analysis : Classification of Ratios – Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios, (preparation of statements using ratios should be avoided)
 3. Working capital management – Nature and need of working capital, determinants of working capital, estimation of working capital, financing working capital.
 4. Sources of finance – sources of long term & short term finance.
 5. Financing decisions: Cost of capital, cost of different sources of finance, weighted average cost of capital, concept of optimal capital structure.
 6. Capital budgeting – Nature and significance, techniques of capital budgeting – Pay Back Method, Accounting rate of return, Net Present Value and profitability index – simple problems.
 7. Management of profits – Dividend policy (theories of dividend policy are excluded) determinants of dividend policy, bonus shares and stock splits.
- 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

M.B.A –I SEM-II
PAPER- XI
HUMAN RESOURCE MANAGEMENT

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
2. 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.
3. HR PLANNING : Concept, Importance of HRP, Concepts to Job Analysis, Job Description & Job Specification
4. PROCUREMENT AND 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.
5. 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.
6. COMPENSATION MANAGEMENT: components of Remuneration, Theories- Expectancy Theory, Equity Theory, Agency Theory , Factors affecting Wage and Salary Levels and Challenges of Remuneration.
7. EMPLOYEE SEPARATION AND SUPERANNUATION: Exit policy , VRS and lifetime employment without guarantee. Lay-off, retrenchment, internal mobility and external mobility,
8. HUMAN RESOURCES Human resource accounting , Tools of personnel research , Recent Techniques – Employee for Lease , Moon Lighting by employees , Dual Career groups , FlexTime and FlexWork

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)

M.B.A -I SEM-II
PAPER –XII
PRODUCTION & MATERIALS MANAGEMENT.

1. THE PRODUCTION FUNCTION – Nature & scope, activities, interface with other functional areas like Marketing, Purchasing, Finance, Personnel, Maintenance, R & D, concept of productivity.
2. TYPES OF PRODUCTION SYSTEMS – Intermittent and continuous, job batch, mass and flow production systems, assembly lines balancing, emerging manufacturing technology option and choice.
3. PLANT LAYOUTS – Product, process, fixed position and combination layouts. Flow lines cellular layout, U- shaped cells, workstation.
4. 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.
5. QUALITY CONTROL – Quality control, importance, inspection, Introduction to total quality management, cost of quality.
6. MAINTENANCE - Objectives, types of maintenance, breakdown and preventive maintenance.
7. MATERIAL MANAGEMENT CONCEPT – Primary and secondary objectives, its importance in present context, scope and activities of materials management and organisation.
8. INDUSTRIAL PURCHASING – Functions, steps in purchasing procedure, purchasing policy.
9. Stores Functions- Storage equipment's, material handling in stores & stores layout.
10. INVENTORY MANAGEMENT – Type of inventory management systems, Fixed Order quantity and periodic review system, selective control of inventory – ABC Analysis, VED Analysis.
11. MAKE AND BUY DECISIONS – Technical, commercial and economic factors, Case studies in make or buy decision, Application of Break Even Analysis.

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

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.
2. **THE CHALLENGE 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.
3. **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.
4. **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.
5. **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.
6. **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 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.

M.B.A -I SEM-II

PAPER-XIV

APPLICATION OF OPERATION RESEARCH IN MANAGEMENT.

1. Introduction to OR – Concepts, Phases of OR, Application potential to diverse Problems in business & industry, scope & limitations.
2. 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).
3. Assignment problems (AP) – Concepts, formulation of model-Hungarian – method of solution. / maximisation, / minimisation.- balanced/ unbalanced – prob.
4. Transportation problems (TP)-Concepts, formulation of model- solution procedure for initial feasible solution & optimality check- balanced/ unbalanced- max./ min.- Case of degeneracy.
5. 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.
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.
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.
8. Simulation – Concept- areas of application- Monto Carlo simulation & its application to problems - in queuing Inventory situations.

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.

M.B.A -I SEM-II
PAPER-XV
APPLICATION OF RESEARCH METHODS IN MANAGEMENT.

1. Meaning, objectives & Motivation in research. Types of research –Research Approach _ Research process, relevance & scope of research in management.
2. Research Design- Features of good Design, Types of Research Design, Basic principles of experimental Design.
3. Sampling Design- steps in sample Design Characteristics of a good Sample Design, random samples & random sampling Design.
4. Measurement & scaling techniques- Errors in measurement. Test of sound measurement, scaling & Scale construction technique.
5. Methods of data collection – Primary data – questionnaire and interviews. Collection of secondary data.
6. Processing and analysing data – Measures of central tendency, measures of dispersion and skewness, simple and multiple regression analysis.
7. Testing of hypothesis – Procedure for hypothesis testing. Use of statistical techniques for testing of hypothesis.
8. Testing of samples – Sampling distribution, sampling theory determining size of sample, confidence level.
9. Interpretation of data, techniques of Interpretation, report writing, layout of a project report.
10. 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
ECONOMIC ENVIRONMENT & BUSINESS
SECTION I

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.
2. General profile of agriculture and industry in India, interdependence of industry and agriculture for economic development in India,
3. Industrial growth – Role and pattern of industrialisation, Industrial growth rate and structural composition, large scale, small scale and medium scale industries in India.
4. RBI and its monetary policy, fiscal policy, reforms in banking sector, union budget.

SECTION II

1. International trade – Distinct features of International transactions, India's international trade – exports and imports, India and world economy.
2. 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.
3. 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.
4. WTO – Structure, features and functions.
5. Multinational Corporations – Features of MNCs, classification of MNCs, role of MNCs in developing countries, drawbacks of Multinational Corporations.

Note : Figure in the bracket indicate number of periods

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

M.B.A.– II SEM. III
Paper XVII
CORPORATE PLANNING AND STRATEGIC MANAGEMENT

1. Concept of strategy : a) Defining strategy b) Levels at which strategy operates c) Strategic Decision Making and Approaches to Strategic Decision making d) Mission and Purpose, Objectives and Goals e) Strategic Business Units f) Corporate Planning Process
2. Environment Analysis and Diagnosis : a) Concept of Environment and its components b) Environment scanning and appraisal c) organizational appraisal d) Strategic advantage analysis and diagnosis e) SWOT analysis
3. Strategy Formulation and Choice of Alternatives : a) Strategies – Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies b) Process of Strategic Choice – Industry, competitor and SWOT analysis; Synergy and Dysynergy, GAP Analysis; Porter's Five forces Model of competition; McKinsey's 7's framework; GE-9 Cell Model, Boston's Consultancy Model c) Distinctive competitiveness; d) Selection of matrix e) Factors affecting Strategic Choice – Cost, Leadership, Differentiation focus, value chain analysis, bench-marking, service blue printing.
4. Strategy Implementation : a) Inter-relationship between formulation and implementation; b) Issues in strategy implementation, Resource Allocation, Budgets, Organization structure c) Matching structure and strategy d) Behavioural Issues – Leadership styles, Corporate culture and values power e) Social Responsibilities – Ethics, Building capable organization; f) Functional Issues – Financial, Marketing, Operations and Personnel Plans and Policies
5. Strategy and Structure: Structural Considerations, Structure for strategies, Organizational design and change.
6. Strategy Evaluation: Importance, Symptoms of malfunctioning of strategy, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.
7. Strategies for competing in globalizing markets, New Business Models and strategic for Internet Economy.
8. Tailoring strategy to fit specific industry and company situation, strategy and competitive advantage in diversified agencies, Evaluating the strategies of diversified agencies.

Books Recommended :

1. Managing Business Enterprise : Strategies, Structures and Systems – S.K. Bhattacharya and N.Venkatraman – VHP
2. Business Policy – Kaxmi Azhar – Tata McGraw Hill
3. Strategic Management 12th edition - Thompson and Strickland – Tata McGraw Hill
4. Strategic Management – David Fred R. – PHI
5. Implementing Strategic Management – H.Igor Ansoff – PHI
6. Strategic Management in Action – Coulter Mary K. – PHI

7. Cases in Strategic Management – S.B.Budhiraj and M.B.Athreya – Tata McGraw Hill.
8. The Competitive Advantage of Nations - Macmillian
9. Strategic Management – R.Srinivasan.

M.B.A.-II SEM. III

PAPER-XVIII

BUSINESS ETHICS AND PROFESSIONAL VALUES

- 1 Business Ethics : Importance of Ethics in Business, Traditional Theories, Application of Traditional Theories to Modern Businesses. Overview of Ethics Value Systems, Trusteeship Management- Gandhian Philosophy of Wealth Management
- 2 Business and Society: Changing concepts and objectives of Business, Responsive Management, Corporate Social policy, Management by Values, Social responsibility and profitability, Forces inducing Social Responsibility. Social responsibilities of Business Organization.
- 3 Basic Framework of Normative Ethics,: Ethics and Decision Making, Ethical Aspects Corporate Policy, Morality and Rationality in Organisation, Moral Relationship between Individual and Organisation. Making Moral Decisions. Conflict between personal values and organizational goals. Corporate culture,
- 4 Consumerism and Ethics: Consumer Rights, Exploitation of consumers, Consumer Protection, U.N. guidelines for Consumer Protection, Consumer Protection and Consumerism in India, Ethics in Advertising, Woman in Advertising. Responsibilities of Advertising Agencies
- 5 Corporate Governance: Meaning, Importance, prerequisites, regulatory and voluntary actions, Corporate Governance in India.
- 6 Ethics in Business Disciplines- Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology.
- 7 Business ethics and Environment Management: Basics of Environment, Environment pollution, Ozone Depletion, Global Climate change, Air Pollution, Water Pollution, Waste Management. Environmental Regulations – WTO environmental provisions, Environmental Regulation in India, Environment Protection.

Books Recommended

- 1 Business Ethics- David J.Fritzsche
2. Perspectives in Business Ethics- Laura Hartman-Mcgraw Hill
- 3 Business Environment - Freancis Cherunilam, Himalaya
- 4 Ethics in Management by S.A.Sherlekar, Himalaya
- 5 Management Policy and Strategic Management, R.M.Srivastava
- 6 Perspectice Management by V.P.Michael,
- 7 In the World of Indian Corporate Managers- Sharu Rangnekar,- Vikas Pub.
- 8 Advertising Theory and Practice- Chunawala S.A. & Sethia K.C.
- 9 Marketing Management – Sengupta
- 10 Industrial Health and Safety Management- A.M.Sarma

M.B.A.-II SEM-III
GROUP A : MARKETING MANAGEMENT PAPER-I
SALES MANAGEMENT

1. Introduction to Sales Management – Evolution – Definition – Distinction between selling and marketing – sales management functions – place & importance of sales management in the organisation.
2. Sales forecasting & policy making - Meaning – Importance – Types of forecasting – Forecasting methods and procedure – Importance – merits & demerits of various methods.
3. Sales related marketing policies – Product policies – Distribution policies – pricing policies – promotion policies
4. Formulation of personal selling strategy – Personal selling objectives – personal selling strategy Personnel selling objectives and — Determining size of sales force - Determining kind of sales personal
5. Sales Organization – Purpose of sales organization – setting up a sales organization – types of sales organization structure
6. Sales Department Relations – Interdepartmental relations – Co-ordination of personnel selling with other marketing activities – co-ordination of personnel selling with other departments – sales departments and external relations – distribution network relations.
7. Controlling sales personnel – evaluating and supervising – Standards of performance – Recording actual performance – evaluating – comparing actual performance with standards – controlling sales personnel with supervision.
8. Sales Meeting & Sales Contests – Sales Meeting – Planning & Staging sales meeting Types of sales meeting – sales contest Aims – Contest formats – Contest prizes – Duration, Evaluation of sales meetings & contests.
9. Sales quotas and sales territories – Objectives in using quotas – quota setting procedure – sales territory concept – reasons for establishing and revising sales territory – procedures for setting up or revising sales territory.
10. Sales control and cost analysis – The sales audit – sales analysis – marketing cost analysis
11. Salesmanship –Definition – Personnel selling situations – Prospecting sales resistance – Selling process & skills for effective salesmanship.

Reference Books -

1. Sales Management – R.R.Still , E.W.Cundiff , N.A.P.Govani
2. Effective salesmanship – Richard T. Hise
3. ABC's of selling – Charles Futrell
4. Sales Management – Rustum Davar

M.B.A.II SEM-III
GROUP A : MARKETING MANAGEMENT PAPER-II
ADVERTISING MANAGEMENT

Objective: The paper will help students to prepare ads on their own by applying Creativity through teams. This will help them to prepare advertising Strategies for the Companies.

1. Advertising Management- Role & Importance of advertising - Setting advertising objectives- advertising. Budgets – Choosing Message and Media Selection Evaluating & communicating through advertising
2. Advertising Budget & Types - Budget plan-Budget process-Percentage of sales- Objective & task – Administrative budget, Advertising types for products & services.
3. Media planning strategy- Types of media-Print-Broadcast-Outdoor-Transit. Advertising-Media selection-Media characteristics-Media reach-Media brief-Media planning process-When-Which-How-How much-Designing media plan-Media cost & media ability-Matching media & market-Geographical selectivity media strategy
4. Print media & electronic media- Print media-Newspapers & magazines- Advantages & Disadvantages-Brief review of newspapers & magazines in India-TV & Radio-Merits & demerits-Indian advertising scenario of TV & Channels.
5. Message design & development- what to say-Message appeals-Types of Appeals-Rationale-Emotional-Moral-Direct & indirect appeal-Message Structure-positive-Negative-One sided-Two sided-How to say it symbolically- Message format-Visualization & development of ads & creativity-Process of Visualization.
6. The layout of advertisement- Components-Background-Border-Caption-Heading-Illustration-Photography-Name plate or company logo-Price-Product-Slogan-Space-Balance-Increment formats of layout.
7. Indian Marketing – Environment – The demographic scene – General Economic scene – Agriculture scene – Industrial scene – forces of advertising & Media on Indian market.
8. Advertising Business and Advertising Agency –
Adverting Manager – Organisational Sturcture of Advertising Department, Functions of Advertising Department – Advertising Agency , Working of Agency Functions of Advertising Agency, Client agency Relationship,Selection of Advertising Agency
9. Advertising Effectiveness –
Advertising Research , types of Advertising evaluation, Pre testing , print media, broadcasting ads, other pre testing techniques, post testing of ads

REFERENCE BOOKS-

1. “Marketing Management – Planning, Implementation & Control – The Indian
2. Context”, Second Edn. By V.S. Ramaswamy & S Namakumari from macmillan india Ltd.
3. Foundations of advertising--Theory & Practice- S.A. Chunawala & K.C.Sethia.

4. Advertising & Promotion -George E. Belch & Michael A. Belch
5. Marketing Management-Philip Kotler
6. Advertising Management-David A. Aaker & John G. Myers
7. Advertising- Wright & Winter & Zeigler
9. Advertising Management- Neil H. Borden & Martin V. Marshall

M.B.A.-II SEM-III

GROUP A : MARKETING MANAGEMENT PAPER-III

CONSUMER BEHAVIOR

1. Introduction to consumer Behavior – Diversity of consumer behavior – Concept and need for studying consumer behavior and marketing management, factors influencing consumer buying behaviour, consumer buying process
2. Consumer Modeling:- The economic model – Learning model- psychoanalytic model – The sociological model- The Howard Sheth model of buying behavior – The Nicosia model- The Engel –Kollat-Blackwell Model.
3. Individual Determinants of Consumer behavior- Perception, Meaning of perception- the perceptual process- Factor responsible for perceptual Distortion,. Learning –what is Learning?-components or elements of learning process.
4. Individual Determinant of Consumer Behavior-Personality- Meaning and Nature- Characteristics of Personality- Stages in the development of personality- personality influences and consumer behavior –self-concept or self-image. Attitude and behavior- The concept of Attitude-Relationship between Attitude and behavior- Factors involved in Attitude formation- Motivation- What is Motivation? Needs And goals- The Dynamic Characteristic of Motivation.
5. Influence of Social class –Definition and meaning of social stratification –factors responsible for social stratification –characteristic features of social classes- Social influence on consumer behavior.
6. Group Dynamics and Consumer Reference Groups- Definition and Meaning of Group- Reasons For formation of group –Types of Groups relevant to consumer behavior – Family life cycle- Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group
7. Consumer Satisfaction and Relationship Marketing- Customerisation- Working towards enhancing Customer satisfaction-Sources of customer dissatisfaction- Relationship marketing Meaning Understanding the economics of customer retention- Market emphasis in relationship marketing.
8. Industrial \ Organizational Buying Behavior – Participants in Industrial marketing- Buying decisions involved in industrial buying process- Factors influencing industrial buying behavior – Stages of Industrial buying process.

Reference Books:

1. Consumer Behavior in Indian Perspective – Sujua R. Nair
Himalaya Publishing House (Reference this book for in depth study of the subject in a practical perspective).
2. Marketing Management- William Stanton.
Marketing Management- Philip Kotlar.

M.B.A.-II SEM.-III
GROUP B- FINANCIAL MANAGEMENT -PAPER I
INDIAN FINANCIAL SYSTEM

1. Indian Financial System - Pre Nineties and Post Nineties overview. Organisational structure of the Indian Financial System- Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments.
2. Regulatory and promotional institutions: Reserve Bank of India, Securities and Exchange Board of India, IRDA, - Objectives and functions of RBI, SEBI and IRDA
3. Primary Market : Public Issue, Right Issue and Private Placement. Steps in Public Issue, Steps and Role of various agencies in public issue-Merchant Bankers, Underwriters, Brokers, Bankers to the Issue, Registrar to the Issue. Promotional agencies. Opening and Closing of Issue, Allotment / Refund, Listing of securities, Concept of Book Building.
4. Stock Exchange : Definition, Overview of Stock Exchanges in India, Trading on NSE - Capital Market Segment and Wholesale Debt Market Segment, Trading system under Capital Market Segment, Order types, cash/margin trading, Rolling settlement. Role of Broker, Clearing House, Depository in trading, Introduction to E-Trading.
5. Money Market - Meaning, Instruments, features of the instruments
6. Banking – Functions of Commercial Banks, Concept of E-Banking, NPA, Securitisation and Universal Banking.
7. NBFC- Meaning, Major functions of NBFC.
8. Credit Rating,- Concept, Credit Rating Agencies in India, Rating Methodology and process, Rating symbols for Debentures/Bonds.
9. Insurance : Introduction to LIC, GIC and Private Insurance Companies.
- 10 Mutual Fund- Concept, Advantages of MF, History of MFs in India, Management of MF.
11. Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Dis-investment Mechanism.

Books Recommended

1. Financial Institutions and Markets- L.M.Bhole
- 2 Indian Financial System- Khan M.Y.
- 3 Indian Financial System – Pathak
- 4 Management of Financial Services- Bhalla V.K.
- 5 Indian Financial System – Dr.G.Ramesh Babu

M.B.A.-II SEM.-III
GROUP B- FINANCIAL MANAGEMENT -PAPER II
FINANCIAL DECISION ANALYSIS

Level of knowledge- Basic knowledge

1. Capital Structure Decision: Financial leverage, Operating leverages, Indifference points. Approaches to appropriate Capital structure- EBIT-EPS Analysis, Guidelines for capital structure planning, Capital structure policies in practice.
2. Financial Statement Analysis- Nature, Techniques- Comparative financial statement, Trend percentages, Common Size financial statement. Ratio Analysis- Liquidity, Activity, Profitability, Leverage ratios, Inter-firm analysis, utility of ratio analysis.
3. Dividend Decision: Determinants of Dividend Policy, Divident policy in practice. Bonus Shares- regulation, reasons, deciding bonus ratio.
4. Leasing: Concept, Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision, Leasing vs. Higher-Purchase
5. Merger and Acquisition and Restructuring : Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition, Portfolio Restructuring, Financial Restructuring, Organisational Restructuring.
6. Financial Management in Sick Units- Definition of Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.
Problems should be covered on following topics only.
 - a) Capital structure Decisions
 - b) Problems on Analysis of Financial statements and inter-firm comparison by using ratio analysis.
 - c) Merger and Takeover

Books Recommended-

1. Financial Management- Fifth Edition- Prasanna Chandra
2. Financial Management- Van Horne, James C.
3. Financial Management and Policy- Bhalla V.K.
4. Financial Management- Khan and Jain
5. Financial Management- I.M.Pandey
6. Principles of Financial Management-R.P.Rustagi.

M.B.A.-II SEM.-III
GROUP B- FINANCIAL MANAGEMENT -PAPER III
PROJECT PLANNING AND WORKING CAPITAL MANAGEMENT

- 1 Project planning- Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections.
2. Project financing: Intermediate and long term financing, Appraisal of term loans by financial institutions.
3. Capital Budgeting- Capital Budgeting Process, Techniques of Capital Budgeting- Pay Back Period, ARR, NPV, PI, IRR. Risk Analysis in Capital Budgeting- Sensitivity analysis, Scenario analysis and Decision Tree analysis.
- 4 Working Capital Management - Concept of Working Capital, Importance of working capital management, Factors determining working capital, Estimating working Capital- Cash Cycle analysis.
- 5 Management of Cash- Motives of holding cash, Factors determining the cash balance, Managing the Cash Flow, Cash Budget, Reports for Control, Cash Collection and Disbursement, Options for investing surplus funds, and strategies for managing surplus funds, Cash Management models - The Baumol Model, The Beranek Model, The Miller-Orr Model.
- 6 Management of Receivables- Concept, Costs - Collection Cost, Capital Cost, Delinquency cost, Default Cost. Benefits of Management of Receivables, Credit Policies- Evaluating the Debtor; Credit Analysis and Decision, Credit Terms and Collection Policies. Control of Account Receivables, Heuristic Approach
- 7 Inventory Management- Concept, Benefits and costs of holding inventories, Inventory Control Techniques- ABC Analysis, EOQ, various levels, Safety stock.
- 8 Short Term Financing- Trade Credit, Accruals, Commercial Paper, Bank credit, Public Deposit, Inter-Corporate Deposits, private institutions, factoring.

Problems should be covered on following topics only.

Level of knowledge- Working

- 1) Capital Budgeting
- 2) Determination of Working Capital Management
- 3) Receivables Management
- 4) Cash Management

Books Recommended

1. Projects : Planning, Analysis, Selection,
2. Implementation and Review- Prasanna Chandra
3. Financial Management- P.V.Kulkarni & B.G.Satyaprasad
4. Working Capital Management- V.K.Bhalla
5. Working Capital Management- Scherr F.C.
6. Working Capital Management – J.J.Hampton and C.L.Wagner

MBA –II SEM – III.

GROUP C- HUMAN RESOURCE MANAGEMENT. PAPER – I

HUMAN RESOURCE PLANNING AND PROCUREMENT.

1. Strategic Human Resource Management : Meaning , Benefits , Role of HRM in Strategic Management , Strategic Management Process.
2. Human Resource Planning : Definition , Objectives, Importance, Factors affecting HRP, Process of HRP Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot , Computerized Forecasting , Delphi Method, Manager Judgment, Supply forecasting.
3. Job Analysis : Meaning , Purpose, Process, Methods of Collecting Data.
Job Description – Contents , Writing Job Description, Job Specification.
4. Procurement of Human resource: Recruitment- Meaning and Process; Sources of Recruitment , Internal and External Source, Modern Techniques of Recruitment, Sources- Internet Based, Placement Agencies.
5. Selection of Human Resource: Meaning, Essentials of Selection Procedure, Selection Hurdles, Selection Procedure - Application Blank; Employment Tests- Utility and Validity. Employment Interviews- Principles and Techniques, Medical Text, Reference Check Appointment- Terms and conditions.
6. Induction & Placement- Induction –Meaning, Induction Programme –formal or informal, individual or collective, serial or disjunctive, Investiture or Dis-investiture, Requisites of effective programme.
7. Changing environment of HRM – Internal and External factors.
Internal factors – Human Resource of Country , changing demands of employers , employees organization . External factors – Change in Technology, Legal and Government, Customer Social factors, Economic and Political factors.

Reference Books :

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases By P. Subba Rao.
3. Human Resource Management – An Experiential Approach by H. John Bernandin & Joyce E.A.Russell.
4. Human Resource Management – S.S.Khanka (S. Chand & Company Ltd. New Delhi.)
5. Human Resource Management and Personnel Management – Aswathappa (Tata Magraw Hill New Delhi)

MBA –II. SEM – III.
GROUP C- HUMAN RESOURCE MANAGEMENT. PAPER – II
DEVELOPING AND UTILIZING HUMAN RESOURCE.

1. Training for Development – Concept of Training and Development, Need for training , Importance of Training , Difference between Training and Development, Principles of Training and areas of training. Assessment of Training Needs, Training Methods- On the Job and Off Job Methods, Electronic Training – Computer Based training , Electronic performance support system(EPSS) , Distance and Internet Based Training – Tele-training , Video conferencing , Training via Internet , Learning portals.
2. Management Development – needs, importance & Methods. Organizational Development Through Human Resource Development.
3. Learning Organisation : Learning Curves and Linkage of Learning with Training and Learning Organisation, Organisational Learning, Instruments on Learning Organisation, Essentials for Developing a Learning Organisation.
4. Performance Appraisal- Definition, Objectives, Need for Appraisal , Essentials of performance appraisals and problems of performance appraisal, Methods of Performance Appraisal- Traditional and Modern Methods- Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal , Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers
5. Managing Careers: Career Planning, Factors affecting Career Choices; Career Stages , Career anchors, Need for Career Planning, Managing Promotions, Transfers & Demotions.
6. Evaluation of Training : Purpose of Evaluation, Evaluation Process.

Reference : Books:

- 1 Training Manual on Human Resource Management & Organisational Learning – V.N.Srivastava & Girdhar J.Ghyni.
2. Human Resource Management by Gary Dessler.
3. Human Resource Management by Robbins.
4. Human Resource Management – P. Subba Rao.
5. Human Resource Management and Personnel Management – Aswathappa (Tata Magraw Hill New Delhi)

MBA-II SEM – III.

**GROUP C- HUMAN RESOURCE MANAGEMENT. PAPER – III
INDUSTRIAL RELATIONS & INTEGRATION OF HUMAN RESOURCE.**

1. Industrial Relations:- Meaning & Objectives, Importance, Approaches to Industrial Relations - Unitary, Pluralistic, Marxist. Role of Three Actors to Industrial Relations – State, Employer & Employees, Causes for poor IR, Developing sound IR. Ethical approach to IR: Idea of trusteeship- Principles & features, Code of conduct. Trade Unions – Meaning, Why do workers join unions, Types of trade unions, Theories to trade Union, Trade union movement in India, Problems of trade unions, Functions of trade unions, Measures to strengthen trade unions, Trade union Act – Registration of trade unions, Need for Recognition & Rights to recognition of trade unions, Central trade unions in India.
2. Industrial Disputes – Definition, Causes of Industrial disputes, Types of Industrial disputes, Prevention of Industrial disputes, Settlement of Industrial disputes. Industrial Dispute Act – Conditions to Strikes, Lock-outs, Lay-off & Retrenchment, Laws relating to standing orders.
3. Collective Bargaining – Definition, Importance, Prerequisites of collective bargaining – Union bargaining process – Types of bargaining– Collective bargaining in India. Grievance & Disciplinary procedure – Meaning, Need & procedure.
4. Integration of Interest – Individual & organizational problems in Integration. Integration process.
5. Quality of Work Life and Quality Circles: Meaning of quality of work life – Quality Circles- Objectives- Process, Structure and problems- workers participation in management and quality circles – Concept of empowerment.

Books Recommended :

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases By P. Subba Rao. (Himalaya Publishing house)
3. Dynamic Personnel Administration by Prof. M.N. Rudrabasavraj.
4. Dynamic of Industrial Relations in India by C.B. Memoria. (Himalaya Publishing house)
5. Human Resource Management – S.S.Khanka (S. Chand & Company Ltd. New Delhi.)
6. Industrial Relations & Collective bargaining – Nirmal Singh & S.K.Bhatia (Deep & Deep Publication Pvt. Ltd. New Delhi.)
6. Human Resource Management and Personnel Management – Aswathappa (Tata Magraw Hill New Delhi)

**M.B.A. SEM - III
GROUP - D**

PRODUCTION AND OPERATIONS

PAPER-I

INDUSTRIAL ENGINEERING.

1. **Productivity** :- Production System, Definition of Productivity, Factors affecting Productivity, Kinds of Productivity Measures, Increasing Productivity of resources.
2. **Work study** : Definition and Concept, Objectives and need, Basic Procedure.
3. **Method Study** : Need for Method Study, Procedure, Principles of motion economy.
4. **Recording of Method Study** : Use of various charts, Process charts, Outline charts, Flow process chart for Worker and Materials, and Equipment, Man-machine Chart, Two handed chart, SIMO Chart, Multiple activity chart, Travel Chart, String diagram.
5. **Work-Measurement** : Technique of work. Measurement including estimating, Stop watch time study, Pre determined Time Standards, Synthetic estimate of work times, Activity Sampling.
6. **Computation of Standard time** : Elements, Types of elements, Performance rating, Allowances, Need for allowances, Types of allowances.
7. **Ergonomics** : Nature of Ergonomics, Factors in ergonomics, Sociotechnical System.

Books Recommended :-

1. Work study - I.L.O.
2. Work study and Ergonomics – L.C.Jhamb
3. Workstudy – Curie and Faraday
4. Industrial Engg.and Management – O.P.Khanna,
5. Workstudy and Erognomics – L.C.Jhamb.

M.B.A. SEM - III
GROUP - D
PRODUCTION AND OPERATIONS
PAPER-II
PURCHASING AND SUPPLY MANAGEMENT.

1. Role of Purchasing and Supply Management in business, Organisation, Relationship with all other department in the organisation, Problems faced by Materials Management, Present status in India and the future.
2. Purchasing function, Procedure for Purchasing, Design Specifications and engineering drawings, Receiving of incoming quality inspection, Acceptance Sampling Plans, Importance and Selection of Source of Supply, Evaluating performance of Supplier, vendor rating, Negotiation and price determination, Order Preparation and follow-up, Legal aspects of Purchasing.
3. Management of buying plans, Knowledge of stable & Unstable market, Timing of purchase, forward buying, Hand-to-Mouth buying, Speculative buying, Hedging, Purchasing Research, International Purchasing and global sourcing, receiving and issuing procedures, Purchasing of capital equipment.
4. Stores Management, functions, Classification and Codification, Storey layout Stores equipment, Preservation of Materials, Two-bin system, Disposal of Scrap and Surplus.
5. Cost-reduction techniques, Standardisation, Simplification, and variety reduction, Value analysis.
6. Factors influencing make or buy decisions, Analysis of Make or buy decisions.
7. MRP and JIT Systems, Controlling the timing factor.
8. Computerised Materials Management System, documents in Inventory, Purchase requisition, Purchase orders, receiving and inspection formats, Frequency and types of Management reports.

BOOKS RECOMMENDED :-

1. Purchasing and Materials Management. – D.W.Dobler etc.
2. Handbooks of Materials Management – Gopalkrishnan P.
And Sundarshan N.
3. Purchasing Principles and Management – Baily.

**M.B.A. SEM - III
GROUP - D**

PRODUCTION AND OPERATIONS

PAPER-III

PRODUCTION PLANNING AND INVENTORY MANAGEMENT.

1. Forecasting for Production : **Objectives, Factors affecting accuracy of forecast, Methods of forecasting.**
2. Production Planning to meet regular and Seasonal demands, Routing, Loading, Scheduling dispatching and Progress Chart.
3. Aggregate Planning, Job Shop Planning, Line Balancing, Planning Versus Execution.
4. Materials requirement Planning, Perspective, Bill of Materials, Master Production Schedules, Inventory Status, Methodology, Explosion of requirements, Determining gross/Net requirement and various reports.
5. Various documents used in Production Planning and Control. Application of Computers in PP and C.
6. Role of Inventory Planner in Production Planning, Use of Inventory turn to stimulate Productivity improvements, effect on service level, ROI, Integration of Sales forecast, Production Planning and Inventory Management.

BOOKS RECOMMENDED -

1. Principles of Production Control - Burbidge
2. Production and Inventory Control Handbook – Greene, James H.
3. Production and Inventory Control – Mc Leavey, Dennis W.
And Narasimohan S.L.
4. Manufacturing Planning and Control – Valimam T.E.etc.

**M.B.A. SEM - III
GROUP - E
SYSTEMS
PAPER – I
MANAGEMENT SUPPORT SYSTEMS**

Objective:-

This course has been designed to develop an understanding of the concepts and application of information technology based Management Support System.

Course Contents:-

Overview of CBIS Applications:- Decision Making Concepts –A need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business; modeling in Decision Support; Spread Sheet Software Systems as DSS Tool; Development of Planning Models in Various Functional Areas; Introduction to Integrated Financial Planning System for Financial modeling. Group Decision Support System; Use of DSS Technology for Marketing Finance, Production and HRM. Modeling of Multi-objective and analytic Hierarchy Process. Artificial Intelligence; Need and application. AI Based Systems; Fuzzy Knowledge in Rule-Based System; Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a functional Area.

Suggested Readings:

1. Davis, Milchael W. Decision Support, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1988.
2. Jayashankar, R. Decision Support System. New Delhi. Tata McGraw Hill, 1989.
3. Patterson, Dan W. Introduction to Artifical Intelligence and Expert system. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990
4. Rolph, Paul. How to choose and Use an Executive Information system. New Delhi, Viva Books.
5. Spruague, Ralph H. decision Support for Management. Englewood Cliff, New Jersey, Prentice Hall inc., 1995.
6. Turban, E. Decision Support & Expert Syustems. 2nd ed., New York, Macmillan, 1990
7. Jankiraman – sarukeshi – Design Support system PHI Foundation
8. Jankiraman – sarukeshi – AI and Expert System PHI

**M.B.A. SEM - III
GROUP - E
SYSTEMS
PAPER – II**

BUSINESS PROCESS RE-ENGINEERING.

Objectives:-

This course has been designed to develop an appreciation of process view of business and redesign there of. The participants would be able to develop an understanding of the use of information technology for process redesign.

Course Contents:-

Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; process Improvement and Process Redesign; BPR Experience in Indian Industry; Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking. Business process Improvement, Business Process Redesign; Man Management for BPR Implementation; Re-organizaing People and Managing Change.

Suggested Readings:-

1. Carr. D K and Johansson, H. J. Best Practice in Re-engineering. New York, McGraw Hill, 1995
2. Champy, James Re-Engineering Management; The mandate for New Leadership London, Harper Collins 1995
3. Coulson-Thomas. C. Business Process Re-engineering: Myth and Reality. London, Kogan Page, 1994
4. Davenport, T.H. Process Innovation: Re-engineering Work Through Information Technology. Boston, Harvard Business school Press, 1993
5. Hammer, Michael, Re-engineering the Corporation: a Menifesto for Business Revolution. London, Nicholas Brealey, 1993
6. Jayaraman, M S. etc. Business Process Re-engineering. New delhi, Tata McGraw Hill, 1994
7. Pepppard, J and Rowland P. the Essence of Business Process Re-engineering. New York, Prentice Hall Inc., 1995

M.B.A. SEM - III

GROUP - E

SYSTEMS

PAPER – III

SECURITY AND CONTROL INFORMATION SYSTEM

Objective:-

The objective of the course is to familiarize the participants with the security and control system use in the business world.

Course Contents:-

Introduction to Security; Need for security and control, Risks to information system data and resources, Definitions of Information Security, Computer crimes and virus, Internal control, Types of security; Physical Security; Threats to security, Physical access, fire, and theft protection, Environmental hazards; Logical Security: Threats to security, Access control – Identification, Authentication, Authorization, Password control and management Access control software; Data Security: Threats to security, Access controls, Back-up and recovery strategies, Data input/output control Data encryption; Tele-Communication Security: Physical security, Logical Access security, Dial-in access security, Network management control, Authentication protocols, Internet / intranet/extranet security; Computer Configuration and Operation Security: Hardware/Software security, Start up/Shut down procedures, Journals, Back-up / recovery strategies; Personal Security: Threats Security, Protection from people, protection of employees; Security Planning: Risk and Security policy, Security management, Business continuity planning, Security audit.

Selected Readings:-

1. EDP Auditing by Ron Weber
2. PC and LAN Security by Stephen Cobb
3. Enterprise Security – protecting information assets by Michel E. Kabey
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies
6. Internet Security by Derek Atkins et al.
7. Systems Audit – Revati Shriram

**M.B.A. SEM - III
GROUP - F
AGRICULTURE AND COOPERATIVE MANAGEMENT
PAPER I**

CO-OPERATIVE MANAGEMENT

1. Origin of Co-operative Movement :

Meaning; Origin and Development of co-operative movement in world and in India; Features and Principles of co-operation. Application of co-operative principles in practice; Co-operative sector and Economic Development.

2. Co-operative Management :

Nature and functions; Process of establishing a co-operative unit. Professionalism in co-operative management placement and the role of the Board of Directors in co-operative management. Role of leadership in co-operative management. Development of co-operative leaders. State and Co-operative Movement : Role of State in co-operatives. Agencies of state Aid and State Regulations.

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3. Legal Framework for Co-operatives :

Approach towards co-operative legislation; Administration of Co-operatives; Effect of Co-operative law on management.

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4. Rural Credit :

Need, Objectives, Sources of Agricultural Finance; Rural indebtedness : Factors, Analysis and Implications; Systems of Rural and Agricultural credits in India.

5. Co-operative Finance to Agricultural Sector :

Short and Medium term Finance; State Co-operative Banks; District and Central Co-operative Banks ; Primary Agricultural Credit Co-operative Society and Land Development Banks.

Books Recommended :

1. Ansari A.A. – Co-operative Management Pattern.
2. Akmat J.S. – New Dimensions of Co-operative Management.
3. Goel B.B. – Co-operative Management and Administration.
4. Sah a.K. – Professional Management for the Co-operatives.
5. Ajit singh – Rural Development and Banking in India.
6. Dandekar V.M. – Financing small and Marginal Farmers through co-operative credit structure.
7. Naidu L.K. – Bank Finance Rural Development.

M.B.A. SEM - III
GROUP - F
AGRICULTURE AND COOPERATIVE MANAGEMENT
PAPER II
AGRICULTURAL MARKETING

- 1. Marketing Environment For agricultural Products :**
Rural Markets; Socio-cultural-political Environment influencing agri Marketing.
- 2. Marketing System :**
Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning, media planning, planning and distribution channels and organizing personal selling in rural markets in India.
- 3. Marketing of Agricultural Inputs :** Meaning of Agricultural Inputs, Agriculture inputs with special reference to fertilizers, seeds, pesticides and other inputs. Organizations and functions of agricultural Marketing in India.
- 4. Product Planning grading and Packaging for Domestic and Export Markets :** Product decisions-Concept of product, brand, packaging. Need for grading reliability of the quality of the products as a basis of price examination; Grade determination techniques; AGMARK, BIS Grades and standards prevailing in other countries. Quality Standards of Agricultural Commodities :
Domestic and Export Markets; IS 14000; ISO 9000; Quality Assurance in the Domestic / Export Markets for Agricultural Products.
- 5. Pricing of Agricultural commodities** Pricing decisions :Factors influencing pricing decisions Perceived value pricing . Role of Institutions in determination of prices of agricultural commodities, Processing facilities for different Agricultural products, . Role of warehousing, Determination of agricultural prices and marketing margins, Role of agricultural price commission. Concept of Value and Value Addition ; Pricing in Competitive Environment; Various pricing strategies.
- 6. Promotion of agricultural Products:** Concept of promotional mix.Advertising, sales promotion, personal selling,publicity and public relation Applying appropriate promotional mix for agricultural products.Problems of promoting agricultural products.Possible solutions

Books Recommended :

1. Arora R.C, - Integrated Rural Development.
2. Mishra S.N. – Politics and Society in Rural India
3. Porter, Michael E.- Competitive Strategy
4. Philip Kotler-Marketing Management.
5. Rudra Ashok – Indian Agricultural Economics- Myths and Realities
6. Stalk, George - Competing Against Time.
7. Export Management – Prof. Laxmi Narain.

M.B.A. SEM - III
GROUP - F
AGRICULTURE AND COOPERATIVE MANAGEMENT
PAPER III
AGRICULTURAL PRODUCTION MANAGEMENT

1 Fundamentals of Farm Management : Scope of modern agriculture; special features of agricultural and industrial production, difference between farm and non-farm business management.

2. The farm as a household and business unit : Role of Management- Types of decisions, restraints upon the decision maker, change and uncertainty in relation to management; decision making criteria; methods of mitigating the effects of risk and uncertainty; Time as a factor in decision-making.

3. Farm production systems and management functions : peasants, proprietorship, cooperative farming, capital farming, corporate farming. Land tenure systems and agricultural production management

4. Farm Economics : Demand for agricultural products, Production and supply of farm product- Production function and its types, Law of Diminishing Returns-

Input combinations; production management decisions- Factor-factor decisions, factor-product decisions, product-product decisions, relationship between outputs.

5. Farm Technology: Effects of new technology, management and technology change. gains from technological improvement to producers and consumers, mechanism and automation, Green houses

6. Supply response in agricultural Production : Aggregate supply, supply of individual products, short and long run supply, peculiarities in supply.

7. Cost of Production : Estimation of cost of production of farm products, costs of A, B, C - Problems in cost estimation

8. Issues in Farm Management : Size-Productivity debate, Measurement of farm efficiency, Irrigation Management, Production Planning-Specialisation and diversification.

Books Recommended :

- [
1. Robertson C.A.- An introduction to Agricultural Production Economics and Farm Management- Tata McGraw Hill
 2. Heady, Earl. O and Jensen Herald R. - Farm Management Economics- Prentice Hall
 3. Barnard C.S. and Nix J.S.- Farm Planning and Control
 4. Blake C.D.- Fundamentals of Modern Agriculture
 5. Sadhu and Singh- Fundamentals of Agriculture
 6. Agrawal- A.N. - Indian Agriculture
 7. Sharma A.N. and Sharma V.K. - Elements of Farm Management

M.B.A. – II – SEM. IV
PAPER-XXV
ENTREPRENEURSHIP AND PROJECT MANAGEMENT

1. The Entrepreneurial Development Perspective
 - a) Concept of Entrepreneurship Development
 - b) Evolution of the concept Development
 - c) Entrepreneur v/s Intrapreneur, Entrepreneur v/s Entrepreneurship, Entrepreneur v/s Manager
 - d) Attributes and Characteristics of successful Entrepreneur
 - e) Role of Entrepreneur in Indian economy and developing economies with reference to Self-employment Development
 - f) Entrepreneurial Culture
2. Creating Entrepreneurial Venture
 - a) Business Planning Process
 - b) Environmental Analysis – Search and Scanning
 - c) Identifying Problems Opportunities
 - d) Defining Business Idea- Product, Location & ownership
 - e) Stages in starting the new venture.
3. Project Management
 - a) Meaning, Objectives and How to choose a project
 - b) Technical, Financial, Marketing, Personnel Feasibility
 - c) Estimating and Financing Funds requirement, Schemes offered by various commercial banks and financial institutions. Significance and determinants of Working Capital .
 - d) Venture Capital Funding
4. Role of Central Govt. and State Govt. in Promoting Entrepreneurship, Introduction to various incentives, subsidies and grants, Promotion of Export oriented units, Fiscal and Tax concessions .
 - a) Role of DIC in the Entrepreneurship Development – District Industries (DIC) and its functioning.
 - b) Entrepreneurship Training and Development – Objectives, Contents, Methods, Execution, District Industries Centre(DIC)- Objectives, functions, Role of DIC in the Entrepreneurship Development Entrepreneurship Development Programmes..
5. Problems of Entrepreneur- Marketing, Finance, Human Resource, Production, Research and External Problems
6. Successful Entrepreneurs- Dhirubhai Ambani, Aditya Birla - Background, beginning and growth as a entrepreneur, Lessons for future entrepreneurs.

Books Recommended –

1. Entrepreneurship – New Venture Creations – David H. Holt
2. Entrepreneurship – Hisrich Peters
3. The culture of Entrepreneurship – Brigitte Berger

4. Project Management – K/Nagarajan
5. Dynamics of Entrepreneurship Development –Vasant Desai
6. Entrepreneurship Development – Dr.P.C.Shejwalkar
7. Thought Leaders - Shrinivas Pandit
8. Entrepreneurship – Steven Brandt
9. Business Gurus Speak – S.N.Chary
10. The Entrepreneurial Connection – Gurmit Narula

M.B.A. - II SEM- IV
PAPER-XXVI
MANAGEMENT CONTROL SYSTEM

- 1 Management Control System – a) Basic Concept b) Boundaries of Management Control c) Management Control Environment- Behaviour in organization- Goals; Goal Congruence, Informal factors and formal factors influencing Control Systems d) Functions of Controller e) Management Control Process and Strategic Planning.
- 2 Designing Management Control Systems – a) Process of working within Organizational Structure/ Constraints b) Identification of Responsibility Centers : Types of Responsibility Centers – cost centre, Profit Centre and Investment Centre c) Development of Measures of Performance, Monitoring and Reporting Results and Balanced scorecard.
- 3 Budget and Budgetary control : Concept of Budget, Budgeting and Budgetary Control , Organisation for Budgetary control- Budget Centres, Budget Committee, Budget Manual, Budget period, Principal Budget Factors. Advantages and limitations of Budgetary Control System. Functional Budgets and Master Budget, Cash Budget, Flexible budgeting . Concept of Zero-base Budgeting
- 4 Standard Costing and variance analysis – Meaning of standards, Establishing Cost Standard, Components of Standard Cost. Variance Analysis- Cost Variances- Material, Labour and Overhead variances. Revenue Variances- Sales variances and Profit variances.
- 5 Non-financial Measurement of Performance : a) Behavioural Aspect of Measurement control- Motivation and Morale of Employees to achieve Goal Congruence and Exert Managerial Effort through Rewards, Participative and Responsive Management. b) Non-financial Measures of performance – Control of quality, Control of Cycle time , Control of Productivity.
- 6 Management Control in Decentralized Organization : a) Divisional Performance Evaluation- Advantages and Disadvantages of divisionalisation, prerequisite for successful divisionalization. b) Transfer Pricing in divisionalised companies– Objectives of Transfer pricing, Methods of Transfer Pricing, Transfer pricing conflicts.
- 7 Cost Volume Profit Relationship, a) Advanced Decisions under CVP Analysis
b) Decisions on the basis of activity based costing.

- 8 Variations in Management Control : Management Control in Service Organisations- Professional Services, Financial Services, Health Care and Non-profit organizations. Problems of management control in Multinational Organisation.
- 9 Reporting to Management : Objectives of Reporting, Reporting needs at different managerial levels, types of reports, modes of reporting.
- 10 Introduction to Audit : Function as a control tool covering Financial Audit, Internal Audit, Cost Audit and Management Audit- Principles and objectives.

Problems should be covered on following topics only – (Level of Knowledge-working)

- a) Preparation of Functional budgets, Master budget, Flexible Budget
- b) Problem on Variance analysis..
- c) Problem on Cost-Volume-Analysis
- d) Problem on Activity Based Costing

Books Recommended :

1. Management Control Systems – Robert N. Anthony & Vijay Govindarajan
2. Management Accounting–Horngreen, Sundem, Stratton–PHI- Latest Edition
3. Management and Cost Accounting–Colin Drury–Chapman Hall(ELBS)– Latest ed.
4. Management Control System – Kirbi C.J. and Maciariello J.A.-PHI- Latest ed.
5. Management Control System – Anathony Dearden
6. Cost Accounting – Horngreen, Foster and S.M.Datar – PHI – Latest Edition
7. Advanced Cost and Management Accounting, Textbook – V.K.Saxena & C.D.Vasistha – Sultan and Chand
8. Theory and Problems of Management and Cost Accounting – M.Y.Khan and P.K.Jain – Tata Mcgraw Hill Publication Co.Ltd.
9. Management and Cost Accounting- Colin Drury

M.B.A.–II SEM- IV

PAPER-XXVII

MANAGING FOR EXCELLENCE

1. What is Excellence ? The foundation of Excellence – a) Strategy (Customer, Competitors and Company) and culture (Commitment, Competence and Consistency) b) Using strategic Thinking, The essence of strategic Thinking, How to think strategically , Replacing Planning Planning with strategic thinking c) Culture Awareness and Culture Building, Assessing an Organization's Culture d) How to match strategy and culture
2. Leadership : Role of Individual Leaders in Creating Excellence b) Leadership Styles- Charismatic Leadership, Transformational Leadership, Visionary Leadership c) Contemporary Issues in Leadership – Emotional, Intelligence and Leadership, Team Leadership, Cross-cultural Leadership.
3. Necessary Skills to achieve Excellence : Creative Insight – Importance of insight in selecting the successful strategy, How to become a Insightful executive; b) Sensitivity – Importance of Sensitivity in Initiating Strong

- Cultures, How to become a sensitive executive; c) Vision – Importance of Vision in uniting Strategy and culture, How to become a visionary executive, d) Versatility – Importance of Versatility in converting Threats into opportunities, How to become a versatile executive, e) Focus – Importance of Focus in exploiting the change, How to become a focused executive, f) Patience – Importance of patience in lasting the excellence, How to become a Patient Executive. g) Positive Thinking – Benefits of Positive Thinking, Steps to building a positive attitude.
4. Emotional Intelligence : Importance of Emotions and Emotional Intelligence in creating Excellence : Emotional Literacy – a concept, Emotional Intelligence Applied, Improving Emotional Literacy
 5. Creating Excellence : a)Startup – Organizing Strategy and culture, b) Growth – Holding Strategy and culture together and Determining Appropriate Strategy, c) Crisis – Radically Altering Strategy and culture, d) Evolution – Fine tuning strategy and culture i.e. Carefully Evolving strategy – Culture Alloy.
 6. Creating Excellence in the process : TQM – Objectives , procedure b) ISO series – an overview, c) Quality Standards d) Kaizen way of thinking – Usefulness of Kaizen in managing for Excellence – e) Six Sigma – Concept, a tool to make improvements in all operations within a process f) Stages of six sigma implementation – Discover, Decide, Organize, Initialize, Deploy, Sustain, g) Six areas fundamental in improving a company's Excellence – Process improvements, Product and Service improvements, Investor Relations, Design Methodology, Supplier improvement, Training and Recruiting h) Studying minimum one international company that achieved an excellence and sustained growth with the help of application of Six Sigma Strategy – (e.g. General Electric, Polaroid Corporation, Allied Signals etc.)

Books Recommended –

1. Creating Excellence – Craig R.Hickman & Michael A.Silva – George Allen & Unwin, London Universal Book Stall, New Delhi
2. Six Sigma – Mikel Harry and Richard Schroeder Doubleday, A division of Random House Inc. Newyork.
3. Secrets of Break- through Leadership – Peter Capezio and Debra Morehouse – Jaico Publishing House, Mumbai.
4. Organizational Behaviour – Stephen Robbins – PHI, New Delhi
5. Achieving Managerial Excellence – S.K.Bhattacharya – Published by S.G.Wasani for Macmillan India Ltd., New Delhi
6. Managing Creativity for Corporate Excellance- P.N.Rustogi
7. The EQ Edge- Stevan J.Stein and Howard E.Book

**MBA-II SEM-IV
PAPER - XXVIII
PROJECT REPORT AND VIVA**

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Director/Principal of the institution/college will decide the last date of submission of final copy. Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc.

A viva-voce examination will be conducted before the Semester IV examination. A viva-voce committee will be appointed by the university. A committee will consist of 4 members. Every district will have a separate committee for viva-voce.

Guidelines for the project report.

Declaration from the student that the research work is not copied from any other existing reports. Certificate of the guide.- Guide should certify that the research work is original and completed satisfactorily under his guidance.

The Chapter scheme for the project report will be as follows-.

CHAPTER NO-I – Introduction to the study.

- 1.1 Introduction
- 1.2 Objectives and importance of the study
- 1.3 Scope and limitations of study
- 1.4 Research Methodology

CHAPTER NO.2 – Introduction to the organisation

- 2.1 Introduction to the industry
- 2.2 Brief History of organisation
- 2.3 Subsidiaries, Associates of the company
- 2.4 Departments / Manufacturing process
- 2.5 Important statistical information
- 2.6 Future prospect
- 2.7 Organisation Structure

CHAPTER – III - THEORETICAL BACKGROUND

Basic concepts

Necessary theoretical inputs may be added to support the research work.

CHAPTER –IV – DATA ANALYSIS AND INTERPRETATION

Data should be analysed with help of various tools studied in the

Subject “ Application of Research Methods in Management”.

CHAPTER-V FINDINGS / OBSERVATIONS

CHAPTER VI- SUGGESTIONS / CONCLUSION

Appendix

Bibliography

The above guidelines are not the prescription on writing the project report but can be used as a milestones while writing the Project Report. The guide has the every discretion to change the chapter scheme as per the requirement

Note : 1) There should be proper linkage between objectives, data analysis and interpretation, findings and suggestions.

2) Student should not use logos and name of company on the project report pages.

Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.

3) Use of colours in text matter should be avoided.

M.B.A.-II SEM-IV

GROUP A : MARKETING MANAGEMENT PAPER-IV MARKETING IN SPECIAL FIELDS

Objective : This paper will help students to understand the importance of **services as the leading sector to make successful careers.**

Students will get an opportunity to find scope in different service sectors.

1. Service Marketing – What are services, service as a business
Imperative in modern marketing scenario – Service sector in global Economy, Distinction between services & goods, Characteristics of Services, Marketing Strategies for services
2. Marketing Mix in Service Marketing –
The seven P's – Product decisions, Pricing strategies, Promotion of services, Placing or Distribution methods of services, People, Physical Evidence and Process
3. Marketing of Insurance & Banking Services –
concepts of Insurance & banking Services –Users of these services – marketing mix of Insurance & banking services – Insurance & bank marketing in Indian perspective.
4. Marketing of Hotel & Tourism Services –
Concept of Hotel & Tourism Services. – Users of these services – Market mix of Hotel & Tourism services. Hotel & Tourism marketing in Indian perspective.

5. Marketing of Transport and Consultancy Marketing-
Introduction , Concept, Users, Consumer Profile, Marketing Mix elements
for marketing of Transport and Consultancy Marketing.
6. Industrial Marketing –
Definition, nature & scope – comparison & contrast of Industrial &
Consumer marketing – Characteristics of Industrial Marketing –
Marketing mix for industrial products.
7. Rural Marketing –
Rural India as an untapped market – Characteristics of rural marketing
- Large in size, scattered, seasonal, irregular demand, backwardness,
- low exposure to modern world etc. product mix for rural market –
Marketing of manufactured consumer goods as well agricultural inputs in
rural market. Pricing strategy according to economic backwardness &
other influences in rural areas. Physical distribution & problem of poor
infrastructure.
8. Co-operative Marketing for agriculture goods –
Concept of co-operative Marketing – features & objectives of co-
operative marketing in agriculture – problems of farmers in co-operative
marketing.

Reference Books -

1. Service Marketing – Ravi shankar
2. Service Marketing – S.M.Jha
3. Service Marketing – Dr.S.Shajahan
4. Co-operative Marketing in India & Abroad – L.P. Singh
[Himalaya Publishing House]
5. Modern Marketing – Sherlekar
6. Marketing Management – Memoria

M.B.A.-II SEM-IV

**GROUP A : MARKETING MANAGEMENT PAPER-V
INTERNATIONAL MARKETING**

Objective : This paper will help students to understand the nature &
problems of International Markets. This will help them to
prepare plans to enter into international market & prepare
strategies for the same.

- 1 Introduction to Global Marketing
Deciding whether to go abroad, Deciding which markets to enter, Deciding
how to enter the market, Deciding on the marketing programme, Deciding on
marketing organization.

- 2 Global Marketing Environment
Economic – Social – Cultural – Demographic – Political – Legal and Regulatory – Geographic – Technological Environment
- 3 Global Segmentation Targeting and Positioning
Global Market Segmentation, Global Targeting – Global Product Positioning[study few Indian multinational companies entered into Global market].
- 4 Global Marketing Information System
Elements of Global Information System, Sources of Information, Marketing Research, Global Marketing Research Control
- 5 Product Decisions
Basic Concepts – Product characteristics, Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market.[Study various products of multinational companies entered in Indian Market]
- 6 Pricing Decisions
Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives. [Staff & make companies of multinational products with Indian products. Consider consumer durable like soaps, shampoos & white goods.]
- 7 Channel Decision
Channel Objectives and constraints, Channel Structure, Channel strategy for new market entry
- 8 Advertising Decisions
5 M's of advertising – Mission, Money, Message, Media, Measurement, Advertisement content, Advertisement copy, Global Media Decisions.[Study different ads of Indian & foreign on various TV channels.]
- 9 Export Procedure and documentation
Important steps in export procedure, Documents – Pre-shipment document, Documents related to goods, Certificate related to shipments, documents related to payment, documents related to inspection, documents related to excisable goods.
- 10 Foreign Exchange and Financial Decisions
History of International Financial System, Foreign Exchange, Business Implications of Exchange rate fluctuations, Managing Exchange rate exposure

Reference Books :

- 1) Global Marketing Management – Warren J. Keegan
- 2) International Marketing – Francis Cherunilam
- 3) Export Marketing – B.S.Rathor and J.S.Rathor
- 4) Global Marketing Management – S.A.Sherlekar and V.S.Sherlekar
- 5) Marketing Management – Philip Kotler

M.B.A.-II SEM.-IV
Group B- Financial Management -Paper IV
INVESTMENT MANAGEMENT

1. Investment : Concept, Investment v/s speculation, Characteristics of Investment, avenues of investment- Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Savings Certificates. Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, RBI's Tax Free Bonds, Gilt-edged securities. Other Avenues- Units of MF, Life Insurance, Real Estate. Investment Attributes.
- 2 Risk and Return—Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- mean-variance approach, Measurement of systematic risk.
- 3 Debt Instruments- Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to concept of Bond Valuation, Bond Yields- Current Yield, Yield to Maturity
- 4 Analytical Framework for investment in Share- Fundamental Analysis- Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis. Introduction to BSE Sensitive Index and Nifty Index.
5. Portfolio Analysis - Portfolio Selection- Feasible set of portfolio, Efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio.
- 6 Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis- Weak, semi-strong, strong market and its testing techniques.
- 8 Mutual Funds - Meaning, Types of Funds- Open-end vs Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Subscribing the units, purchase and sale of units.
- 9 Investment Management Framework : Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.
- 10 Prepare Investment plans for individuals at various life cycle stages. A) Young unmarried stage B) Young Married stage I) Where both partners work II) If only one of the two partners earns the family living c) Young Married with Children Stage, D) Married with Older Children Stage E) Pre-Retirement Stage F) Retirement Stage.

Note :

1. Individuals under various tax brackets may be considered while preparing Investment plan for above categories..
2. Tax provisions applicable to individual related to investment should be studied for the current Assessment year. E.g. For the academic year 2003-2004, applicable Assessment Year will be 2004-2005.

Problems should be covered on following topics only.

- a) Risk and Return- Single security, Two or three securities
- b) Preparation of Investment plans for Individuals at a various stages of life cycle.

Books Recommended

1. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon
2. Investment Management by Preeti Singh
3. Investment Management - V.A.Avadhani
4. Investment – Fifth Edition- Jane Cowdell
5. Portfolio Management – Kevin
6. Portfolio Management – Barua
7. Financial Management- (Fifth Edition) Prasanna Chandra
8. Workbook by Association of Mutual Funds in India

M.B.A.-II SEM.-IV

**GROUP B- FINANCIAL MANAGEMENT -PAPER V
INTERNATIONAL FINANCE**

1. International Business Environment : Nature and characteristics of International Business, Globalisation and India's financial sector reforms. Scope of International Finance, Importance of International Finance.
2. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market. Introduction to NASDAC.
3. Foreign Exchange Market - Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate.
4. Exchange Rate Mechanism- Exchange rate quotations, Determination of exchange rate in spot market and forward market. Factors influencing exchange rate, Theories of Exchange Rate Behavior– Purchasing Power Parity, Interest Rate Parity,
5. Risks in International Operations : Exchange rate risk, Interest rate risk and political risk. Techniques of covering risks- Internal and External.
6. Exchange Control Regulations – Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers' Association of India – Convertibility,
7. Export Import Financing Mechanism – Buyers' Credit – Suppliers' Credit – Financing in foreign currency for exports and rupee finance
8. Financial Management of the Multinational Firm – Foreign Direct Investment – Cost of Capital and Capital Structure of a Multinational Firm - Multinational Capital Budgeting – Multinational Cash Management – Country Risk Analysis – International Taxation – Double Taxation Avoidance Agreements

Problems should be covered on following topics only.

- a) Exchange Rate quotations and arbitrage
- b) Determination of exchange rate in spot market and forward market.
- c) Techniques of covering risks
- d) Multinational Capital Budgeting –

Books Recommended

1. International Financial Management- Cheol Eun & Burce Resnick
2. Finance of International Trade – Alastair Watson, Paul Cowdell
3. International Finance – A.V.Rajwade
4. International Finance – P.G.Apte
5. Exchange Control Regulations – Nabhi
6. Global Business Finance- V.A.Avadhani
7. International Financial Management- P.K Jain & others.

MBA II SEM – IV

GROUP C- HUMAN RESOURCE MANAGEMENT. PAPER – IV

COMPENSATION MANAGEMENT

1. Wage & Salary Administration – Nature and Scope , Compensation , wage determination process ,Factors Influencing wage and Salary Administration. Wage – Theories of Wages, Types of wages – Time rate , piece rate , debt method , Wage differentials.
2. Planning for Improved Competitiveness: Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems.
3. Incentives and Fringe Benefits- Incentives – Def , Types of Incentives ,Individual incentives : Measured day Work, Piece work , standard hour, Gain sharing , its advantages and disadvantages , Organisation Wide incentives – Scanlon Plan , Kaiser Plan , Profit sharing , Non-financial incentives , Fringe Benefits – Definition ,Objectives , Types of Fringe Benefits
4. Individual Group Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing ,Employee stock ownership , Gain Sharing
5. Incentives and Retirement plans: Basic Pay, Provisions for Dearness allowance- Calculation of total compensation package, various methods of compensating cost of living, Neutralization factors. Executive Compensation Plan, Retirement Plan
6. Social Security Laws- Laws Relating to Workmen's Compensation, Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws- The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of these Laws. Equal Remuneration Act

- 7 Working of Different Institutions related to Reward system like Wage Boards, Pay Commissions. The Impact of fifth pay scale on Central and State Government.

Reference Books-

1. Managing Human Resource and P.M in Indian Enterprise – R.S.Dwivedi (Galgotia Publishing Company New Delhi)
2. Managing Human Resource – Wayne Cascio – Tata McGraw Hill New Delhi
3. Personal Management – Memoria & Gankar (Himalaya Publication)
4. Human Resource Management – S.S.Khanka (S. Chand & Company Ltd. New Delhi.)
5. Human Resource Management and Personnel Management – Aswathappa (Tata McGraw Hill New Delhi)

MBA –II SEM – IV

GROUP C- HUMAN RESOURCE MANAGEMENT. PAPER – V
HUMAN RESOURCE MANAGEMENT AND INTERNATIONAL PERSPECTIVE.

1. International H.R.M – Difference between Domestic HRM and IHRM, Managing International HR activities- HR planning, Recruitment & Selection, Training & Development, Performance management, Remuneration, Repatriation & employee relations. Socio-Political Economic System – U.S, U.K, Japan and India – a comparative analysis.
2. International Recruitment and Selection : Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection – Technical ability, Cross-cultural suitability, Family requirements, MNE requirements.
3. HR Information System – Meaning, Need, Advantages and uses. Designing of HRIS, Computerised HRIS, Limitation of HRIS. Computerized skill inventories, Global Talent Search.
4. Managing HR in virtual Organisation – Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.
5. Globalisation & HRM- Impact on Employment, HR Development, wage & benefits, Trade unions, Collective bargaining, Participative management & Quality circles.
6. TQM & HR management :- Principles of TQM, Methods of Total Quality Management, HRM & TQM, HR strategy to TQM.
7. Ethical Issues in H.R.M:- Nature & Scope, Source of Business Ethics, HR ethical issues.

Reference Books :

1. Personnel & Human Resource Management – Text & Cases By P. Subba Rao. (Himalaya Publishing House)
2. International Human Resource Management :- Peter Dowling, Denise E.Welch & Schuler (Excel Books. New Delhi.)
3. H.R.M by Gary Dessler.
4. HRM by Robbins.
5. Human Resource management – Biswajeet Pattanayak. (Prentice Hall of India Pvt. Ltd. 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)

GROUP - D

**PAPER-IV : PRODUCTION AND OPERATIONS
TOTAL QUALITY MANAGEMENT.**

1. Basic Concept of Total Quality, Evolution of total quality Management, Components of TQ loop.
2. Conceptual Approach to SQC, Acceptance Sampling and Inspection plans, Statistical Process Control, Process Capability.
3. Quality Assurance, Quality Audit, Quality Certification Systems – Introductory treatment to ISO 9000, QS 14,000 and QS 9000 and other standards.
4. Humanistic Aspect of TQM, Management of Quality Circle and Zero defect Programme Quality improvement team. Role of Workers, Supervisors and Management in TQM.
5. Quality Costs – Analysis of various quality Cost and losses, Balance between cost of quality and value of quality.
6. Failure Analysis, Functional linkage of Quality with Reliability and Maintainability.
7. Marketing aspects of TQM, Total quality of Services, Total quality and safety, Six Sigma.

BOOKS RECOMMENDED :

1. Statistical Quality Control – R.C.Gupta.
2. ISO 9000 Handbook – Ed.Robert Peach.
3. Total Quality Control – Armond V.Fiegenbaum.
4. ISO 9000 Quality Management System – International Trade Centre, Geneva

**PAPER-V : PRODUCTION AND OPERATIONS
WORLD CLASS MANUFACTURING**

1. World Class Manufacturing Environment, Imperatives for success, System approach and change in mindset, Strategic decisions in Manufacturing Management, Choice of technology, Capacity and layouts, Automation in Materials handling system.
2. State of international business, Managerial attitude towards globalisation of business, Entering the international area, Managerial challenges for the future.
3. Software in use, Problems in implementation, Indian experience, optimised production technology.
4. Principles advocated in Just-in-Time System, JIT Manufacturing System, JIT Pull System, Use of Kanban System, JIT Purchase, Source development, Supply chain Management.
5. Total quality Management Philosophy, TQM Principles, TQM Tools, Quality through design, Quality Management System and ISO 9000, QS 9000 etc.
6. Total productive Maintenance, Concept of reliability, reliability improvement, Concept of maintainability and Maintainability improvement.

7. Automation in Design and Manufacturing, Role of IT in World class Manufacturing, Concept of Flexible Manufacturing System, Group technology, Cellular Manufacturing Systems.
8. Environment Pollution, Factors causing Pollution, Effect on human health, Control of environment Pollution.

BOOKS RECOMMENDED :

- 1 Management to-day - Burton and Thakur.
- 2 Operation Management – Hughes, Chris.
- 3 Programmed Learning at for Production and Operations Management. – Buffa, Elwoods

GROUP - E
PAPER – IV : SYSTEMS
RDBMS & SQL CONCEPTS

Objective:-

The students are to be provided basic understanding of the RDBMS and SQL and the skills to make use of these in business organizations.

Contents:

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RDBMS: Introduction – Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History: Data modeling – object Oriented and Record Based models, E-R Model and E –R diagram Examples and Exercise, Hierarchical Model, Network Model and Relational Model; Normalization techniques – First Normal Form, Second Normal Form and the Third normal Form, Examples and Exercises, E.F. Codd’s 12 Rules for a relational Database: Database concepts – Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary – System Catalogue, Distributed Database and Distributed Data Access, Introduction to Client – Serve and ODBC connectivity. SQL: SQL Language – DML commands – Select, Insert, Update, Delete – retrieving data, summarizing data. Adding data to the database, updating data to the database and deleting data. Simple queries – use of WHERE, Arithmetic, Comparison and logical operators, ORDER BY, GROUP BY and Group Functions. Multi table queries, Sub-queries, Views; DDL commands – Table and View Create, Alter, Drop Integrity Constraints; Transaction Processing – Commit, Rollback, Savepoint.

Suggested Readings:-

1. Coleman, Pat and Peter Dyson internets BPB Pub., Delhi, 1997
2. Keen, Peter and Mark McDonald the E-Process Edge, Delhi, Tata McGraw – Hill, 2000
3. Oberoi , Sundeep o-Security and You, Delhi, Tata McGraw-Hill, 2001
4. Ricart, Alberto Manuel and Stephen Asbury active Server Pages S, IDG Books, Delhi, 2000.
5. Rich, Jason R. Starting an E-Commerce Business, IDG Books, 2000.
6. Samantha Shurety, “E-business with Net Commere”, Addison Wesley, Singapore, 2001
7. Schneider Robert D. & J.R. Garbus Optimizing SQL Server 7, N.J., Prentice – hall 1999
8. Martin gruber – mastering SQL – BPB

GROUP - E
PAPER – V : SYSTEMS

APPLICATION DEVELOPMENT USING ORACLE

Objective:-

The objective of the course is to acquaint the students with the application development using ORACLE in modern business analysis and management.

Contents:-

Refresher to Oracle RDBMS: Defining a data base, defining columns and keys, normalizing the design, minimizing redundancy, organization of data in Oracle, Oracle tools, SQL & PL/SQL:SQL/PL SQL command summary – data types, operators, DML, DDL, PL/SQL control structures – Error handling; ORACLE FORMS Module: Application development using FORMS 5, organization of FORMS, painting canvas, default form forms process, trigger and their types, trigger command syntax, execution of forms; REPORT module: types of reports, formalizing the report, calculated fields, group settings, modifying, text settings, previewing a report, running a report: Oracle Utilities: Exporting and importing data base information, loading data from foreign files, Backup and recovery; Graphics Module. Designing graphics – integrating graphics with forms and reports. Building Applications: Business analysis, entity relationship model, normalization data integrity, data base, updation, transactions. Planning and designing the forms for updation and enquiry managerial reports generation.

Selected Reading:-

1. Bayross, Ivan Commercial Application Development Using Oracle developer 2000, BPB Pub., Delhi, 1997
2. Hipsley, Paul developing client server application with Oracle, Developer 2000, Sams Publishing, 2000
3. Lulushi, Alber Developing Oracle Forms Application Prentice Hall, 1997
4. Muller, Robert J. Oracle developer 2000 Handbook, Oracle Press, 2000

GROUP - F

PAPER IV : AGRICULTURE AND COOPERATIVE MANAGEMENT

AGRO PROCESSING INDUSTRIES AND RURAL INDUSTRIALISATION

1.Rural- Urban organisational and industrial patterns : Decentralised industries, Small and Medium Scale Industries, Choice of Rural, Agro based industries, Issues in the size and location of industries, Appropriate technology and issues in the transfer of technology.

2.Rural labour employment and rural industries: Policy and Development of Cottage Industries; Organisation and administration of KVIC; Promotional measures-Subsidies, incentives and financial inputs.

3.Agro-Processing Co-operatives in Maharashtra : Co-operative Sugar Industries – Co-operative Spinning Mills, Dairy Co-operatives, Flowery culture – Role of agro-processing co-operatives in the Development Maharashtra. Management Problems and Prospects for agro- processing co-operatives.

4. Issues in Agro Processing Industries : Issues in Product development, pricing, quality marketing and supporting organizations, Role of Co-operatives, Financial Institutions, Central, State and Local Governments, Socio-economic impacts of rural industrialization.

5. Challenges before Agro -based industries : Sugar Industry - transition from partial decontrol to total decontrol, excess stock with sugar factories, export problems in sugar industry, derivative trading in sugar industry. Spinning Mills- Higher cost of raw material, obsolete technology, management of spinning of mills, marketing of yarn, global challenges before cooperative spinning mills

6. WTO and its impact on agro based industries

Books Recommended :

1. Acharya S.S. and Agrawal N.L. – Agricultural Marketing in India
2. Dasgupta S. – Diffusion of Agricultural Innovation in Village India
3. Desai Vasant – Rural Development
4. Dholkia R.H. and Iyengar – Planning for Rural Development Issues and Case Studies
5. Hanumantha Rao C.H. – Technological Change and Distribution of Gains in Indian Agriculture.

PAPER V : AGRICULTURE AND COOPERATIVE MANAGEMENT

INTERNATIONAL TRADE AND AGRICULTURE

1. Scope and Gains from International trade ; Theory of Comparative Advantage; Trade and Welfare; Factor Mobility; International Capital Flows; Transfer of technology; Terms of credit; Comparative costs.
2. Trade policies; Tariffs and Quota; Effects of Tariff; Monopoly and Price Discrimination; State Trading; Bilateral Trade; Multilateral Trade.
3. Organization and Objectives of International Organizations like IMF, IBRD, IDA, IFC, and other Affiliates; The SDR Mechanism and its Working; International Liquidity Problem; International Monetary System and Trade – GATT, UNCTAD, WTO Organizations and their Functions.
4. World Trade Agreements, Trade Liberalization, Regional Integration and Economic Growth; Import – Export Procedures; Strategies of exports for agro based industries,.

- 5 India's Position in the Global Market; Leading Agriculture Produces / Products for Export Earnings; Importing Countries of these Products; Competing Countries; Strategies to Boost Exports.
- 6 Processing; AGMARK Grading and Quality Control Packaging; Brand Names; Labeling; Sales Promotion with the Country and Outside the Country.
6. SWOT Analysis for each of the commodities mentioned below from the point of view of exports :
 - A] Cereals – Important crops like wheat, rice etc.
 - B] Pulses – Important crops like grams, moong, urd etc.
 - C] Oil seeds – Important crops like soysbean, mustard, groundnuts, linseed etc.
 - D] Commercial Crops – Important crops cotton, jute, sugarcane, textiles, chilies, onion, potato etc.
 - E] Horticulture crops – Important fruits like apple, banana, mango, grapes, pomegranates etc.
 - F] Vegetables – Important crops like tomato, brinjal, cauliflower, cabbage etc.
7. Use of internet in agri-market development.

Reference books:

1. Agricultural Research Through International Cooperatives – Ravi Shrivastav and G.C. Shrivastav.
2. International Economics – Dominick Salvatore
3. Export Management – Prof. Laxmi Narain.
5. Changing Prospectives in Indian Agriculture- Bhanushali S.G. and Pujari A.G.

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PARISWADKAR S. S.

BIRJE SR/ Jc