

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE EDUCATION

Master of Business Administration (MBA) Course through Distance Mode

Vision - Developing human resource required for the Knowledge Society

Mission - Disseminate and facilitate Higher Education to marginalized and deprived masses

MBA Programme Educational Objectives (PEO):

1. To develop Managerial level human resource required by Industrial and Service Sector.
2. To enhance distance education MBA Programme learners Entrepreneurship Skills and competencies.
3. To motivate the distance education MBA Programme learners to do their carrier in the area of research and development.

Introduction :

In the post globalization period, there is a huge requirement of manpower having MBA degree to cater to the needs of manufacturing and service organizations. Further, the manpower which is already employed in manufacturing and service organizations, not having MBA degree are required to upgrade their qualification by possessing MBA degree through distance mode.

Entrance Test :

Entrance Test will be conducted for admission to the M.B.A. Distance Mode Course. Like any other competitive examination the MBA Entrance Test will consist of 100 Objective Questions on aptitude, comprehension, numerical and verbal ability, data interpretation, judgement etc.

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

MASTER OF BUSINESS ADMINISTRATION : M.B.A. DISTANCE MODE

Why M.B.A. - Distance Mode ?

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

Aims of the Programme :

To prepare a young generation of Managers who are :

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

Duration of the Course

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

Eligibility for Admission :

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

Fees to be paid while registering for the first time for the First Year

(Sem.- I & Sem.- II) in June / July :

Sr. No.	Details	Amount (in Rs.)
1.	Registration Fee	1690
2.	S.I.M. Fee	0
3.	Exam Fee (Oct/Nov 2019 Exam)	685
4.	Exam Fee (Mar/Apr 2020 Exam)	685
5.	Cost of Application Form	20
6.	Study Centre Fee	705
7.	Prospectus Charges	20
8.	E-Facility Fee	50
9.	Environment Studies Exam	0
10.	Dhwaj Nidhi	10
11.	Tuition / Course Fee	18165
	Total Amount	22,030

Eligibility Fees :

Sr. No.	Details	Amount
1.	Eligibility Fee (at the time of admission only)	
	↯ If candidate is from an institution affiliated to Shivaji University	Rs. 100.00
	↯ If candidate is from an institution affiliated to any other recognized Indian University	Rs. 300.00
	↯ If candidate is from an institution affiliated to any other recognized non-Indian University	Rs. 500.00

Fees to be paid while registering for the first time for the Second Year (Sem. III & Sem.IV) in June / July :

Sr. No.	Fees Details	Amount (in Rs.)
1.	Registration Fee	1690
2.	S.I.M. Fee	0
3.	Exam Fee (Oct/Nov 2019 Exam)	685
4.	Exam Fee (Mar/Apr 2020 Exam)	685
5.	Cost of Application Form	20
6.	Study Centre Fee	705
7.	Prospectus Charges	20
8.	E-Facility Fee	50
9.	Environment Studies Exam	0
10.	Dhwaj Nidhi	10
11.	Tuition / Course Fee	18165
	Total of 1 to 10	22,030

Note :

1. In case of change in fees, the revised fees will be charged at the time of admission.
2. Late Fee or Super Late Fee, as applicable, would be additional.
3. Additional fees for failed subject/s.

Standard of Passing :

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

A.T.K.T Rules

1. For admission to MBA Part-II a candidate must have cleared all papers of Sem.I and II or at least 16 papers of Sem. I and II combine.
2. The students who have completed first semester are allowed to continue for second semester and students who have completed third Semester are allowed to continue for Fourth Semester as per above rule

Pattern of Examination :

External Examination each paper of - 80 Marks Internal 20 Marks

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

Project Work :

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

Contact Sessions :

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

MBA Programme Outcomes (PO'S)

After completion of the MBA course distance learners can able to

1. communicate and solve their administrative problems.
2. start ethically their own enterprises.
3. conduct independently research based projects.
4. apply their Knowledge in their current profession.
5. undertake further Higher Education.

Course Structure:

The entire MBA Distance Mode is for 3200 marks each with each paper of 100 marks.

Semester-I

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

Semester-II

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

Semester-III

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

Semester-IV

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

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

Each elective has 5 papers which are included in

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

MBA Course - Distance Mode Specializations -

- i. Financial Management
- ii. Human Resource Management
- iii. Marketing Management
- iv. Production & Materials Management

Syllabus :

SHIVAJI UNIVERSITY, KOLHAPUR

M. B. A. Distance Mode

Semester - I

PRINCIPLES OF MANAGEMENT

Course Outcomes: To enable the student to

1. describe the basic concepts and functional areas of the management.
2. compare internal and external business environment
3. understand the social responsibilities of the management.
4. explain the evaluation of management thought.
5. discover basic functions of the management.
6. create awareness on international management.

Unit-1: Introduction to Management

Nature, Concept, Elements & levels of Management, Importance & Function, Area of Management.

Unit-2: Management Business Environment

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

Unit-3: The Evaluation of Management Thought

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

Unit-4: Functions of Management – Planning

Meaning – Process / Steps, Types – objective – The nature of objective – Concept of MBO-process of MBO, Strategies, Its importance

Unit-5: Organizing

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

Unit-6: Directing

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

Unit-7: Controlling

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

Unit-8: International Management

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

Reference Books

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

M. B. A. Distance Mode

Semester - I

ACCOUNTING & FINANCE FOR MANAGERS

Course outcomes: to enable the student to

1. describe the concepts of financial accounting, book accounts and use of computers in accounts.
2. compare between financial accounting and cost accounting.
3. differentiate between financial accounting – cost accounting – management accounting.
4. do the analysis of financial statements.
5. apply the marginal costing and cost volume profit analysis knowledge for decision making.

unit-1: basic principles of financial accounting

accounting concepts, convention & fundamental accounting assumptions

unit-2: books of accounts

- a) journal, ledger, subsidiary books
- b) trial balance & final accounts (trading, p&l a/c & b/s)

unit-3: use of computers in accounting

meaning, role, terms, tally packages in accounting, recent trends

unit-4: cost accounting

meaning, scope of cost accounting, distinction between financial & cost accounting.

unit-5: elements of cost

material labour, overheads classification of cost, preparation of cost sheet

unit-6: management accounting

concept, meaning, scope, limitations of management accounting, functions of finance manager
distinction between financial accounting – cost accounting – management accounting.

unit-7: analysis of financial statements

nature, objectives, uses & limitations of financial statements, techniques of financial analysis-
comparative financial statements, common size financial statements, trend percentage ratios.

unit-8: marginal costing & cost volume profit analysis concept

marginal costing – contribution key factor, bep, mos, decision making through cvp analysis.
(practical problems on topic 2 & 8 & the remainings topic theory only)
remaining topics – theory.

Reference books

1. Financial management, management accounting & financial analysis theory, problem & solutions - kitab mahal publication, v. Rathnam & p.l. Lalitha.
2. Accounting for managers - m.e. Thukaram rao new age publication
3. Cost accounting & management accounting - jawaharlal
4. Management accounting - m. Y. Khan, p. K. Jain (tata mcgraw hill)
5. Introduction to management accounting - t. Horngren charles prentice hall of india new delhi.
6. Journal management accountant.

M. B. A. Distance Mode

Semester - I

MATHEMATICS & STATISTICS FOR MANAGEMENT

Course Outcomes: To enable the student to

1. describe the concepts of 'functions, limits and derivatives' in business and economics.
2. apply the concept of determinants and matrices in business and economics.
3. solve the problems related to mathematics of finance.
4. make use of central tendency for business related issues.
5. apply knowledge related to correlation and regression for business decisions.

Unit-1: Functions

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

Unit-2: Limits & Derivatives

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

Unit-3: Determinants

Meaning of determinants, Evaluation of second & third order determinants Cramer's rule.

Unit-4: Matrices

Meaning of matrix, order of matrix, addition of subtraction & multiplication of matrices, unit matrix, transpose of matrix, equality of two matrices, adjoint of matrix, inverse of matrix, scalar multiplication of a matrix, Application of matrices in business.

Unit-5: Mathematics of finance

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

Unit-6: Meaning of Central Tendency

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

Unit-7: Correlation

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

Unit-8: Regression

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

Reference Books:

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

M. B. A. Distance Mode

Semester - I

MANAGERIAL ECONOMICS

Course Outcomes: To enable the student to

1. describe the concept of managerial economics.
2. apply the concept of demand analysis and the market structure for the business.
3. analyze concept of production, cost and pricing practices useful for business.
4. take decision and risks regarding the business.
5. design and develop profit management systems and decide business policies.

Unit -1: Introduction To Managerial Economics

Meaning, Nature Features & Significance Of Managerial Economics. Scope Of Managerial Economics.

Unit-2: Demand Analysis

Meaning, Types Of Demands, Law Of Demand, Consumer Welfare – Measuring Consumer Welfare Using Demand Curve. Function Elasticity Of Demand, Policy Implications Of Elasticity Of Demand-Revenue Relationship. Demand Forecasting.

Unit-3: Market Structure

Classification Of Market Structure, Price & Output Determination In Perfect Competition. Monopoly, Price Discrimination, Monopolistic Competition & Oligopoly.

Unit-4: Production & Cost

Production Function, Economies Of Scale Least Cost Combination, Cost Concept, Short Term And Long Term Cost Output Relationship, Cost Curves, Break Even Point.

Unit-5: Pricing Practices

Cost Plus Pricing, Incremental Pricing, Multiple Pricing, Specific Pricing Problems, Price Dissemination.

Unit-6: Decision Analysis

Business Decision-Making, Certainty, Risk Certainty And Uncertainty, Pay-Off Matrix, Source Of Business Risk. Risky Decisions, Risk Premium & Risk Adjustment

Unit-7: Profit Management

Nature Measurement And Role Of Profit, Theories Of Profit Profit, Planning And Control.

Unit-8: Macro Economics & Analysis

Business Cycle & Business Policies, Theories Of Business Cycle. Monetary & Non-Monetary.

reference books

1. Managerial Economics –Analysis Problems & Cases –P. I. Mehta.
2. Managerial Economics – Application Strategies & Tactics – James R. Mcguigan R. Charls Moyer, Fredric H. Horris.
3. Managerial Economics – G.S. Gupta.
4. Micro Economics – Jefrrey M. Pearloff
5. Managerial Economics - P.L. Mote.
6. Managerial Economics – D. M. Mithane.

M. B. A. Distance Mode

Semester - I

INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Outcomes: To enable the student to

1. acquaint with concepts of ICT.
2. describe computer as a tool of ICT.
3. explain different system programmes and operating systems : windows.
4. discuss the concepts of computer networking and internet.
5. adapt skills related to e-commerce.

Unit-1: Introduction to IT

Concept, Component, IT application in Management

Unit-2: Computer as a tool of IT

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

Unit-3: System program

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

Unit-4: Operating system

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

Unit-5: Windows

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

Unit-6: Computer Networking

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

Unit-7: Internet

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

Unit-8: E - Commerce

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

Reference Books

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

M. B. A. Distance Mode

Semester - I

BUSINESS COMMUNICATION

Course Outcomes: To enable the students to

1. acquaint with the concept of 'communication'.
2. acquire skills related to writing business letters, application letter and report writing.
3. take part in oral communication such as lswr and group discussions and interviews.
4. adapt skills related to non verbal expressions.
5. develop business communication strategy related to electronics media and communications.

Unit-1: Communication

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

Unit-2: Written Communication Business Letters

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

Unit-3: Application Letter

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

Unit-4: Report writing

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

Unit-5: Oral Communication

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

Unit-6: Group discussions & Interviews

Unit-7: Non verbal Expressions

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

Unit-8: Application of Electronics media & communications

Telecommunication, teleconferencing, FAX, E-mail.

Reference Books

1. Basic Business Communication - Robert MaArcher

2. Effective Business Communication - Murhy
3. Excellence in Business Communication - Thill
4. Handbook of Business Correspondence 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. Distance Mode
Semester - I
ORGANISATIONAL BEHAVIOUR

Course Outcome : To enable student to

1. differentiate between the various concepts of: organizational behaviour, individual behaviour, learning behaviour.
2. compare the theories of motivation and the job related motivational factors.
3. acquire coping strategies of stress.
4. develop interpersonal and leadership skills.
5. adapt skills and techniques related to organizational change.

Unit-1: Organisational Behaviour

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

Unit-2: Individual Behaviour

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

Unit-3: Learning & Behaviour

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

Unit-4: Motivation

Concept, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Motivation Hygiene Theory, Alderfer's ERG theory, McClelland's Achievement Theory, Vrooms Expectancy Theory, Porter-Lawler Model, McGregor's Theory 'X' & Theory 'Y' Theory 'Z' Equity theory. Money & Motivation; Non- Financial incentive & Motivation; Job Design & Motivation; Quality

of work Life (QWL); Job Enlargement Job satisfaction- Concept Determinants of job satisfaction, Effect of job satisfaction.

Unit -5: Stress

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

Unit -6: Interpersonal Behaviour

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

Unit -7: Leadership

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

Unit -8: Macro Perspective O.B

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

Reference Books

1. Organizational Behaviour - Steven L. McShane & Mary Ann. Von Glinow; Tata McGraw Hill, New Delhi
2. Behaviour in Organizational - Jerald Greenberg & Robert Understanding A' Baron; Pearson Edition Delhi & managing the Human Side of work
3. Organizational Behaviour - Gregory Moorhead & Ricky W Griffin; A.D.T.B.S. Publishers & Distributors, Delhi
4. Organizational Behaviour - K. Ashwathappa, Himalaya, Publishing House, Mumbai
5. Organizational Behaviour - Shashi K. gupta & Rosy Joshi, Kalyani Publishers, Delhi
6. Organizational Behaviour - Dr. S.Shajahan & Linu Shajahan New, Age International Publishers Delhi,
7. Organizational Behaviour Hill - Uma Sewaram; Tata McGraw New Delhi.
8. Organizational Behaviour - Stephen p. Robbins- Prentice-Hall India, New Delhi.

M. B. A. Distance Mode

Semester - I

BUSINESS LAW

Course Outcome : To enable student to

1. acquaint with legal system in india and administration of law.
2. explain indian contract act 1872.
3. compare between company act, 1956 - i and company act, 1956 - ii.
4. distinguish between consumer protection act-1986, industrial dispute act - 1947, negotiable instrument act - 1881.
5. apply information technology act - 2000 during day-to-day use of it.

Unit-1: Legal System in India and administration of Law

Legal aspect of business in general

Unit-2: Indian Contract Act, 1872

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

Unit-3: Company Act,1956-I

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

Unit-4: Company Act,1956-II

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

Unit-5: Consumer Protection Act,1986

Definitions, dispute, deficiency, manufacturers, restrictive trade practices- central Consumer Protection Council, State Consumer Protection Council-Dispute Redressal Forum –Drafting of consumer Complaint.

Unit-6: Industrial Dispute Act,1947

Definition, Industry, Industrial dispute, Lay off, Lock out, Retrenchment Wages & Workman- Strikes and lock, Unfair practice by employers, trade unions, workman.

Unit-7: Negotiable Instrument Act, 1881

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

Unit-8: Information technology Act, 2000

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

Reference Books

1. Indian Contract Act - Mull
2. Business Law - Gulshan Kapoor
3. Commercial law including company & industry Law - Sen & Mitra
4. Elements of Mercantile law - N.D.Kapoor
5. Indian Companies Act - Ramayya

M. B. A. Distance Mode

Semester-II

MARKETING MANAGEMENT

Course Outcome : To enable student to

1. describe the concept of marketing management.
2. explain marketing research process & marketing information system.
3. illustrate consumer behaviour and market segmentation and product positioning.
4. examine product strategy, pricing strategy and promotional strategy.
5. adapt physical distribution strategy for selecting an appropriate channel for logistics management.

Unit-1: Marketing Management

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

Unit-2: Marketing research & Marketing Information System

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

Unit-3: Consumer Behavior

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

Unit-4: Market segmentation

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

Unit-5: Product Strategy

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

Unit-6: Pricing Strategy

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

Unit-7: Promotion strategy

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

Unit-8: Physical Distribution Strategy

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

Reference Books

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

M. B. A. Distance Mode

Semester-II

FINANCIAL MANAGEMENT

Course Outcome : To enable student to

1. describe the concept of financial management.
2. explain the concept of working capital management.
3. compute different types of ratios, cost of capital and operating, financial and combined leverage.
4. examine budget, budgetary control system and capital budgeting.
5. elaborate the concept of management reporting.

Unit-1: Financial Management

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

Unit-2: Ratios Analysis

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

Unit-3: Working capital management

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

Unit-4: Cost of Capital

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

Unit-5: Operating & Financial Leverage

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

Unit-6: Budget and Budgetary Control

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

Unit-7: Capital Budgeting

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

Unit-8: Management Reporting

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

Reference Books

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

M. B. A. Distance Mode

Semester-II

HUMAN RESOURCE MANAGEMENT

Course Outcome : To enable student to

1. describe the concept of hrm and differentiate between traditional vs. strategic hrm.
2. explain hrm in dynamic environment.
3. outline the human resource planning, procurement and placement.
4. evaluate maintains of manpower, compression management and employee separation and superannuation.
5. elaborate the new trends in hrm.

Unit-1: Human Resource Management

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

Unit-2: HRM in a Dynamic Environment

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

Unit-3: Human Resources Planning

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

Unit-4: Procurement and Placement

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

Unit-5: Maintenance of Manpower

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

Unit-6: Compensation Management

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

Unit-7: Employee Separation and Superannuation

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

Unit-8: New Trends in HRM

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

Reference Books

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

M. B. A. Distance Mode

Semester-II

PRODUCTIONS AND OPERATION MANAGEMENT

Course Outcome : To enable student to

1. describe concept of production management.
2. select plant location and plant layout.
3. evaluate production systems and production planning control techniques.
4. elaborate the concept quality management.
5. adapt strategies related to maintenance and
6. management of material, inventory, purchasing and storing.

Unit-1: Production Management

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

Unit-2: Plant location and plant Lay Out

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

Unit-3: Types Of Production Systems

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

Unit-4: Production Planning Control

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

Unit-5: Quality Management

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

Unit-6: Maintenance and Material Management

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

Unit-7: Purchasing and Store Management

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

Unit-8: Inventory Management

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

Reference Books

1. K. Ashwathappa & K. Shvidhara Bhat, Production & Operations Management, Himalaya Publishing House.
2. P. Rama Murthy, Production & Operations Management, New Age International Publishers.
3. S. N. Chary, Production & Operations Management, Tata McGraw Hill Publishing Company Limited.
4. Buff E. S., Modern Production Management, New Delhi.
5. Martand T. Telsang, Production Management, S. Chand & Company Ltd.
6. Datta A. K., Materials Management Procedures - Text & Cases, Pretice Hall of India Private Ltd., New Delhi.

M. B. A. Distance Mode**Semester-II****MANAGEMENT INFORMATION SYSTEM****Course Outcome : To enable student to**

1. describe Management Information System.
2. explain challenge and foundation of management information system.
3. distinguish between models of database management and information systems to pursue competitive strategies.
4. develop and evaluate information system.
5. apply MIS in different functional areas of management for decision making.

Unit-1: To MIS Introduction

Concept of MIS, Role & MIS Uses of MIS.

Unit-2:The Challenge Of Information system

Difference Between Computer Literacy and Information System Literacy. Information needs of different Management Measure type of information System in organisation Decision Support System- Characteristics Components, Measure DSS applications. Group Decision

Support Systems - Elements, Characteristics,& Application Executive Support Systems– Role Development & Benefits of ESS.

Unit-3: Foundations Of Information System

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

Unit-4: Database Management System

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

Unit-5: Strategic Role of Information System

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

Unit-6: Building Information System

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

Unit-7: Information System Success And Failure

Major problem areas in information system, causes of information system success and failure, Evolution of success of information systems. Principle causes of information system failure, appropriate strategies to implement the process.

Unit-8: Application Of MIS In Various Functional Areas

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

Reference Books

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

M. B. A. Distance Mode

Semester-II

APPLICATION OF OPERATION RESEARCH IN MANAGEMENT

Course Outcome : To enable student to

1. describe the concepts of or.
2. solve linear programming problems.
3. give solution over assignment and transportation related problems.
4. elaborate queuing (wating line) and inventory models.
5. apply network analysis for project planning and queuing for inventory situations.

Unit-1: Introduction to OR

Concepts, Phases of OR, Application potential to diverse Problems in business & industry, scope & limitations.

Unit-2: Linear programming (LP)

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

Unit-3: Assignment problems (AP)

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

Unit-4: Transportation problems

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

Unit-5: Queuing (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/I) model.

Unit-6: Inventory models

Types of inventories, cost involved, deterministic model, Economic Order Quantity (EOQ) & Economic Batch Quantity (EBQ) with finite production rate, EOQ under price break,- determination of safety stock & reorder levels- lead time.

Unit-7: Network analysis- Minimal spanning tree problems

Shortest route problems, Maximal flow in capacitated network- Concept & solution, Algorithm as applied to prob.-project planning &control by use of CPM/PERT Concepts.

Unit-8: Simulation

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

Reference Books

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

M. B. A. Distance Mode**Semester-II****APPLICATION OF RESEARCH METHODOLOGY IN MANAGEMENT****Course Outcome : To enable student to**

1. illustrate the objectives, motivation of research and research design.
2. determine measurement and scaling techniques and methods of data collection.
3. test the hypothesis and samples.
4. interpret the collected data, draw the conclusions and write the research report.

5. adapt research in functional areas of management.

Unit-1: Meaning, objectives & Motivation in research

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

Unit-2: Research Design-

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

Unit-3: Measurement &scaling techniques

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

Unit-4: Methods of data collection

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

Unit-5: Testing of Hypothesis

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

Unit-6: Testing of Samples

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

Unit-7: Interpretation of data

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

Unit-8: Research in general management

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

Reference Books

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

M. B. A. Distance Mode

Semester-II

BUSINESS AND ECONOMIC ENVIRONMENT

Course Outcome : To enable student to

1. explain general profile of agriculture and industrial growth in india and brief history of indian planning.
2. illustrate the rbi and its monetary policy.
3. examine growth of indian economy.
4. evaluate international trade.
5. elaborate theories of rate of exchange, balance of trade and balance of payment.

Unit-1: General profile of agriculture and industry in India

Interdependence of agriculture and industry for economic development in India,

Unit-2: Industrial growth

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

Unit-3: RBI and its Monetary policy Fiscal Policy

Reforms in Banking sector, Union Budget. Financial Relations between Center and State.

Unit-4: Brief History of Indian Planning

Harrod-Domar Models eg Development, Mahalanobis Model.

Unit-5: Indian economy

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

Unit-6: International Trade

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

Unit-7: The Theories of rate of exchange

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

Unit-8: Balance of trade and balance of payment

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

Reference Books

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

M. B. A. Distance Mode

Semester - III

CORPORATE PLANNING AND STRATEGIC MANAGEMENT

Course Outcome : To enable student to

1. illustrate the concept of strategic management.
2. analyze the environment and organizational appraisal.
3. formulate the strategy, process of choice and its implementation process.
4. elaborate structure of strategy and its evaluation process.
5. discuss strategy for competing in globalizing markets.

Unit 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.

Unit 2: Environment Analysis and Diagnosis : a) Concept of Environment and its components b) Environment scanning and appraisal c) organizational appraisal – Methods & techniques used for organizational appraisal d) Strategic advantage analysis and diagnosis e) SWOT analysis.

Unit 3: Strategy Formulation and Choice of Alternatives: a) Grand strategies – Stability Strategy, Expansion strategy, Retrenchment strategy. b) Modernization, Diversification, Integration, Merger, Take-over and Joint Venture strategies, Turnaround – divestment and Liquidation strategies.

Unit 4: a) Process of Strategic Choice –GAP Analysis, Industry Analysis, competitor analysis-Porter's Five forces Model of competition and SWOT analysis b) Synergy and Dyssynergy, c) McKinsey's 7's framework; GE-9 Cell Model, Boston Consultancy Model c) Distinctive competitiveness; d) Factors affecting Strategic Choice.

Unit 5: Strategy Implementation :a) Inter-relationship between formulation and implementation; b) Issues in strategy implementation- project implementation, procedural implementation, Resource Allocation, c) Behavioral issues-leadership styles, Corporate culture and values power d) social responsibilities, Ethics, Building capable organization; f) Functional Issues – Financial, Marketing, Operations and Personnel Plans and Policies.

Unit 6: Strategy and Structure: Structural Considerations, Structure for strategies, Organizational design and change.

Unit 7: Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.

Unit 8: Strategy for competing in globalizing markets, New Business Models and strategies for Internet Economy.

Reference Books

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. Distance Mode

Semester - III

BUSINESS ETHICS AND PROFESSIONAL VALUES

Course Outcome : To enable student to

1. describe different business ethics.
2. illustrate changing concepts and objectives of business.
3. explain basic framework of normative ethics, concept of consumerism and ethics and ethics in advertising.
4. discuss ethics in business disciplines and environment management.
5. elaborate business ethics in international business.

Unit 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

Unit 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.

Unit 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

Unit 4: Consumerism and Ethics: Consumer Rights, Exploitation of consumers, Consumer Protection, U.N. guidelines for Consumer Protection, Consumer Protection and Consumerism in India

Unit 5: Ethics in Advertising, Woman in Advertising. Responsibilities of Advertising Agencies
Corporate Governance: Meaning, Importance, prerequisites, regulatory and voluntary actions,
Corporate Governance in India.

Unit 6: Ethics in Business Disciplines- Ethics and HRM, Ethics and Marketing, Ethics in Finance
and Accounting, Ethical implications of Technology. Ethics and Information Technology.

Unit 7: Business ethics and Environment Management: Basics of Environment, Environment
pollution, Ozone Depletion, Global Climate change, Air Pollution, Water Pollution, and
Waste Management. Environmental Regulations –WTO environmental provisions,
Environmental Regulation in India, Environment Protection.

Unit 8: Business ethics in international business – Needs & its implementation Corporate social
responsibility at international level.

Reference Books

1. Business Ethics - David J. Fritzsche
2. Perspectives in Business Ethics - Laura Hartman - McGraw Hill
3. Business Environment - Francis Cherunilam, Himalaya
4. Ethics in Management by S. A. Sherlekar, Himalaya
5. Management Policy and Strategic Management, R.M.Srivastava
6. Perspective 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. (Distance Mode)

Semester - III

ELECTIVE - A: MARKETING MANAGEMENT

PAPER - I: SALES & DISTRIBUTION MANAGEMENT

Course Outcome : To enable student to

1. describe the concept of sales management.
2. illustrate the process of sales forecasting, policy making and formulation of personal selling strategy.
3. explain the concept of sales organization, sales quotas and sales territories,
4. discuss retailing and wholesaling concepts with reference to emergence of mall culture.
5. elaborate logistics and supply chain management.

Unit 1: Introduction to Sales Management – Evolution – Definition, sales management, Nature &
importance of sales management, functions of sales management in the organization.

Unit 2: Sales forecasting & policy making - Meaning – Importance – Types of forecasting –
Forecasting methods and procedure – Importance – merits & demerits of various methods.
Sales Organization – Purpose of sales organization – setting up a sales organization – types of

sales organization structure, Sales Department Relations – Interdepartmental relations – Co-ordination of personnel selling with other marketing activities.

Unit 3: Formulation of personal selling strategy – Personal selling objectives – personal selling strategy— Determining size of sales force - Determining kind of sales personal, Controlling sales personnel – evaluating and supervising – Standards of performance – Recording actual performance – evaluating – comparing actual performance with standards – controlling sales personnel with supervision.

Unit 4: Sales Organization – Purpose of sales organization – setting up a sales organization – types of sales organization structure, Sales Department Relations – Interdepartmental relations – Co-ordination of personnel selling with other marketing activities, 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.

Unit 5: 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. Sales control and cost analysis – The sales audit – sales analysis –marketing cost analysis.

Unit 6: Retailing – Meaning, definition & importance of retail management, Retail formats, Role of the retailer, retail marketing strategy, emergence of mall culture.

Unit 7: Wholesaling – Meaning, Definition & functions of wholesalers, Classification of wholesalers, Wholesalers tasks, limitations of wholesalers.

Unit 8: Logistics & Supply chain management – Meaning, definition & scope of logistics, key logistics activities, market logistics decision, Concept of supply chain management, need for supply chain management.

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
5. Sales & Distribution Management – Krishna Havaladar, Vasant Cavale
6. Fundamentals of sales management – Ramneek Kapoor

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Semester-III

ELECTIVE - A: MARKETING MANAGEMENT

PAPER-II: ADVERTISING MANAGEMENT & CONSUMER BEHAVIOR

Course Outcome : To enable student to

1. illustrate advertising management and media planning strategy
2. explain the process of message design and development
3. discuss on advertising business and advertising agency
4. evaluate consumer behavior and individual determinants of it.
5. elaborate influence of social class, consumer satisfaction and relationship marketing etc. concepts

Unit 1: Advertising Management- Role & Importance of advertising ,Classification of advertising, 5 M's of advertising, Setting advertising objectives, Advertising Budget- Budget plan, Budget process, Budgeting methods - Percentage of sales-Objective & task – Administrative budget, Advertising types for products & services.

Unit 2: Media planning strategy- Types of media-Print-Broadcast-Outdoor-Transit. Advantages & disadvantages of the different medias, 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.

Unit 3: 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. 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.

Unit 4: Advertising Business and Advertising Agency –Advertising Manager – Organisational Structure of Advertising Department, Functions of Advertising Department, Advertising Agency - Working of Agency Functions of Advertising Agency, Client agency Relationship, Selection of Advertising Agency

Advertising Effectiveness –Advertising Research, types of Advertising evaluation, Pre testing, print media, broadcasting ads, other pre testing techniques, post testing of ads.

Unit 5: 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. 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.

Unit 6: 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. 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.

Unit 7: 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. 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

Unit 8: 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.

REFERENCE BOOKS

1. Foundations of advertising—Theory & Practice- S.A. Chunawala & K.C.Sethia.
2. Advertising & Promotion -George E. Belch & Michael A. Belch
3. Marketing Management-Philip Kotler
4. Advertising Management-David A. Aaker &John G. Myers
5. Advertising- Wright & Winter & Zeigler
6. Consumer Behaviour & Advertising Management – Matin Khan
7. Consumer Behavior in Indian Perspective – Sujua R. Nair Himalaya Publishing House
8. Marketing Management- William Stanton.

M.B.A. (Distance Mode)

Semester - III

ELECTIVE - A: MARKETING MANAGEMENT

PAPER-III: MARKETING IN SPECIAL FIELDS

Course Outcome : To enable student to

1. describe the concepts of service marketing, the seven p's.
2. illustrate the concepts of industrial marketing and rural marketing.
3. discuss marketing of agricultural inputs.
4. elaborate co-operative marketing and non profit marketing.
5. design and develop e – marketing facility.

Unit 1: Service Marketing – What are services, definition, need & importance of services, distinction between services & goods, characteristics of services, 2. Marketing Mix in Service Marketing.

Unit 2: The seven P's – Product decisions, Pricing strategies, Promotion of services, Placing or Distribution methods of services, People, Physical Evidence and Process, Marketing strategies for different services–bank, insurance, hotel, tourism, transport, tourism, consultancy services

Unit 3: Industrial Marketing – Definition, nature & scope – comparison & contrast of Industrial & Consumer marketing – Characteristics of Industrial Marketing – Marketing mix for industrial products.

Unit 4: Rural Marketing – Characteristics of rural market- Large in size, scattered, seasonal, irregular demand, backwardness, low exposure to modern world etc. product mix for rural market –Marketing of manufactured consumer goods.

Unit 5: Marketing of agricultural inputs – Meaning of agricultural inputs, marketing of agriculture inputs with special reference to fertilizers, seeds, pesticides & other inputs.

Unit 6: Co-operative Marketing– Concept of co-operative Marketing – features & objectives of co-operative marketing, Activities of co-operative marketing societies– problems of in co-operative marketing.

Unit 7: Non profit marketing – Meaning, nature, importance & scope of Non profit marketing, types of non business organizations, non profit markets, developing a marketing programme for social cause

Unit 8: E – Marketing – Meaning & importance of E- Commerce & internet marketing, components of internet marketing, Benefits & limitations of internet marketing, establishing internet marketing facility.

Reference Books

1. Service Marketing – Ravi shankar
2. Service Marketing – S.M.Jha
3. Marketing Management-Philip Kotler
4. Marketing Management – Tapan Panda
5. Co-operative Marketing in India & Abroad – L.P. Singh
6. Modern Marketing – Rajan Saxena
7. Marketing Management – Memoria

M.B.A. (Distance Mode)

Semester - III

ELECTIVE - B: FINANCIAL MANAGEMENT

PAPER-I: INDIAN FINANCIAL SYSTEM

Course Outcome : To enable student to

1. describe the concept of indian financial system.
2. illustrate the regulatory and promotional institutions.
3. explain the concepts: stock exchange and money market.
4. discuss credit rating and mutual fund concepts.
5. elaborate the venture capital concept.

Unit 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.

Unit 2: Regulatory and promotional institutions: Reserve Bank of India, Securities and Exchange Board of India, IRDA, Objectives and functions of RBI, SEBI and IRDA

Unit 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.

Unit 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.

Unit 5: Money Market - Meaning, Instruments, features of the instruments, Role of money market in India.

Unit 6: Credit Rating, - Concept, Credit Rating Agencies in India, Rating Methodology and process, Rating symbols for Debentures/Bonds.

Unit 7: Mutual Fund- Concept, Advantages of MF, History of MFs in India, Management of MF.

Unit 8: Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Dis-investment Mechanism.

Reference Books

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. (Distance Mode)

Semester - III

ELECTIVE - B: FINANCIAL MANAGEMENT

PAPER-II: PROJECT PLANNING AND FINANCIAL DECISION ANALYSIS

Course Outcome : To enable student to

1. describe project planning.
2. illustrate Financial Estimates and projections.
3. explain the concepts of Mergers, Acquisitions and Restructuring.
4. discuss Financial Management in Sick Units.
5. elaborate the management of Cash, Receivables, Inventory, and take Dividend Decision.

Unit 1: Project planning- Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis.

Unit 2: Financial Estimates and projections, Project financing- Intermediate and long term financing, Appraisal of term loans by financial institutions, Short Term Financing- Trade Credit, Accruals, Commercial Paper, Bank credit, Public Deposit, Inter-Corporate Deposits, private institutions, factoring.

Unit 3: Mergers, Acquisitions 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.

Unit 4: Financial Management in Sick Units- Definition of Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.

Unit 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.

Unit 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

Unit 7: Inventory Management- Concept, Benefits and costs of holding inventories, Inventory Control Techniques- ABC Analysis, EOQ, various levels, Safety stock.

Unit 8: Dividend Decision: Determinants of Dividend Policy, Dividend policy in practice. Bonus Shares- regulation, reasons, deciding bonus ratio. Leasing: Concept, Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision, Leasing v/s Higher-Purchase.

Level of knowledge- Working

Problems should be covered on following topics only.

- 1) Receivables Management
- 2) Cash Management
- 3) Inventory Management

Reference Books

1. Projects: Planning, Analysis, Selection, Implementation and Review- Prasanna Chandra
2. Financial Management- P.V.Kulkarni & B.G.Satyaprasad
3. Financial Management- Fifth Edition- Prasanna Chandra
4. Financial Management- Van Horne, James C.
5. Financial Management and Policy- Bhalla V.K.
6. Financial Management- Khan and Jain
7. Financial Management- I.M.Pandey
8. Principles of Financial Management-R.P.Rustagi.

M.B.A. (Distance Mode)

Semester - III

ELECTIVE - B: FINANCIAL MANAGEMENT

PAPER-III: INVESTMENT MANAGEMENT

Course Outcome : To enable student to

1. describe the concepts of investment, risk and return.
2. illustrate the debt instruments, analytical framework for investment in share.
3. analyze portfolio.
4. elaborate random walk theory and concept of mutual fund.
5. prepare investment plans for individuals at various life cycle stages.

Unit-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.

Unit 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.

Unit 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.

Unit 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.

Unit 5: Portfolio Analysis - Portfolio Selection- Feasible set of portfolio, Efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio.

Unit 6: Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis, Weak-semi-strong-strong market and its testing techniques, Investment Management Framework : Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.

Unit 7: Mutual Fund, 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.

Unit 8: 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 2008-2009, applicable Assessment Year will be 2008-09.

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.

Reference Books

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

Semester - III

ELECTIVE-C: HUMAN RESOURCE MANAGEMENT

PAPER-I: HUMAN RESOURCE PLANNING AND PROCUREMENT

Course Outcome : To enable student to

1. define strategic human resource management.
2. illustrate human resource planning.
3. analyze the job and procurement of human resource.
4. discuss selection procedure of human resource.
5. elaborate concepts such as induction and placement,
6. changing environment of hrm, wage and salary administration etc.

Unit 1: Strategic Human Resource Management : Meaning, Benefits, Role of HRM in Strategic Management, Strategic Management Process.

Unit 2: Human Resource Planning : Definition , Objective, Importance, Factors affecting HRP, Process of HRP Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Manager Judgment, Supply forecasting.

Unit 3: Job Analysis : Meaning, Purpose, Methods of Collecting Data. Job design – Techniques of job design

Unit 4: Procurement of Human Resource : Recruitment – Meaning and Process; Factors affecting recruitment, recruitment practices in India. Modern Techniques of Recruitment, Sources – Internet Based.

Unit 5: Selection of Human Resource : Meaning, Selection Procedure – Application Blank; Employment Tests-Utility and Validity. Employment Interviews – Principles and Techniques, Medical Text, Reference Check Appointment – Terms and conditions.

Unit 6: Induction & Placement – Meaning , Induction Programme – formal or informal, individual or collective, serial or disjunctive, Investiture or Disinvestiture, Requisites of effective programme.

Unit 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.

Unit 8: Wage & Salary administration – Nature & Scope, Compensation, Wage determination Process, factors influencing wage & Salary, administration, Incentives & fringe benefits; Types of incentives and fringe benefits.

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 & Joyee 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 McGraw Hill, New Delhi)

M.B.A. (Distance Mode)

Semester - III

ELECTIVE-C: HUMAN RESOURCE MANAGEMENT

PAPER-II: DEVELOPING AND UTILISING HUMAN RESOURCE

Course Outcome : To enable student to

1. define the concepts employee training and management development
2. describe the learning organisation.
3. develop performance appraisal.
4. manage careers and evaluating the training.
5. discuss social security laws

Unit 1: Employee Training – Concept of Training and Development, Need for training, Importance of Training, Principals 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.

Unit 2: Management Development - needs, importance & Methods, Organizational Development through Human Resource Development.

Unit 3: Learning Organisation : Learning Curve and Linkage of learning with Training and Learning Organisation, Organisational Learning, Instruments on Learning Organisation, Essentials for Developing a Learning organization.

Unit 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, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers.

Unit 5: Managing Careers : Career Planning, Factors affecting Career Choices: Career Stages, Career anchors, Need for Career Planning Managing Promotions, Transfers & Demotions.

Unit 6: Internal Mobility & Separations - Promotion – Types of Promotion; promotion Policy; Transfer; Need of transfer, Transfer Policy; Types of Transfer; Demotion – Causes, Policy Separations, Retirement, Resignation, Retrenchment & Dismissal.

Unit 7: Evaluation of Training: Purpose of Evaluation Process.

Unit 8: Social Security 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

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.

Human Resource Management and Personnel Management – Aswathappa

M.B.A. (Distance Mode)

Semester - III

ELECTIVE-C: HUMAN RESOURCE MANAGEMENT

PAPER-III: INDUSTRIAL RELATIONS & INTEGRATION OF HUMAN RESOURCE

Course Outcome : To enable student to

1. describe the concepts of industrial relations and trade union.
2. illustrate industrial disputes and collective bargaining.
3. explain the grievance procedure and employee discipline.
4. discuss integration of interest.
5. elaborate quality of work life and quality circles

Unit 1: Industrial Relations :- Meaning & objectives, Importance, Approaches to Industrial Relation – 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.

Unit 2: Trade Union – Meaning, Why do workers join unions, Types of trade unions, Theories to trade Union, Trade unions 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.

Unit 3: 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.

Unit 4: Collective Bargaining – Definition, Importance, Prerequisites of Collective bargaining – Union, Bargaining process – Types of bargaining – Collective bargaining in India.

Unit 5: Grievance procedure – Meaning, Need & procedure. Essentials of Sound, Grievance procedure; Legislative aspects of the grievance procedure in India.

Unit 6: Employee discipline – objectives, features, types, procedure of disciplinary action, statutory provisions, code of discipline

Unit 7: Integration of Interest – Individual & organizational problems in Integration. Integration process.

Unit 8: 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.

Reference Books

1. Personnel Management by Edwin Flippo.
2. Personnel & Human Resource Management – Text & Cases By P. Subba Rao.(Himalaya Publishing house)
3. Dynamic Personal Administration by Prof. M. N. Rudrabasavraj.
4. Dynamic of Industrial Relations in India by C. B. Memoria.
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)
7. Human Resource Management and Personnel Management - Aswathappa (Tata McGraw Hill New Delhi)

M.B.A. (Distance Mode)

Semester - III

ELECTIVE-D: PRODUCTION AND OPERATIONS MANAGEMENT

PAPER-I: INDUSTRIAL ENGINEERING

Course Outcome : To enable student to

1. describe the concept of productivity and work study.
2. explain the concepts method study, recording of method study and work - measurement.
3. compute standard time for specific activity
4. discuss emerging manufacturing technology option and choice.
5. adapt e-manufacturing during production.

Unit 1: Productivity: Production system, Definition of Productivity, Factors affecting Productivity, Kinds of Productivity Measures, Increasing Productivity of resources.

Unit 2: Work Study: Definition and Concept, Objectives and need, Basic Procedure.

Unit 3: Method Study: Need of Method Study, Procedure, Principles of motion economy.

Unit 4: Recording of Method Study : Use of various charts, Process charts, Outline Charts, Flow process Charts for worker and materials and equipment, Man-machine Chart, Two handed charts, SIMO Charts, Multiple activity chart, Travel chart, String diagram.

Unit 5: Work - Measurement: Technique of work. Measurement including estimating, stop watch time Study, Pre determined Time standards, Systematic estimates of work times, Activity Sampling.

Unit 6: Computation of Standard Time: Elements, Types of elements, Permanence Rating, allowances, Need for allowances, Types of allowances.

Unit 7: Ergonomics: Nature of Ergonomics, Factors in Ergonomics, Socio-technical System.

Unit 8: Emerging Manufacturing technology option and choice, E-Manufacturing.

Reference Books

1. Work Study - I.L.O.
2. Work Study and Ergonomics - L. C. Jhamb.

3. Work Study - Curie and Faraday
4. Industrial Engineering and Management - O. P. Khanna
5. Work Study and Ergonomics.

M.B.A. (Distance Mode)

Semester – III

ELECTIVE-D: PRODUCTION AND OPERATIONS MANAGEMENT

PAPER-II: PURCHASING AND SUPPLY MANAGEMENT

Course Outcome : To enable student to

1. explain the Role of Purchasing and Supply Management in business,
2. outline the Industrial Purchasing and Purchasing Function.
3. examine Management of buying plans and Stores Management.
4. apply Cost Reduction Techniques and Factor Influencing make or buy decisions.
5. develop Computerized Material Management System.

Unit 1: Role of Purchasing and Supply Management in business, its, relationship with all other department in the organisation, Problems faced by Materials Management, Present status in India and the future.

Unit 2: Industrial Purchasing - meaning - nature - steps in purchasing procedure, purchasing Policy, Legal aspects of purchasing.

Unit 3: Purchasing Function - Design specification and engineering drawings, reviving of in Incoming quality inspections, acceptance of sampling plans, selection of sources of Supply, evaluating performance of supplier, vendor rating, negotiation and price Determination, order preparation and follow up.

Unit 4: Management of buying plans - knowledge of stable and unstable market, timing of Purchase, forward buying and hand - to - mouth buying, Speculative buying, hedging, Purchasing research, International Purchasing and Global sourcing, receiving and Issuing procedure.

Unit 5: Stores Management - functions - classification - Storage equipment, material handling In stores - stores layout, Stores functions, classification and codification - presentation Materials, Two - bin System, Disposal of scrap and surplus.

Unit 6: Cost Reduction Techniques - Standardization, simplification and variety reduction, Value analysis, controlling the timing factor.

Unit 7: Factor influencing make or buy decision, technical, commercial and economic factor, Analysis of make or buy decision, Application of break even analysis.

Unit 8: Computerized Material Management System - Documents in inventory, Purchase Requisition, Purchase orders, receiving and inspection formats, Frequency and types of Management reports.

Reference Books

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

M.B.A. (Distance Mode)

Semester - III

ELECTIVE-D: PRODUCTION AND OPERATIONS MANAGEMENT

PAPER-III: TOTAL QUALITY MANAGEMENT

Course Outcome : To enable student to

1. illustrate basic concept of Total Quality and Conceptual Approach to SQC.
2. explain the concepts of Quality Assurance, Quality Audit, Quality Certification System.
3. discuss Humanistic Aspect of TQM, Management of Quality Circle and Zero defect Programme and improvement team.
4. compute Quality Costs, do Failure Analysis, and establish Marketing aspects of TQM.
5. adapt Latest techniques which supports TQM

Unit 1: Basic Concept of Total Quality, Evolution of total quality Management, Components of TQ loop.

Unit 2: Conceptual Approach to SQC, Acceptance Sampling and Inspection plans, Statistical Process Control, Process Capability.

Unit 3: Quality Assurance, Quality Audit, Quality Certification System - Introductory treatment to ISO 9000, QS 14,000 and QS 9000 and other standards.

Unit 4: Humanistic Aspect of TQM, Management of Quality Circle and Zero defect Programme Qualify improvement team. Role of Workers, Supervisors and Management in TQM.

Unit 5: Quality Costs - Analysis of various quality Cost and losses, Balance between cost of quality and value of quality.

Unit 6: Failure Analysis, Functional linkage of Quality with Reliability and Maintainability.

Unit 7: Marketing aspects of TQM, Total quality of Services, Total quality and safety, Six Sigma.

Unit 8: Latest techniques which supports TQM

Reference Books

1. Statistical Quality Control - R. C. Gupta
2. ISO 9000 Handbook - Ed. Robert Peach.

3. Total Quality Control - Armond V. Fiengenbaum.
4. ISO 9000 Quality Management System - International Trade Centre, Geneva.

M. B. A. Distance Mode
Semester-IV
ENTREPRENEURSHIP AND PROJECT MANAGEMENT

Course Outcome : To enable student to

1. describe the concepts of entrepreneurial development perspective and creating entrepreneurial venture.
2. explain the concept of women entrepreneur and project management
3. elaborate the role of central govt. and state govt. in promoting entrepreneurship.
4. discuss the role of dic in the entrepreneurship development.
5. raise the problems of entrepreneurs and develop successful entrepreneurs skills

Unit 1: The Entrepreneurial Development Perspective (a) Concept of Entrepreneurship (b) Evolution of the concept of Entrepreneur (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

Unit 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.

Unit 3: Women Entrepreneur – Definition, Women entrepreneurship environment, Challenges in the path of women entrepreneurship, Empowerment of women by entrepreneurship, institutions supporting women entrepreneurship in India

Unit 4: 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

Unit 5: 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 .

Unit 6: (a) Role of DIC in the Entrepreneurship Development – District Industries Centre (DIC) and its functioning, District Industries Centre (DIC) - Objectives, functions (b) Entrepreneurship Training and Development – Objectives, Contents, Methods, Execution, Entrepreneurship Development Programmes.

Unit 7: Problems of Entrepreneurs-Marketing, Finance, Human Resource, Production, Research and External Problems

Unit 8: Successful Entrepreneurs- Dhiurbhai Ambani, Aditya Birla - Background, beginning and growth as a entrepreneur, Lessons for future entrepreneurs.

Reference Books

1. Dynamics of Entrepreneurship Development –Vasant Desai
2. Entrepreneurship – Hisrich Peters
3. The culture of Entrepreneurship – Brigitte Berger
4. Project Management – K/Nagarajan
5. Entrepreneurship Development & Small Business Enterprises – Poornima Charantimath
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. Distance Mode

Semester-IV

MANAGEMENT CONTROL SYSTEM

Course Outcome : To enable student to

1. describe the Management Control System.
2. explain the concepts of Designing Management Control Systems, Standard Costing and variance Analysis.
3. evaluate Non-financial Measurement of Performance and Management Control in Decentralized Organization.
4. assess the Cost Volume Profit Relationship.
5. elaborate Variations in Management Control.

Unit 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.

Unit 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.

Unit 3: 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.

Unit 4: 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.

Unit 5: 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.

Unit 6: Cost Volume Profit Relationship, a) Advanced Decisions under CVP Analysis b) Decisions on the basis of activity based costing.

Unit 7: 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.

Unit 8: Introduction to Audit: Function as a control tool covering Financial Audit, Internal Audit, Cost Audit and Management Audit- Principles and objectives.

(Level of Knowledge-working)

- a) Problem on Variance analysis..
- b) Problem on Cost-Volume-Analysis
- d) Problem on Activity Based Costing

Reference Books

1. Management Control Systems – Robert N.Anthony & Vijay Govindarajan
2. Management Accounting–Horngren, Sundem, Stratton–PHI- Latest Edition
3. Management and Cost Accounting–Colin Drury–Chapman Hall(ELBS)–Laterest ed.
4. Management Control System – Kirbi C.J. and Maciariello J.A.-PHI- Latest ed.
5. Management Control System – Anathony Dearden
6. Cost Accounting – Horngren, 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

Course Outcome : To enable student to

1. describe the International Business and its Environment.
2. illustrate the concept of International Economic cooperation and Agreement.
3. evaluate the International Economic Institutions.
4. discuss International Trade & Investment Theories.
5. elaborate the concepts International Trade and payments, International Investment, Multinational Corporations and Global Competitiveness

Unit 1: International Business and its environment

- a) Significance, nature and scope of international business.
- b) Levels of Environment – Internal environment and external environment.
- c) Environment in International Business – domestic environment, foreign environment, global environment.

Unit 2: International Economic cooperation and Agreement

- a) Regional Economic Integration (Trade Blocs)- Rational Types of economic integration free trade area, Customs union, common market, economic union.
- b) European union, Indo-EU Trade, The Euro, Implications of Euro for India.
- c) North American Free Trade Agreement (NAFTA)
- d) Association of South East Asian Nations (ASEAN)
- e) South Asian Cooperation – rational, functional areas of cooperation.
- f) South Asian Association for Regional Cooperation (SAARC) Objectives; SAARC Preferential Trading Agreement (SAPTA) Basic principles of SAPTA
- g) Indo-Lanka Free Trade Agreement.
- h) International Commodity Agreement – Quota Agreements, Buffer stock Agreement, Bilateral/ Multilateral contracts, Generalized System of Preferences (GSP) and Global System of Trade Preferences (GSTP)

Unit 3: International Economic Institutions

- a) International Monetary Fund – Organization and Management of IMF; Resources of IMF – Subscription by members and borrowing; Financing facilities & policies – Regular lending facilities, special lending facilities; Technical Assistance; Special Drawing Rights (SDRs)
- b) World Bank – policies of World Bank; lending programmes.
- c) Asian Development Bank – objectives, functions
- d) World Trade Organization – Functions; Principles; Salient feature.

Unit 4: International Trade & Investment Theories Trade Theories - Mercantilism; Absolute cost Theory; Comparative cost Theory; opportunity cost Theory; Factor Endowment Theory Investment Theories – Theory of Capital Movements, Market Imperfections Theory; Interlocalisation Theory; Appropriability Theory; Location specific Advantage Theory; Eclectic Theory.

Unit 5: International Trade and payments

- a) Government Influence on Trade – protectionism; Tariff barriers; non-tariff barriers; State trading; regulation of foreign trade.
- b) Trade in merchandise – growth of international trade; counter trade – forms of counter trade, growth of counter trade; Trade in services – restrictions in trade in service

Unit 6: International Investment

- a) Types of foreign Investment – Foreign Direct Investment (FDI). Foreign Portfolio Investment (FPI)
- b) Factors affecting international investment
- c) Growth and Dispersion of FDI

Unit 7: Multinational Corporations

- a) Characteristics, Importance and benefits of MNCs
- b) Code of conduct to guide and regulate the MNCs
- c) Transfer of Technology –Methods and Issues in transfer of technology.

Unit 8: Global Competitiveness

- a) Factors of competitiveness
- b) Technology and global competitiveness
- c) Role of Innovation in competitive advantage
- d) Sources of Technological Dynamics
- e) Growth, significance and barriers of E-commerce.

Reference Books

1. International Business Environment by Francis Chrunilam, Himalaya Publishing House, Mumbai.
2. International Business by Alan M. Rugman & Richard M. Hodgetts; Pearson Education, Delhi
3. Business Environment – Ashwathappa; Himalaya Publishing House.

M. B. A. Distance Mode

Semester-IV

PROJECT REPORT AND VIVA

Course Outcome : To enable student to

1. describe the organization.
2. illustrate theoretical background of the research.
3. analyze the data and interpret it.
4. find the outcomes of the study.
5. draw conclusions on the basis of study.

Student has to undergo a practical training of minimum 6 months. 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 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 3 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. 1: 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. (Distance Mode)

Semester-IV

ELECTIVE - A: MARKETING MANAGEMENT

PAPER-IV: INTERNATIONAL MARKETING

Course Outcome : To enable student to

1. describe the concept of global marketing.
2. illustrate export procedure and documentation of global segmentation, targeting and positioning global market segmentation.
3. explain product decisions, basic concepts, pricing decisions and global pricing strategies.
4. elaborate channel decision channel objectives and constraints.
5. be competent to take advertising decisions, foreign exchange and financial decisions

Unit 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, Global Marketing Environment.

Unit 2: 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.

Unit 3: Global Segmentation Targeting and Positioning Global Market Segmentation, Global Targeting – Global Product Positioning [study few Indian multinational companies entered into Global Market]. Global Marketing Information System - Elements of Global Information System, Sources of Information, Marketing Research, Global Marketing Research Control.

Unit 4: 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]

Unit 5: 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.]

Unit 6: Channel Decision Channel Objectives and constraints, Channel Structure, Channel strategy for new market entry

Unit 7: 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.]

Unit 8: 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. (Distance Mode)
Semester-IV
ELECTIVE- A: MARKETING MANAGEMENT
PAPER-V: CASE STUDIES IN MARKETING MANAGEMENT

Course Outcome : To enable student to

1. Describe the Concept of case study.
2. Illustrate the relevance and importance of Case Studies in Marketing Management.
3. Analyze short, medium and long cases.
4. Draw the conclusions on the basis of study.
5. Take decisions on the basis of conclusions drawn from the study.

Unit 1: Concept and types of Case, Steps in Case Analysis

Unit 2: Relevance and importance of Case Studies in Marketing Management

Unit 3: Steps for Case Solution, Analysis and Interpretation of Cases in Marketing

Unit 4: Analysis and Interpretation of Short case-2 example

Unit 5: Analysis and Interpretation of medium case-2 examples

Unit 6: Analysis and Interpretation of long case - 1 example

Unit 7: Short and medium cases for practice

Unit 8: Long cases for practice

References

1. Journals in Marketing
2. Books and Volume in Marketing.

M.B.A. (Distance Mode)
Semester-IV
ELECTIVE - B: FINANCIAL MANAGEMENT
PAPER-IV: INTERNATIONAL FINANCE

Course Outcome : To enable student to

1. Illustrate the concepts International Business Environment, World Financial Markets and Institutions.
2. Explain the concepts of Foreign Exchange Market and Exchange Rate Mechanism.
3. Analyze the Risks in International Operations, Exchange and Control Regulations.
4. Elaborate concepts - Export, Import and Financing Mechanism
5. Discuss Financial Management of the Multinational Firm.

Unit 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.

Unit 2: World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, Introduction to NASDAQ.

Unit 3: Foreign Exchange Market: Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate.

Unit 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,

Unit 5: Risks in International Operations: Exchange rate risk, Interest rate risk and political risk. Techniques of covering risks- Internal and External.

Unit 6: Exchange Control Regulations: Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India, Convertibility.

Unit 7: Export Import Financing Mechanism, Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance.

Unit 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

Reference Books

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.

M.B.A. (Distance Mode)

Semester-IV

ELECTIVE - B: FINANCIAL MANAGEMENT

PAPER-V: CASE STUDIES IN FINANCE

Course Outcome : To enable student to

1. Describe the Concept of case study.
2. Illustrate the relevance and importance of Case Studies in Financial Management.
3. Analyze short, medium and long cases.
4. Draw the conclusions on the basis of study.
5. Take decisions on the basis of conclusions drawn from the study

Unit 1: Concept and types of Case, Steps in Case Analysis.

Unit 2: Relevance and importance of Case Studies in Financial Management.

Unit 3: Steps for Case Solution, Analysis and Interpretation of Cases in Finance.

Unit 4: Analysis and Interpretation of short case examples.

Unit 5: Analysis and Interpretation of medium case-examples.

Unit 6: Analysis and Interpretation of long case-example.

Unit 7: Short and medium cases for practice.

Unit 8: Long cases for practice.

References

1. Journals in Finance
2. Books and Volume in Finance

M.B.A. (Distance Mode)

Semester-IV

ELECTIVE - C: HUMAN RESOURCE MANAGEMENT

PAPER-IV: HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL PERSPECTIVE

Course Outcome : To enable student to

1. illustrate the concept of International H. R. M.
2. differentiate between Domestic HRM and IHRM, International Recruitment and Selection.
3. explain HR Information System.
4. elaborate Managing HR in virtual Organization, Globalization and HRM
5. discuss the concepts TQM & HR Management, Ethical Issues in H.R.M., and International practices in Industrial Relations

Unit 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.

Unit 2: International Recruitment and Selection: Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection – Technical ability, Cross-cultural suitability, Family requirements, MNE Requirements.

Unit 3: HR Information System – Meaning, Need, Advantages and uses. Designing of HRIS. Computerized, Managing HR in virtual organization.

Unit 4: Managing HR in virtual Organization – Meaning. Type of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.

Unit 5: Globalization &HRM – Impact on Employment, HR Development. Wage & benefits, Trade unions, Collective bargaining, Participative management & Quality circles.

Unit 6: TQM & HR Management:- Principles of TQM, Method of Total Quality Management, HRM &TQM, HR strategy to TQM.

Unit 7: Ethical Issues in H.R.M. Nature & Scope, Source of Business Ethics, HR ethical issues.

Unit 8: International practices in Industrial Relations- Importance & framework of IR; International practices in IR; MNCs and Industrial Relations Trends : Impact of globalization on IR.

Reference Books

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

M.B.A. (Distance Mode)

Semester-IV

ELECTIVE - C: HUMAN RESOURCE MANAGEMENT

PAPER-V: CASE STUDIES IN HUMAN RESOURCE MANAGEMENT

Course Outcome : To enable student to

1. describe the concept of case study.
2. illustrate the relevance and importance of case studies in human resource management.
3. analyze short, medium and long cases.
4. draw the conclusions on the basis of study.
5. take decisions on the basis of conclusions drawn from the study.

Unit 1: Concept and types of Case, Steps in Case Analysis.

Unit 2: Relevance and importance of Case Studies in Human Resource Management.

Unit 3: Steps for Case Solution, Analysis and Interpretation of Cases in Human Resource Management.

Unit 4: Analysis and Interpretation of short cases-2 examples.

Unit 5: Analysis and Interpretation of medium cases-2 examples.

Unit 6: Analysis and Interpretation of long case-1 example.

Unit 7: Short and medium cases for practice.

Unit 8: Long cases for practices.

References

1. Journals in Human Resource Management.
2. Books and Volume in Human Resource Management.

M.B.A. (Distance Mode)

Semester-IV

ELECTIVE - D: PRODUCTION AND OPERATIONS MANAGEMENT

PAPER-IV: WORLD CLASS MANUFACTURING

Course Outcome : To enable student to

1. describe World Class Manufacturing Environment, State of international business and
2. illustrate Software in use, and optimized production Technology.
3. explain the Principles advocated in Just-in-Time System.
4. discuss Total quality Management Philosophy, Total productive Maintenance and Automation in Design and Manufacturing. Managerial attitude.
5. adapt strategy of production Eco-friendly.

Unit 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.

Unit 2: State of international business, Managerial attitude towards globalisation of business, Entering the international area, Managerial challenges for the future.

Unit 3: Software in use, Problems in implementation, Indian experience, optimised production technology.

Unit 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.

Unit 5: Total quality Management Philosophy, TQM Principles, TQM Tools, Quality through design, Quality Management System and ISO 9000, QS 9000 etc.

Unit 6: Total productive Maintenance, Concept of reliability, reliability improvement, Concept of maintainability and Maintainability improvement.

Unit 7: Automation in Design and Manufacturing, Role of IT in World class Manufacturing, Concept of Flexible Manufacturing System, Group technology, Cellular Manufacturing Systems.

Unit 8: Environment Pollution, Factors causing Pollution, Effect on human health, Control of environment Pollution.

Reference Books

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

M.B.A. (Distance Mode)

Semester-IV

ELECTIVE - D: PRODUCTION AND OPERATIONS MANAGEMENT

PAPER-V: CASE STUDIES IN PRODUCTION MANAGEMENT

Course Outcome : To enable student to

1. describe the concept of case study.
2. illustrate the relevance and importance of case studies in production operation management.
3. analyze short, medium and long cases.
4. draw the conclusions on the basis of study.
5. take decisions on the basis of conclusions drawn from the study

Unit 1: Concept and types of Case, Steps in Case Analysis.

Unit 2: Relevance and importance of Case Studies in Production Management.

Unit 3: Steps for Case Solution, Analysis and Interpretation of Cases in Production Management.

Unit 4: Analysis & interpretation of short cases-example.

Unit 5: Analysis & interpretation of medium cases-example.

Unit 6: Analysis & interpretation of long cases-example.

Unit 7: Short & medium cases for practice.

Unit 8: Long cases for practice

References

1. Journals in Production and Operation Management.
2. Books and Volumes in Production and Operation Management.