

# SHIVAJI UNIVERSITY, KOLHAPUR



B

(2009)

Accredited By NAAC

Faculty of Commerce  
Revised Syllabus For

**Master of Business Administration (MBA)**

**Part – I and II (Sem- I to IV )**

(Subject to the modifications that will be made from time to time)

**Syllabus to be implemented from June 2010 onwards.**

**Revised Syllabus of**  
**Master of Business Administration (M.B.A.)**  
**(Introduced from June 2010 and Onwards)**

To be implemented from the academic year 2010-2011(i.e. June 2010) onward

**1. Introduction:**

Considering the current requirement and present scenario of globalization and emerging trends in the Information Technology Industry, there is need to make student aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

**2. Objectives of the course:**

The main objective of this course is to prepare the executives and managers for top level and middle level management in public and private sector organization. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence necessary to interact with people at all levels and develop managerial skills for translating policies into action effectively.

**3. Schedule of Teaching and Examination:**

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1<sup>st</sup> August to 15<sup>th</sup> November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1<sup>st</sup> January to 15<sup>th</sup> April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

**4. Eligibility for Admission:**

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

- Passed with minimum of 45% marks in aggregate (40% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the Association of Indian Universities
- Candidate should appear for the Common Entrance Test (MAH-MBA/MMS-CET), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.

5. Intake of the Course: As per AICTE approval

**6. Structure of MBA Course:  
w.e.f. Academic Year 2010-11 and onwards.**

**MBA. Part-I Semester-I**

**MBA. Part-I Semester-II**

Paper No.	Subject	Weekly Theory	Internal Marks	Uni. Exam Mark	Total Marks	Paper No.	Subject	Weekly Theory	Internal Marks	Uni. E exam	Total Marks
1	Principles & Practices of Management	4	30	70	100	9	Marketing Management	4	30	70	100
2	Management Accounting	4	30	70	100	10	Financial Management	4	30	70	100
3	Mathematics And Statistics For Management	4	30	70	100	11	Human Resource Management	4	30	70	100
4	Managerial Economics	4	30	70	100	12	Operations Management	4	30	70	100
5	Information Technology for Management	4	30	70	100	13	Management Information System	4	30	70	100
6	Communication Skills	4	30	70	100	14	Operation Research Techniques	4	30	70	100
7	Organizational Behaviour	4	30	70	100	15	Research Methodology	4	30	70	100
8	Legal Framework of Business	4	30	70	100	16	Business Environment	4	30	70	100
	<b>Total</b>	<b>32</b>	<b>240</b>	<b>560</b>	<b>800</b>		<b>Total</b>	<b>32</b>	<b>240</b>	<b>560</b>	<b>800</b>

**w.e.f. Academic Year 2011-12 and onwards.**

**MBA. Part-I Semester-III.**

**MBA. Part-I Semester-IV**

Paper No.	Subject	Weekly Theory	Internal Marks	Uni. Exam	Total Marks	Paper No.	Subject	Weekly Theory	Internal	Uni. Exam Marks	Total Marks
17	Corporate Planning & Strategic Management	4	30	70	100	25	Entrepreneurship Development	4	30	70	100
18	Business Ethics	4	30	70	100	26	Management Control System	4	30	70	100
19	Elective I- Paper-I	4	30	70	100	27	Global Quality System	4	30	70	100
20	Elective-I Paper-II	4	30	70	100	28	Project Report & Viva-Voce	4	50	50	100
21	Elective-I Paper-III	4	30	70	100	29	Elective I- Paper-IV	4	30	70	100
22	Elective-II Paper-I	4	30	70	100	30	Elective-I Paper-V	4	30	70	100
23	Elective-II Paper-II	4	30	70	100	31	Elective II- Paper-IV	4	30	70	100
24	Elective-II Paper-III	4	30	70	100	32	Elective-II Paper-V	4	30	70	100
	<b>Total</b>	<b>32</b>	<b>240</b>	<b>560</b>	<b>800</b>		<b>Total</b>	<b>32</b>	<b>240</b>	<b>560</b>	<b>800</b>

**One theory lecture duration is 60 minutes.**

**Electives (Any TWO)-**

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Production Management
5. IT & System Management
6. Agricultural Business Management
7. Textile Management

List of Electives with Papers.

Sr.	Paper	<b>Elective I Marketing Management</b>	<b>Elective II Human Resource Management</b>	<b>Elective III Financial Management</b>	<b>Elective IV Production Management</b>	<b>Elective V IT &amp; System Management</b>	<b>Elective VI Agriculture &amp; Business Mgt.</b>	<b>Elective VII Textile Management</b>
1.	Semester III Paper I	Contemporary Issues in Marketing	Human Resource Planning And Procurement.	Indian Financial System	Operations Management Strategies	Strategic Information System Management	Agri- Business Management	Textile Product and Processes
2.	Semester III Paper II	Buying Behavior and Brand Management	Human Resource Development	Financial Decision Analysis	Production Planning and Control.	Information System Audit and Security	Agricultural Marketing	Textile Markets: Domestic and International
3.	Semester III Paper III	Marketing Strategy and CRM	Employee Remuneration	Project Planning and working Capital Management	Materials and Inventory Management	Software Project Management	Agripreneurship And Project Management	Textile Industry in India
4.	Semester IV Paper IV	Sales Management and Advertising Management	Employee Relations and Labour Laws	Investment Management	Global Operations & Logistics	Business Process Re-Engineering	International Trade in Agriculture	Textile Project Planning And Management
5.	Semester IV Paper V	Retail and Rural marketing	Strategic HRM and International Perspective	International Finance	World Class Production Management	Knowledge Management	Agri-Business Finance Management	Fashion Industry

32 Heads, Total Marks - 3200

7	Internal Examination:	
	1. Mini Project / Group Exercise/ Seminar	10 marks
	2. Mid Term Examination (3 hours duration)	10 marks
	3. Case Study (2 Cases)	10 marks
	<b>Internal Marks</b>	<b>30 marks</b>
	University Theory Examination (3 hours duration)	70 marks
	<b>Total</b>	<b>100 marks</b>

**8. Nature of Examination:**

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 70 marks for each subject.
3. The nature of university examination question paper shall be as follows.
 

Q.1	Case let	20 marks
	OR	
	a) Exercise example	10 marks
	b) Exercise example	10 marks
Q.2	a) }	
	b) }	20 marks
Q.3	a) }	
	b) }	20 marks
Q.4	a) }	
	b) }	15 marks
Q.5	Short notes ( any four out of six)	20 marks

### 9. Standard of Passing:

- a. Candidate is required to secure minimum 40% marks in Internal and University examination and 50% in aggregate together in each subject.
- b. Subject to the condition of pass at the course to the condition(c) only –  
50 % and above but less than 60 % - II Class  
60% and above but less than 70 % - I Class  
70 % and above - I Class with Distinction.
- c. No class will be awarded to any part of examination.

### 10 . Credit system implementation

MBA is a four semester course. Each semester consist of eight courses each carrying weightage of 100 marks (4 credits) However, in the final semester, there will be project report. In order to qualify for two-year master's degree a student must acquire minimum of 128 credits (32 credits each semester) which are distributed as given below.

Credit as defined is the workload of a student in

1. Lectures
2. Case Study
3. Seminar.
4. Project
5. Private work in the library/home
6. Examination
7. Other assessment activities

The credit system permits students to

- learn at their own pace
- choose electives from a wide range of elective courses offered by the Institutes
- undergo additional courses and acquire more than the required number of credits
- adopt an inter-disciplinary approach in learning
- make best use of the expertise of available faculty

#### **How much time a student gives for the examination per semester?**

8 Theory papers per semester each of 3 hours duration. Time required is 15 hours

Total time for a semester (I, II, III, IV) examination is

15(theory) + 1(Case Study) + 1(Seminar) = 17hours.

#### **Time required for the other activities.**

- Projects – synopsis
- Discussions
- Library – Book issue, Journal reference, Internet access. Reading magazines and relevant information
- Private work – Project material, Books purchase, Xerox, availing outside facilities etc
- Home – Study, Notes preparation, Computations, tutorials, assignments etc.

#### **Types of credits**

- 1) Credit by examination – Tests (theory , Case Study and Projects, Seminar)
- 2) Credit by non examination –Proficiency in state National and International sports achievements, Social service (NSS), Military services (NCC), Colloquium & debate, Cultural programs etc

### Credits by lectures and Case Study

- 1 credit is equivalent to 15 contact hours
- Total instructional days as per the UGC norms are 180
- For the M.B.A. course there are 8 theory papers with 4 hours teaching per week  
so the instructional days for theory papers in a semester are  $8 \times 15(\text{weeks}) = 120$  days.
- There are 1 Case Study + 1 Seminar each of 4 hrs per week for semester- I, II, III, IV
- 60 days are common for theory and Case Study there for the time for which a student is busy in a semester is  $60(\text{theory} + \text{Case Study}) + 30(\text{Excercise}) = 90$  days.
- With 4 credits per subjects there will be  $8 \times 4 = 32$  credits for the theory papers

Number of credits for the MBA course per semester will be 32.

Total number of credits for the entire MBA course  
 $= 4 \times 32 = 128$ .

### The implementation of the credit system:

- Under the credit system every semester duration will be of at least 15 weeks.
- The examination must be scheduled in one month's time.
- The students must get at least 3 weeks time for the examination preparations.
- Every theory paper syllabus should consist of 4 units (sub units allowed) each carrying 1 credit.
- In order to have uniformity in the credit transfer internal examination in all the Institutes. shall have equal weightage 80 external +20 internal.

Theory paper	Contact hours	credits
Unit –I (sub units if any)	15	1
Unit –II (sub units if any)	15	1
Unit –III (sub units if any)	15	1
Unit –IV (sub units if any)	15	1

A project of 100 marks will carry 4 credits. Where a project of 100 marks is offered to the student, the student will have to perform 1 project for that semester.

### Grades, grade point and average grade point's calculations

Table showing the grades, grade points and marks scored by a student

Grades	Grade points	marks out of 100
A+	9	91 to 100
A	8	81 to 90
A-	7	71 to 80
B+	6	61 to 70
B	5	51 to 60
B-	4	41 to 50
C+	3	31 to 40
C	2	21 to 30
C-	1	11 to 20
F	0	0 to 10

Semester Grade Point Average (SGPA):-It is a semester index grade of a student.  
 $SGPA = (g_1 \times c_1) + (g_2 \times c_2) + \dots + (g_6 \times c_6) / \text{Total credits offered by the student in a semester.}$

Cumulative Grade Point Average (CGPA) :- It is a cumulative index grade point average of a student

$CGPA = (g_1 \times c_1) + (g_2 \times c_2) + \dots + (g_6 \times c_6) / \text{Total number of credits offered by a student upto and including the semester for which the cumulative average is required.}$

3. Final Grade Point Average (FGPA):- It is a final index of a student in the course

$$FGPA = (n / \sum c_i \times g_i) / (n / cl)$$

Where  $c_i$  – credit of the course (paper) (4)

$g_i$  – grade pints secured (see the table for conversion)

$n$  - number of courses (number of papers offered)

$cl$  – Total number of credits for the entire M.Sc course (96)

#### Rules for opting for the credits

1. Admission to the students from the other departments for the credits will be restricted to the core papers or practicals only.

2. A student from the other department will be offered credits of his choice in multiples of 4. A theory paper or the practical course can be offered as the credit. However number of such admissions will depend upon the seats available, classroom seating capacity and the laboratory facilities.

3. Core Courses

Core courses are those, knowledge of which is deemed essential for students registered for a particular Master’s programme. As such all core courses shall be mandatory and a student must pass in all the core courses prescribed for the programme. Core courses shall be spread over all the four semesters.

4. Any student can have credits from the Management course.

5. Attendance: As per the university rule the attendance of the student must be at least 75 %. For attendance in the classroom or laboratory student will have to sign the attendance sheet. Merely ‘P’ for present or ‘A’ for absent will not be considered valid.

6. A teacher offering the course will be responsible for maintaining the attendance and the performance sheets of all the students offering that course. The attendance sheet will have to be deposited to the department office by every teacher bearing his signature at the end of every semester.

### 10. Grading , Credit and percentage system may be implemented

a. **Grading System:** Seven point grading system and percentile system be implemented

Grades	Grade Points	Marks out of 100
O	6	91-100
A	5	81-90
B	4	71-80
C	3	61-70
D	2	51-60
E	1	41-50
F	0	00-40

- b. Percentage system : Obtained total marks of integrated sem-I to Sem-VI divided by total marks of course into 100.

**11. Scaling Down:** Scaling down for internal exam marks with university exam paper by 20%.

**12. Passing rules-**

1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of sem-I and sem-II combine.
2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3<sup>rd</sup> Semester are allowed to continue for IV Semester as per above rule.

**13. Project Report :**

Every student should go for in-plant training after the Semester- II examination.

In -Plant training duration is of 50 days.

**14. Fee Structure: As per Shikshan Shulk Samiti , Govt. of Maharashtra**

**15. Teacher Qualification:** As per AICTE norms prescribed time to time.

**16. Staffing Pattern:**

**NORMS FOR MBA COURSE FOR THE APPOINTMENT OF TEACHING STAFF  
TENTATIVE FACULTIES BREAK UP**

Sr.	Designation	Number of posts	Subject
1.	Director	01	General Management
2.	Assistant Professor	02	<ul style="list-style-type: none"> <li>• General Management</li> <li>• Functional Area of Management (Marketing Mngt. Financial Mngt., Production Mngt., Systems Mngt.)</li> </ul> (Assistant Professor in General Management and Functional area is as per framework of AICTE Norms.
3.	Lecturer	05	<ul style="list-style-type: none"> <li>• Marketing Management</li> <li>• Financial Management</li> <li>• Production Management</li> <li>• Systems Management</li> <li>• Human Resource Management</li> <li>• Agriculture and Business Management</li> <li>• Textile Management</li> </ul> (There are five posts of lecturers for above first five functional areas of management. Additional faculty for Agriculture and Business Management and Textile Management may be appointed, if student selected these electives. The post of lecturer is allotted to subject other than, the subject in which the post of assistant professors is filled).



**Staffing Pattern for MBA ( 60 intake)**

Sr. No	Designation	No. of post
1.	Director	1
2.	Assistant Professor in General Management	1
3	Assistant Professor in functional Area	1
4.	Lecturer in Finance	1
5.	Lecturer in Marketing	1
6.	Lecturer in HRM	1
7.	Lecturer in System	1
8.	Lecturer in Production	1

Note: Functional area of management in which the second post of assistant professor is allotted in the same functional area of management the post of lecturer should not be given and the rest areas of management should be considered on the post of lecturer.

## **MBA Semester 1 Paper I** **Principles and Practices of Management**

Unit 1: Introduction to Management: Meaning, Concept, Importance and Nature of Management. Elements and Levels of Management. Functional Areas of Management  
Management and Business Environment: The changing role of Business Environment, Types of Environment and their influence on management.

Development of Management Thought: Different Approaches to Management- 1. Classical 2. Functional 3. Behavioral 4. Human Relations 5. Contingency and 6. Operational Approach. Recent trends in Management, Breakthrough Management

Unit 2: A. Functions of Management: a. Planning- Meaning, features, Importance, limitations of Planning. Types, Planning premises, steps in planning process.

B. Management by Objectives: Meaning, Concept, Definition, Characteristics, Objectives, The MBO Process, advantages and Limitations.

Organizing: Meaning, importance, nature, principles, steps in organizing process. Staffing, meaning, definition, importance and process. Types of organization structure.

Unit 3: Directing: Meaning, purpose, need, elements of directing. Motivation, meaning, definition, importance, techniques and theories of motivation. Leadership, meaning, importance, types of leadership, leadership styles and theories. Communication, Meaning, importance, types, process, barriers to communication, overcoming the barriers and essentials of communication system.

Controlling: Meaning, concept, definitions, steps in control process, techniques and types of control, requirements of an effective control system.

Unit 4: Management in Future: Management challenges and tasks. Skills needed by managers in future. Changes in managerial functions and evolving new managerial systems.

### Reference Books:

1. Brech, E. F.L., Principles and practice of Management, London: Pitman, 1972.
2. Dassgupta, A., Business and Management in India, new Delhi: Vikas, 1974.
3. Davis, Raplh C., The fundamentals of Top Management, New Delhi: Allied, 1975.
4. Koontz, Harold, Cyrill O'Donell and Heinz Weirich, Essentials of Management, New Delhi: Tata McGraw Hill, 1982.
5. McFarland, Dalton E., Management Principles and Practices, London: Macmillian, 1979.
6. Terry, George R., Principles of Management, Illinois: Richard D. Irwin, 1977.

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

1. Financial Accounting:  
Financial Accounting: Need for accounting, Internal & External users of accounting information, Accounting concept & conventions.  
Accounting Process & system: Nature of accounting transactions journal entries & posting of ledger, subsidiary book preparation of trial balance, Final account of proprietary concern. Bank Reconciliation Statement.  
Depreciation Policies: SLM, WDV, Change in the method of depreciation.
2. Cost Accounting: Objectives, importance & Advantages of cost accounting, Types of Costing, cost unit, cost center, profit center. Elements of cost: Material, Labour, Overheads  
Inventory Valuation Methods (FIFO, LIFO, Simple average & weighted average method.)
3. Preparation of cost sheet.
4. Management Accounting:  
Definition, Functions, Difference between Management Accounting & Cost Accounting , Management Accounting & Financial Accounting  
CVP Analysis:-Contribution, PV Ratio, BEP, Margin of Safety, Angle of Incidence.

Problems should be covered on following topics:

Preparation of final account  
Preparation of cost sheet  
Elementary valuation LIFO FIFO  
Decision making Key Factor analysis.

Reference Books:

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

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

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

Unit 2: Determinants - Meaning of determinants, Evaluation of second & third order determinants, Cramers rule. Matrices –Meaning of matrix, order of matrix, addition of subtraction & multiplication of matrices, unit matrix, transpose of matrix, equality of two matrices, adjoint of matrix, universe of matrix, scalar multiplication of a matrix, Application of matrices in business. Mathematics of finance-interest calculation, annuity, present value annuity, present value concept in investment

Unit 3: Meaning of Central Tendency-concept of Mean, Median & Mode, problems only on Mean, Measure of Dispersion-range, mean deviation, quartile deviation Standard deviation & Variance. Correlation - Definition of correlation, Types of correlation Karl Pearson's correlation coefficient & its interpretation (continuous data be omitted). Regression: Meaning of regression, least square method, linear & non-linear regression, explained & unexplained variations.

Unit 4: time series and index numbers: time series – basic concept, meaning, components of time series, three years and five years moving averages. Index numbers – concept, methods of measuring index, base year formulas for predicting index number. Concept of Statistical Quality Control (SQC), X-bar chart, R-Chart.

Note: Use of Calculator is allowed.  
Examples based on Trigonometry to be avoided

Reference Books:

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

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

1) Meaning, features & Significance of managerial Economics. Scope of managerial Economics. Demand Analysis – Meaning, types of demands, & it's determinants. Law of demand, Exception to law of demand, Consumer's surplus. Elasticity of demand, Demand Forecasting - Survey method & statistical method. Defects in cardinal utility approach-indifference curve Approach - Revealed preference theory of consumer choice.

2) Cost & Production Analysis: Cost concepts, Short term and long term cost output relationship, Cost curves, Production function, economies of scale least. Market structure – Classification of market structure, price & output determination in perfect competition. Monopoly Monopolistic competition, price discrimination,

3) Pricing practices: Cost plus pricing, incremental pricing, multiple product pricing, product line pricing, specific pricing problems. Decision Analysis: Business Decision-Making, Certainty, risk & uncertainty, Source of business risk. Steps involved in analysis of risky decisions,  
Profit management: Nature & measurement of profit theories of profit, profit planning and control.

4.) Macro Economics & Business: Business cycle & Business Policies, Theories of Business cycle, Hawtery,s –schumpeter's and Hicks theories.. Monetary & non-Monetary measures to control business cycles.

Reference Books:

- 1) Managerial Economics –Analysis Problems & cases –P. I. Mehta .
- 2) Managerial Economics – Application strategies & tactics – James R. McGuigan  
R. Charls Moyer , Fredric H. Horris .
- 3) Managerial Economics – G.S. Gupta .
- 4) Micro Economics – Jeffrey M. pearloff .
- 5) Managerial Economics - P.L. Mote .
- 6) Managerial Economics – D. M. Mithane.
- 7) Managerial Economics – J.F. Patil and Others.
- 8) Managerial Economics – M.N.Shinde.

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

**Unit I : IT**

Concept , Component – Hardware, Software, Network technology Internet domain, internet server, browsing the internet, tools and service on internet, Search Engine, structure of an IP addressing, Business Applications of Internet, Intranet and Extranet .Protocols-TCP/IP and FTP.

**Unit II: E-Business**

E-Business- Architecture, E business strategy and productivity,  
E - Commerce – Meaning, concept and Scope, Types of E- Commerce, Applications of E-commerce: e banking, e trading and e payment.  
E –Governance- Need, Scope, challenges, applications and value addition by e-governance

**Unit III: Database Concept**

Concept of DBMS, RDBMS and database models, normalization concepts, Database applications.

**Unit IV: Data Warehousing And Data Mining**

Data Warehousing Data Marts, Data Mining, On-line transaction processing (OLTP), and On-Line Analytical Processing (OLAP), Meaning, concepts and its business applications.

**References:**

- 1) Information Technology Management By Raner ,Potter and Turban.
- 2) DBMS by Date
- 3)Internet complete – BPB Pub.
- 4)IT for Management- Making connections for strategic advantage- Turban, McLean and Wetherbe
- 5)IT Systems Management – Rich Schiesser
- 6)Data Mining Techniques – Arun Pujari
- 7)Data Mining – Peter Adriaans, Dolf Zantinge

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

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

2 Written Communication:

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

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

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

3) Oral Communication :

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

B) Non verbal Expressions: Body Languages, Gestures, Postures, Facial Expressions, Dress codes .

Application of Electronics media & communications, Telecommunication, teleconferencing, FAX, E-mail.

4.) Soft skills- concept of soft skill – communication skill, managerial skills, negotiation, persuasion, problem solving, decision making etc., generic skills.

Reference Books:

1 Basic Business Communication : Robert MaArcher.

2 Effective Business Communication :Murhy.

3 Excellence in Business Communication : Thill .

4 Handbook of Business Correspondance by : Frailey .

5 Business English & communication : Cleark .

6 Business communication : Pradhan & Thakur .

7 Business communication : Balsubramanium M.

8 Handbook of case writing : Culliton & James W.

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

**ORGANIZATIONAL BEHAVIOUR**

The year 1750 is a milestone in the history of mankind. Before the invention of the machine man worked to satisfy his own needs. He was the master of his own tools, time and skills. Machines separated the worker's ownership of tools from his work. Industry made no difference between hiring men and hiring machines. This rapid industrialization process created many behavioural problems of employees working in organizations.

Management is generally considered to have three major dimensions viz. – technical, conceptual and human. 'Human side of organizations' or the 'Organizational Approach' is the key word of today's organizations.

Now days, Organizational Behavioural Approach is gaining more importance in management theories. It helps the management to understand people and utilize their potentials effectively in the organizations. The industrial academicians and practitioners of today have accepted that O B Approach is all-pervasive. Every management student needs to learn about O B Approach to increase the effectiveness of organizations.

Learning Objectives –

To study how the O B Approach has emerged with reference to the historical perspective evolution of management thought.

To understand the various factors that affect individual behavioural process of people in organizations.

To identify the dimensions that affect interpersonal behaviour and group dynamics.

To study the Organizational Development Techniques to increase the effectiveness of organizations.

Unit 1: Evolution of an Organizational Behavioural Approach –

Historical perspective – from Robert Owen(1825) to Elton Mayo(1925) and A. H. Maslow(1954).

Contemporary issues and future challenges facing the present day industry.

Organizational Behaviour in the E-world.

Reference Books → Organizational behaviour - Fred Luthans; Organizational Behaviour - Stephen Robbins; Organizational Behaviour - K. Aswathappa (8<sup>th</sup> revised edition); Business Psychology and Organizational Behaviour – Eugene McKenna.

Unit 2: The Individual –

Personality – Nature and development of personality, Determinants of personality.

Personality theories – Sigmund Freud, Erik Erikson, A. H. Maslow, Chris Argyris, Kurt Lewin.

Individual process – Role of Learning (including only the methods of learning.), Values, Attitudes and Job satisfaction, Perception and attribution, Motivation (including applied motivation practices), Emotions and Frustration in the individual process (study of any theories of any of the concepts above, is not required).



Reference Books → Organizational Behaviour - Fred Luthans; Organizational Behaviour - Stephen Robbins; Organizational Behaviour - K. Aswathappa (8<sup>th</sup> revised edition); Business psychology and Organizational Behaviour – Eugene McKenna; Understanding Organizational behaviour - Udai Pareek, Theories of Personality – Calvin Hall, Gardner Lindzey and John Campbell; Personality and Motivation – A.H.Maslow.

#### Unit 3: The Group –

Interpersonal Behaviour – social cognition and attribution, social thought and thinking about others.

Group - Definition, Importance, Types of groups.

Stages of group formation.

Group dynamics – factors affecting group dynamics.

Behavioural Problems in group communication process.

Gender difference in group communication process.

Conflict, Stress, Conflict resolution and Coping strategies with stress.

Team Building.

Reference Books → Organizational Behaviour - Fred Luthans; Organizational Behaviour - Stephen Robbins; Organizational Behaviour - K. Aswathappa (8<sup>th</sup> revised edition); Business psychology and Organizational Behaviour – Eugene McKenna; Understanding Organizational Behaviour - Udai Pareek; Psychology – Robert A. Baron; Understanding Psychology – Robert S. Feldman.

#### Unit 4: The Organization –

Organizational Dynamics - Organizational Culture, Organizational Change and Learning Organizations

Leadership skills and techniques for effective organizations - Behaviouristic and Strategic leadership styles in organization, Contemporary issues in leadership, Emotional Intelligence and leadership.

Organization Development Techniques – Background and historical perspective.

O D Interventions – Action Research and O D, Team Interventions, intergroup interventions, Personal-interpersonal and group process Interventions, Comprehensive Interventions, Structural Interventions.

Reference Books → Organizational Behaviour - Fred Luthans; Organizational Behaviour - Stephen Robbins; Organizational Behaviour - K. Aswathappa (8<sup>th</sup> revised edition); Business psychology and Organizational Behaviour – Eugene McKenna; Understanding Organizational Behaviour - Udai Pareek; Organization Development – Wendell L. French and Cecil H. Bell Jr.

M.B.A. PART-I SEM-I  
PAPER – VIII: LEGAL FRAMEWORK OF BUSINESS

Unit 1: Administration of law & legal system in India . - Introduction to legal aspects of Business in general, Indian Contract Act (1872): a) Definition (Sec.2) b) Essential elements of a valid contract. c) Competency to enter in contracts (Sec. 11 & 12). d) Consent – Free consent, Coercion, undue influence, fraud, mis-representation, mistake (sec 13-23). e) Void Agreement (sec 24-30), f) Consequences of breach of contract (sec73-75).

Unit 2. The Companies Act (1956) : a) Definition & characteristics of a company. b) Company distinguished from partnership. c) Kinds of Companies. d) Provisions relating to incorporation & Memorandum of Association , Articles of Association , Prospectus. e) Management & administration, f) Meetings & proceedings, g) Directors, Boards powers & restrictions thereon., h) Prevention of oppression & mis-management., J) Winding up.

Unit 3: Negotiable Instrument Act 1881: a) Characteristics of negotiable instrument b) Promissory Notes, Bill of Exchange & Cheque. c) Negotiation (sec 46to 60) d) Special rules of evidence.(sec118 to 122), e) Crossing of cheque & dishonour of cheque (sec138 to 142)

Consumer Protection Act 1986.: a) Definitions, consumer dispute, deficiency , goods manufacturer, restrictive trade practices, service, unfair trade practices b) Central Consumer protection council, State Consumer protection council. c) Consumer Dispute Redressal Forum & provisions relating to the same. d) Drafting of consumer complaint.

Unit 4 - Industrial Dispute Act 1947

a) Definition of Industry, Industrial dispute (Banglore water supply v/s A. Rajjappa AIR 1978 SC 548) Lay off, Lock out, retrenchment, wages & workmen.

b) Provisions relating to strikes & lockouts

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

Reference Books:

1. Bare Acts- Govt. or Private publication
2. Indian contract Act- Mulla
3. Business Law- Gulshan Kapoor
4. Commercial Law including company & industry law- Sen and Mitra
5. Elements of merchantile law- N.D. Kapoor
6. Indian companies Act- Ramayya.

**MBA - I Semester II**  
**PAPER – IX**  
Marketing Management

1. Marketing Concepts and Applications
  - A. Introduction to Marketing – Nature and scope of marketing, the core concepts of marketing. Company orientation towards market place.
  - B. Marketing Environment – Macro and Micro Marketing environment, scanning the environment.
  - c. Marketing as functional area of management – marketing organizations.
  - d. Careers in Marketing.
  
2. Marketing Planning
  - A. Marketing planning process.
  - B. Marketing segmentation – Meaning and concept, benefits and doubts of Segmentation, Basis of segmentation, Selection of segments, Market Segmentation strategies, Targeting, Product positioning.
  
3. Marketing Mix

Product decision and strategies, Product life cycle, new product development  
Pricing: Pricing methods, objectives, price determination policies.  
Promotion: The promotion mix, Advertising and Publicity – 5 M's of advertising management. Personal selling – nature, process. Sales Promotion.  
Distribution: Importance of channels of distribution, Alternative channel of distribution, selecting an appropriate channel. C's of channel.
  
4. Understanding Consumer  
Determinants of consumer behaviour – Meaning and definition of consumer behaviour, importance, factors influencing consumer behaviour, consumer buying process.

Case studies should be discussed on topics given in syllabi.

Philip Kotler, 'Marketing Management (Analysis, Planning, Implementation and Control)'

William J. Stanton, 'Fundamental of Marketing'

Philip Kotler, 'Principles and Practice of Marketing'

V.S. Ramaswamy & S Namakumari, 'Marketing Management – Planning, Implementation & Control – The Indian'

Philip Kotler, Gary Armstrong, 'Principles of Marketing'

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

1. Nature and Scope of Financial Management:  
Objectives of Financial Management, Finance Functions, Structure of finance department, Emerging role of the Finance Manager in India.
2. Techniques of Financial Statement Analysis :  
Comparative financial statement, Trend Analysis, Common Size Statements, Ratio Analysis : Classification of Ratios – Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios, Inter-firm analysis, utility of ratio analysis. (Preparation of statements using ratios should be avoided)
3. Sources of Finance & Financing decisions:  
sources of long term & short term finance (Trade Credit, Accruals, Commercial Paper, Bank credit, Public Deposit, Inter-Corporate Deposits, private institutions, factoring.)  
Cost of capital, cost of different sources of finance, weighted average cost of capital, concept of optimal capital structure.
4. Working capital management & Capital Budgeting:  
Nature and need of working capital, determinants of working capital, estimation of working capital, financing working capital.  
Capital budgeting – Nature and significance, techniques of capital budgeting – Pay Back Method, Accounting rate of return, Net Present Value and profitability Index, IRR – simple problems.

Reference Books.

1. Financial Management by Khan and Jain.
2. Financial Management by Prasanna Chandra
3. Financial Management by I M Pandey.
4. Financial Management by Bhalla.
5. Financial Management & Policy by R.M.Srivastav

MBA I Sem. II  
**PAPER – XI**  
Human Resource Management (HRM)

**Context:**

When organization grows in size and volumes, it has to pay attention to effectively managing human capital. Management should confirm the goals of the organization – Survive, Compete, Grow etc. it has to design its human resource management strategies carefully. Or else it has to face issues like getting better quality people, utilizing them and retaining them for longer period of time.

**Objectives:**

1. To make student aware of the subject Human Resource Management (HRM) and create interest in it.
2. To make them understand role, scope and significance and evolution of HRM in the organization.
3. To give conceptual understanding of the various functions (outline) and practices of HRM.

**Contents:**

1. Human resource management - Objectives, significance, scope and evolving approaches of HRM  
(Personnel & Human Resource Management by P.Subba Rao, Personnel Management by Edwin Flippo, Human Resource Management by S. Seetaraman & B. Venkateswara Prasad)
2. Challenges of HRM – Changing Employee composition- Minority members & reservations, level of education, increasing no. of female employees, changing personal values of people, changing role of ‘Citizen’ employees, Challenge of Govt. regulation.  
(Personnel Management by Edwin Flippo)
3. Functions of Human Resource Management – Procurement, Development, Compensation, Integration, Maintenance, Separation. Qualities required by HR manager. New proficiencies- knowledge of employment laws, ethics in HR, use of technology in HR (Human Resource Management - Gary Dessler)
4. Human Resource manager’s job – Importance of HR manager, Line & Staff aspects of HRM, Qualifications and qualities of HR manager, Career in HR (Human Resource Management by V.S.P. Rao,)

**MBA. Part – I, Semester – II**  
**Subject – Operations Management**

**Objectives :**

1. To help student learn operations management system and analysis issues pertaining to management of productivity, manufacturing technology and facilities.
2. To provide students with various elements underline the basic functions of operations management.
3. To familiarize the students with various techniques of inventory control.
5. To familiarize the students with various aspects of quality management.

**I) Introduction to Operation Function :-**

The production / Operations function, and the organisation objectives – operations management decisions, operations strategy, product selection, product design, process selection – significance of operations management in manufacturing & service environment, Interface of operations function with other functional areas- Productivity, measures of productivity, work force productivity, work study.

**II) Facilities & Technology Management :-**

Facilities management (location of facilities, layout of facilities, maintenance of facilities) plant layout & materials handling - Manufacturing technology management emerging technology options- automation & flexible automation, CAD/CAM, Group Technology, Just-in-time, flexible Manufacturing system, lean manufacturing system.

**III) Production Planning and Materials Management :-**

Types of production systems. objectives of PPC, functions of PPC, aggregate planning, planning for batch production, job production, continuous production – project scheduling- introduction to PERT/CPM -Introduction to materials management, objectives, scope and activities of materials management, procedures for inventory management, role of scientific methods, Supply chain management.

**IV) Quality Control :**

Quality, Quality Assurance, Quality Planning & Control, Inspection, Cost of Quality.

**Books Recommended :-**

**1. Chunawala Patel,**

“Production & Operations Management”, Himalaya Publishing House, Mumbai.

**2. R. Pannerselvam :-**

“Production & Operations management”, Eastern Economy Edition, New Delhi.

**3. Buffa E.S. :-** “Operations management”.

**M.B.A –I SEM-II**  
**PAPER – XIII**  
**MANAGEMENT INFORMATION SYSTEM**

Unit I Scope and Objectives of MIS

Concept of Data and Information, The role and importance of information systems, The place of information systems in the organisation, strategic role of information systems. Difference between computer literacy and information system literacy.

Unit II Types of Information systems

Information needs of different organization levels. Major types of information system in organisation and relationship between them, Enhancing management decision making, decision support systems (DSS) – understanding DSS, characteristics components, major DSS applications. Group decision support systems (GDSS), - elements, characteristics, how GDSS can enhance group decision - making? Executive support systems (ESS) – role of ESS in the organisation, developing ESS, benefits of ESS.

Unit III Strategic Role Of Information Systems And Building

Information Systems : Information as a strategic resources and concept of strategic information system. Contribution of information systems to pursue competitive strategies. Building information systems: Contemporary approaches. Systems as a planned organisational change. System development & organisational change, Overview of system development – System analysis, system design, completing this system development process. Alternative system building methods – system life cycle, proto typing, application of software packages, end user development and outsourcing.

Unit IV: Information System Success And Failure :

Major problem areas in information system, causes of information system success and failure, evaluation of success of information systems. Principle causes of information system failure, appropriate strategies to implement the process. Case Studies : Marketing information systems, financial information systems, human resource information systems, production information systems.

Reference Books:

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

M.B.A -I SEM-II  
PAPER-XIV  
OPERATION RESEARCH TECHNIQUES

1. Introduction to OR – Concepts, Phases of OR, Application potential to diverse Problems in business & industry, scope & limitations. Linear programming (LP) – Concepts, Formulation of models, diverse problems graphical solutions –simple algorithm –use of slack / surplus / artificial variables max. / Min. problems-big M method (optimum sensitivity analysis).
2. Assignment problems (AP) – Concepts, formulation of model-Hungarian –method of solution. /maximisation, /minimisation.- balanced/ unbalanced –prob. Transportation problems (TP)-Concepts, formulation of model- solution procedure for initial feasible solution & optimality check- balanced/ unbalanced- max./ min.- Case of degeneracy.
3. Queuing (WAITING LINE)- Models- Concepts, types of queuing system characteristics of queuing model, queues in series & parallel birth & Death process. Prob. based on the results of (M/M/1) model. Inventory models- types of inventories, cost involved, deterministic model, Economic Order Quantity (EOQ) & Economic Batch Quantity (EBQ) with finite production rate, EOQ under price break,- determination of safety stock & reorder levels- lead time.
- 4 Network analysis- Minimal spanning tree problems, –shortest route problems, Maximal flow in capacitated network- Concept & solution, Algorithm as applied to prob.-project planning & control by use of CPM/PERT Concepts. Simulation – Concept-areas of application- Monto Carlo simulation & its application to problems - in queuing Inventory situations.

REFERENCE BOOKS-

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



M.B.A -I SEM-II  
PAPER-XV  
RESEARCH METHODOLOGY

1. Meaning, objectives & Motivation in research. Types of research –Research Approach  
\_ Research process, relevance & scope of research in management. Research Design-  
Features of good Design, Types of Research Design, Basic principles of experimental  
Design.

Sampling Design- steps in sample Design Characteristics of a good Sample Design,  
random samples & random sampling Design.

2. Measurement & scaling techniques- Errors in measurement. Test of sound  
measurement, scaling & Scale construction technique. Methods of data collection –  
Primary data – questionnaire and interviews. Collection of secondary data.

3. Processing and analysing data – Measures of central tendency, measures of dispersion,  
central moments, raw moments and skewness, Kurtosis. Simple and multiple regression  
analysis. Testing of hypothesis – Procedure for hypothesis testing. Use of statistical  
techniques for testing of hypothesis. Testing of samples – Sampling distribution,  
sampling theory determining size of sample, confidence level.

4. Interpretation of data, techniques of Interpretation, report writing, layout of a project  
report. Research in general management, research in functional areas – marketing,  
finance, HR, production.

REFERENCE BOOKS:

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

**M.B.A. I SEMESTER-II**  
**Paper - XVI**  
**BUSINESS ENVIRONMENT**

The Objective of this course is to create awareness, understanding and interpreting ability of the students regarding the business environment in India and the global perspective of business. It will sharpen student's ability to grasp the changes that occur in the economy as well as update their knowledge about the latest developments in the economic sphere.

**UNIT 1: Theoretical Framework of Business Environment:**

Concept, significance and nature of business and its environment, Elements of business environment- Internal and External Factors, Micro and Macro environment and their interactions Environmental Scanning and monitoring. Non-economic Environment of Business.

(Socio-cultural, Political and Legal, Demographic and Natural Environment.)

**UNIT 2: Dynamics of Business Environment:**

Indian Economic System and Global forces(global trade structure and global prospects), Planning Era and changing Govt. policies- Industrial Policies, Fiscal and Monetary Policies, Exim policy, Creation of SEZs, MSMED ACT-2006. Agriculture and Indian Economy.

**UNIT 3: Financial Environment for business:**

Components of Indian financial system and recent developments in it, Financial Market-structure-Credit market, foreign exchange market, debt market, derivatives market.

Money and Capital Market-Features, structure and objectives of money and capital market, Stock Markets and SEBI.

**UNIT 4: International and Technological Environment for business:**

Role, forms and sources of Foreign Investments in India, Multinational Corporations, Foreign Collaborations, NRIs and Corporate Sector, Entry strategies for entering in to Foreign Markets. **International Institutes:** Overview of WTO, IMF, World Bank, and their importance for India. Technological Environment in India, Policy for Research and Development, patent laws, Technology transfers and Outsourcing business. Infrastructure for Business in India. Energy and Power Sector, Transport Sector, I.T. and Telecom Sector, and professional Education in India.

**Reference Books:**

1. Mishra and Puri, Economic Environment of business, Himalaya Publishing House, New Delhi.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi.
3. Francis Cherunilam, International Business Environment, Himalaya Publishing House.
4. Suresh Bedi, Business Environment, Excel Books.
5. Shaikh and Saleem, Business Environment, Pearson, PHI, 2006

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

**Context:-** India has emerged as one of the most vibrant economies of the world. This vibrancy is reflected within the organisation in terms of newer approaches to managing strategically. Through strategic management the organization attempts to gain and maintain competitive advantage. They strive to create their own unique approaches while trying to absorb what is best around the world. The syllabus attempts to capture the issues in strategic management in the Indian context.

Objectives:-

7. To understand conceptual and analytical framework of strategic management
8. To study strategic management process
9. To understand basic approaches in strategy formulation, implementation, evaluation and control.

Contents:-

Unit No. 1:- Introduction

- Definition & nature of Corporate Planning, Advantages and disadvantages,
- Concept of strategy, levels at which strategy operates, strategic decision making, approaches to strategic decision making
- Definition of strategic management, strategic management process,
- Strategic intent: Vision, Mission, Goals and Objectives.
- Environmental scanning and appraisal, Organisational appraisal, strategic advantage analysis

Unit No. 2:- Strategy Formulation

- Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies
- Business level strategies- Cost leadership, Differentiation and focus business strategy
- Strategic analysis and choice- Tools and techniques for strategic analysis, SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix, Mckinsey's 7'S framework.

Unit No. 3:- Strategy Implementation

- Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility
- Functional Strategies- Financial, marketing, personnel and operations plans and policies.

Unit No. 4:- Strategic Evaluation and Control

- Overview, Strategic Control, Techniques of strategic evaluation and control, Strategies for the Bottom of the Pyramid, Digitalisation strategies, Tailoring strategy to fit specific industry and company situation

References:-

1. Strategic Management & Business Policy, Azar Kazmi, Tata McGraw Hill, 3<sup>rd</sup> Ed. 2009.
2. Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9<sup>th</sup> Ed. 2005.
3. Competitive Advantage, Michael E. Porter, Free Press.
4. Globalisation, liberalisation and strategic Management, V. P. Michael, Himalaya Publishing House.
5. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases- A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010
6. Business Policy And Strategic Management, P. Subba Rao, Himalaya Publishing House.

**M.B.A.-II SEM. III  
PAPER-XVIII  
BUSINESS ETHICS**

**1. Business Ethics :**

- Ethics – Definition, Relevance to Business,
- Historical Perspective of Ethics – Plato, Aristotal, Benedict Spinoza, Immanuel Kant, Bhagwat Gita, Biddhism, Sufism, Capitalism, Marxism, Socialism, Utilitarianism, Rights and Duties, Justice and Fairness, Ethics of Care, and Ethics of Virtue.
- Philosophical Foundation of Ethics in Business and management - Changing concepts and objectives of Business, Forces inducing Social Responsibility, Social responsibilities of Business Organization.
- Trusteeship Management- Gandhian Philosophy of Wealth Management

Books ref. : Ethics in Business and Management – R. P Banerjee; Trusteeship – M. K. Gandhi; Business Ethics – William Shaw; Business Ethics – Manuel G. Velasquez.

**2. 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,
- Corporate Governance : Meaning, Importance, Institutionalizing of Ethics, Traditional view, Contractual theory, Stake-holders' theory, The Regulatory and voluntary actions, Corporate Governance in India.

Books ref. : Ethics and the Conduct of Business – John R. Boatright; Business Ethics – Manuel G. Velasquez; Business Environment - Freancis Cherunilam,

### **3. Ethics in Business Disciplines :**

- Consumerism and Ethics: Consumer Rights, Exploitation of consumers, Consumer Protection, U.N. guidelines for Consumer Protection, Consumer Protection and Consumerism in India, Ethics in Advertising, Woman in advertising. Responsibilities of Advertising Agencies
- Ethics and HRM,
- Ethics and Marketing,
- Ethics in Finance and Accounting,
- Ethical implications of Technology.
- Ethics and Information Technology.

Books ref. : Ethics and the Conduct of Business – John R. Boatright; Business Ethics – Manuel G. Velasquez. Business Ethics – William Shaw.

### **4. Business ethics and Environment Management:**

- Basics of Environment,
- Environment pollution, Ozone Depletion, Global Climate change, Air Pollution, Water Pollution, Waste Management. Environmental Regulations – WTO environmental provisions, Environmental Regulation in India, Environment Protection – Ecology and Future Perspective of Business.

Books ref. : Business Ethics – Manuel Velasquez; Business Ethics – William Shaw; Stanford Encyclopaedia of Philosophy (Google search); Articles from National Geographic on Environment (Google search); Environmental Ethics - [www.igc.org/gadfly](http://www.igc.org/gadfly) (Google search).

**MBA II Semester III**  
**Paper - XIX**  
**Elective I - Marketing Management**  
**Paper I - CONTEMPORARY ISSUES IN MARKETING**

1. International Marketing Planning: Planning, Global Marketing Environment, Global Segmentation Targeting and Positioning, Global Marketing Information System, Global Marketing Research. Foreign Exchange and Financial Decisions
2. International Marketing Mix: Product characteristics, Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market. Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives.  
  
Channel Objectives and constraints, Channel Structure, Channel strategy for new market entry.  
Advertising Decisions in International Marketing.  
International Product Life Cycle.
3. Marketing Mix in Service Marketing – The seven P’s – Product decisions, Pricing strategies, Promotion of services, Placing or Distribution methods of services, People, Physical Evidence and Process. Marketing of insurance, banking, tourism, hotel, transport and consultancy. Customer Relationship Management. Key concepts in relationship marketing: concepts, Planning for relationship marketing, Customer lifetime value.
4. Marketing Information System - Definition, purpose, scope, procedure, components of MIS. Marketing Research: applications of marketing research, research process, research design, research tools, research analysis – factor, cluster, conjoint, product research, packaging research, pricing research, promotion research, customer satisfaction research, sales and distribution research, brand research, advertising research. Rural marketing research.

Case studies should be discussed on topics given in syllabi.

**References:**

- Philip Cateora, ‘ International Marketing’  
Francis Cherunilam, ‘ International Marketing’  
Christopher Lovelock, ‘Services Marketing’  
Zeithaml, Bitner, Gremler & Pandit, ‘Services Marketing’  
Helen Woodruff, ‘Services Marketing’  
Zha S.M., ‘ Services Marketing’  
Pati Debashis, ‘Marketing Research’ Universities Press (India) PvtLtd., Hyderabad., 2002.  
Beri, G.C, ‘Marketing Research: Tata McGraw Hill Publishing Company, Ltd., 2000.  
Cooper Schindler, ‘Marketing Research, Concept & Cases’  
Paul Green, Donald Tull, Gerald Albaurn, ‘Research for Marketing Decisions’  
Nargundkar, ‘Marketing Research’  
Donald S.Tull, Del I.Hawkins, ‘Marketing Research – Measurement & Methods’  
Aakar, Kumar, Day, ‘Marketing Research’  
Aaker, D. A , ‘Marketing Research: A wiley / Hamilton Publications, New York., 1978.  
Majumadar, R. Marketing Research Text Applications and Case Studies Wiley Eastern Ltd., 1991.

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

**Paper - XIX**

**Elective II- FINANCIAL MANAGEMENT**

**PAPER I - INDIAN FINANCIAL SYSTEM**

1. Structure of Indian Financial System  
Pre Nineties and Post Nineties overview Organizational structure of the Indian Financial System- Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments.  
Regulatory and promotional institutions: Reserve Bank of India, Securities and Exchange Board of India, IRDA, - Objectives and functions of RBI, SEBI and IRDA  
Commodities Market: Concept, Working of Commodities Market, Regulation, Advantages.
2. Financial Markets & Stock Exchange  
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  
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, role of depository in trading, Introduction to E-Trading, Arbitration  
Money Market - Meaning, Instruments, features of the instruments.
3. Banking  
Functions of Commercial Banks, Securitization, Universal Banking, Core Banking, consortium banking, NPA, NBFC- Meaning, Major functions of NBFC, RBI Guidelines. Retail banking – Current Scenario
4. Financial Services  
Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Dis-investment Mechanism  
Insurance : Introduction to LIC, GIC and Private Insurance Companies, Major Insurance Products( Life & Non Life), comparative analysis.  
Credit Rating,- Concept, Credit Rating Agencies in India, Rating Methodology and process, Credit rating for Small & Medium Firms.  
Leasing: Concept, Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision, Leasing vs. Higher-Purchase, SEBI guidelines.

**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
- Financial markets and institutions – Gordon, natarajan
- Indian financial system and financial operations – Vasant Desai
- Financial markets and financial services – Vasant Desai.

MBA- II Sem. III  
Elective- III – Human Resource Management  
Paper- I Human Resource Planning & Procurement

Context:

In the competitive environment to get right person at right place and at right time, organization should determine appropriate number and type of people required. Once this is done they can be procured by using scientific methods like Job Analysis, Recruitment, Selection, Placement and Induction.

Objectives:

At the end of the course student should be able to understand –

1. The process of determining the number and type of employees considering human resource demand and supply.
  2. The methods of determining job requirements and employee requirements through job analysis. Thus, planning of number and types of employees on organizational level will help to identify appropriate sources of recruitment.
  3. The significance of testing and process of scientific and just selection of employees through proper principles and methods of interviewing.
  4. Importance of the induction and placement function which is one the major causes for employee turnover.
- 
1. Human resource Planning and Recruitment- HR demand forecasting – HR supply forecasting, determining number and types of people. Recruitment – Policy, Sources – Internal, External & Internet Recruitment, Evaluation and control of Recruitment. (Human Resource Management by Gary Dessler, Human Resource Management by Aswathappa, Personnel Management by Edwin Flippo)
  - 2 Job Analysis – Methods for job analysis, Job requirement (Job specification & employee specification (job specification), uses of job analysis (Personnel Management by Edwin Flippo, Personnel Management by P.Subba Rao)
  3. Employee testing & selection – testing techniques, matching tests with job requirements – basic testing concept & types. Selection procedure – Application form, background information and reference checks, tests, employment interview, approval by supervisor, physical examination, induction (Human Resource Management by Garry Dessler, Personnel Management by Edwin Flippo, Personnel Management by P.Subba Rao)
  4. Interviewing: Types of interviews – Unstructured, structured, behavioral, job related. Principles of interviewing – Dos and Donts, interviewing procedure – preparation, setting – physical and mental, conduct of interview, close (Human Resource Management by Garry Dessler, Personnel Management by Edwin Flippo) Induction and placement – meaning and objective, induction programmes (steps) topics of induction programme (Human Resource Management by VPS Rao)



**Semester-III MBA PART-II**  
**Elective IV - SYSTEM SPECILISATION**  
**Paper I: Strategic Information System Management**

**Unit I            Evolving Role of IS in organization,**

Strategic Information System Era, Evolving nature of Strategy and strategic planning in organization, strategic framework, Strategic use of IS, classification, Success factors, Organizational IS capability,

**Unit II            Overview and Developing an IS Strategy**

Strategy implementation, strategy tools and techniques, resource based view of strategy, Approaches to information strategy development, problems, barriers. The challenges of planning strategically for IS/IT today, Establishing an IS/IT strategy, process, scope objectives and expectations, Deliverables from the IS/IT strategy process.

**Unit III           IT Governance**

Definition and Purpose of IT Governance ,□IT Governance Assessment Maturity Model ,□Integrated IT Governance Framework –COBIT, Key governance Roles, Responsibilities and Accountability, IT Governance Decision Rights, Key IT Resources and Functions to be managed, Results of Ineffective IT Governance  
Steps in making IT Governance Real

**Unit IV :        Managing the IS services, application and Infrastructure**

Introduction to IT service strategies, Types of IS and IT services, Strategies for managing IT infrastructure, Technology strategies in multi business unit organization, outsourcing strategies, guideline for outsourcing decisions, application service providers.

**Reference Books :**

- 1) IT Governance, Peter Weill and Jeanne W Ross, Harward Business School Press
- 2) Strategies for Information Technology Governance, Wim Van Grembrgen, Idea Group Publishing
- 3) IT Governance, Martin Frohlich and Kart Glasher, Gabler Publication
- 4) IT Govrnance, A Practical Guide by Christopher B Gillies
- 5) IT Governance : How Top managers manages IT decisions right for superior results  
By Peter weill Harward Business School Press
- 6) Corporate Information strategy and Management By L M Applegate
- 7) Information Technology Management By Raner ,Potter and Turban.

**MBA Part – II      Semester III**  
**Elective V- Production Management**  
**Paper – I: Operations Management Strategies.**

**I) Concept of manufacturing and operations strategy :-**

Operation strategies in global economy – Today’s global business conditions – Formation of operations strategy- capacity planning – formulation & implementation of manufacturing policies – building competitive advantage through manufacturing policy- technology management and competitiveness.

**II) Design of organizations :-**

Structure – Human factor in production – product life testing – product designing – standardization – principles of diversification and implementation.

**III) Product Development :-**

Salient features – Production Process design and engineering layout – design of jigs and fixtures – flexible manufacturing system.

**IV) Production System and Project Scheduling :**

Analysis of production system, planning for project production system, crashing, manpower planning through PERT, CPM- Utility data and time cost curves - Direct indirect cost, Optimum cost, resources allocation and leveling – project program review – Updated network – Activity based costing.

**Recommended Books :-**

1. Norman Gaither Greg Fraizer , “Operations Management” Thomson Asia Pvt. Ltd., Singapore.
2. Charry S. N. “Production and Operations Management”, Tata McGraw Hill, New Delhi.
3. Joshph S. Martin, “Production & Operations Management – An applied modern Approach “ John wiley and sons (Asia) Pvt. Ltd. Singapore.

**MBA Semester – III**  
**Elective – VI - Agricultural Business Management**  
**Agri- Business Management**  
**Paper No.- I**

**Preamble :-** Agriculture is the main occupation of Indian population, since ancient period to now-a-days also, the rate of overall development of Indian economy depends upon the growth rate of agricultural sector. There are changes in globalization period in world economy and new initiatives to link Indian economy with global economy so, it is essential to change the role of Indian agriculture regarding the agricultural management, policy formulation etc. This necessitates an understanding of the structure of Indian agriculture, agricultural products market structure for agri-good, inputs, inputs, ok so, it is necessary to students have a knowledge of agricultural practices.

**Objectives :-**

- 1) Students should know the nature of agri business management
- 2) To make the students aware about the basic principles of agri- business management
- 3) To encourage the students about the agro-processing industries in India
- 4) To make the students aware about the agri-input supply Industries in India.

Unit 1	<b>Introduction Agri-business :-</b> Nature and scope of Agri-business, Importance of Agri-business Management Difference between farm and non farm sectors, Demand for agri products and it's determining factors Supply of Agri-roducts and it's determinants.
Unit 2 :	Basic principles of Agri-business management :- The value of farm production-farm prices, quality & price – cost of production- fixed and variable costs- Gross margins- comparative advantage- supplementary enterprises- Laws of returns- measurement of agricultural cost A,B,C methods.
Unit 3 :	Agro-processing industries in India :- -Sugar industry- Dairy processing –cotton textiles – Oil Seeds processing- Sericulture, Horticulture, and floriculture processing – medicinal plants. Problems and prospects of Agro-processing industries in India.
Unit 4 :-	Input- supply Industries:- Seeds- fertilizers- pesticides- Bio-fertilizers- Farm machinery – plant varieties and plant breeder's right-Patent Act- Bio-security and Agriculture management Act-2007

Reference :-		
1)	M.Upton & B.O. Anloio -	“farming As a Business” Oxford university press. New York
2)	‘S.S. Achary’ N.L. Agarwal	“Agricultural Marketing in India.
3)	‘S.K. Misra’ V.K. Puri	“Indian Economy “ Himalaya publishing House Mumbai.
4)	‘Bhave S.W.’	“Agri-Business management in India” S.W. Bhave, Pune-4
5)	‘Smita Diwase’	“Agi-Business Management” Everest Publishing House Pune-4
6)	‘C.B. Mamoria’	“Problems of Agriculture in India. Himalaya publishing House Mumbai, Delhi.
7)	‘Thorats Sirohis’	“State of Indian farmer” A millennium study Rural Infrastructure Academic Foundation, New Delhi.
8)	‘Brodway Ac and’ A..A. Brodway	Text book of Agribusiness Management
9)	‘Meena R.K. & J.S. Yadav’	“Horticulture marketing & Post harvest management” Pointer publications Jaypur- 2001
10)	‘R.N.Soni’	“Leading issues in Agricultural Economics”
11)	‘Sadhu & Singh’	“Fundamentals of agricultural Economics”

**M.B.A.-II SEM. III**  
**Elective VII – Textile Management**  
**Paper – I - TEXTILE PRODUCTS AND PROCESSES**

**UNIT I Raw Material**

Varieties of cotton from field to mill – Basics of cotton crop cultivation in India problems and best practices. Imports and exports - pricing of the cotton crop - monopoly cotton purchase scheme and related problems. Introduction to linen wool - silk fabric – vegetable and mineral fibers – history of rayon spun yarns viscose rayon fabrics – actable yarn; fabrics – Nylon – types evaluating nylon fabrics – polyester types and finishing evaluating polyester fabrics – Acrylic – spandex properties

**UNIT II Spinning**

Textile industry range and markets – sequence of fabric construction – kinds of fibers – classification – Natural and manmade fibers – Introduction to ring spinning – yarn count – blending fibers – OE spinning – Airjet spinning – Wet and dry spinning – integrated composite spinning – Type and characteristics of yarn - yarns – elastomeric yarns – Bio component yarns. Practicals: Study of passage of cotton through blow room - Carding - Combing - Drawing - Fly Frame and Ring Frame.

**UNIT III Weaving & Knitting**

Basics of Fabric construction – Introduction essential weaving operations sledding dicking and beating – looms - types – construction of cloth design – classification of weave – Twill fabrics – Jacquard weave - Handlooms and Power looms in Indian Textile sector. Practicals: Passage of Yarn through Winding - Warping - Sizing - weaving and study weaving motions and preparation of jacquard pattern. **Knitting:** Introduction to Knitting – comparison of knitting and weaving – knitted fabrics classification – Rib-knit fabrics – warp knit – Jacquard knitting – knitted fabric defects – felting process – types and properties of felt – non woven fabrics – lace – types of lace.

**UNIT IV Finishing**

Basic knowledge of Finishing processes – preparatory bleaching – stabilizing process mercerizing - ammoniating – shrinking – chemical treatment – calendaring - raising – crepe and crinkled effects – wrinkled resistant finishes – cotton finishes – water repellency - durable and semi-durable – soil repellency and flame retardants – Dyeing natural and synthetic–yarn dyeing- piece dyeing - jet dyeing – dyeing defects. Printing – Dyes used-methods-direct - discharge and roller printing screen printing - flat and rotary – flocking. **Specialized fabrics:** Introduction to the following Specialized fabrics: Quilted pile fabrics – metallized knit wear and hosiery – Bedspreads home furnishings – export potential – export promotion councils – market size - trade fair - knitwear and apparel parks – Fabric testing and international inspection standards i– packaging – eco friendly wear- organic farming – smart fabrics.

**Reference Books:**

1. Textile Terms and Definitions 11th Edition: The Textile Institute
2. The Complete Technology Book on Textile Spinning Weaving - Finishing And Printing: Niall Ferguson
3. Textiles fiber to fabric: Bernard P. Corbman
4. Evolution of Modern Textiles : J N Vohra -
5. Non Conventional Textiles In India: G K Ghosh
6. Dictionary of Textiles: Louis Harmuth
7. Handbook of Technical Textiles : Horrocks A. .

**MBA - II Semester III**  
**Elective - Marketing Management**  
 Paper II - Buying Behaviour and Brand Management

1.	Introduction to consumer Behavior: need for studying consumer behavior, 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.
2.	Individual Relational importance: Consumer behavior and Perception, Learning, Personality, Attitude, Motivation. Social class and group : Definition and meaning of social stratification –factors responsible for social stratification –characteristic features of social classes- Social influence on consumer behavior. 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.
3.	Industrial buying behaviour: process, factors influencing industrial buying behaviour, marketing mix for industrial buying behaviour.
4.	Brand management: Brand name and trademark, branding Decisions, advantages and disadvantages of branding, brand equity, brand image, brand personality, brand identity system, brand strategies, brand extension.

Case studies should be discussed on topics given in syllabi.

Leon Schiffman, Leslie Lazar Kanuk, ‘Consumer Behavior’  
 Louden, ‘Consumer behaviour’  
 Hill, Alexander, Cross, ‘Industrial Marketing’  
 Reeder, Brierty, Reeder, ‘Industrial Marketing – Analysis, Planning and Control’  
 Moorthi, YLR, ‘Brand Management The Indian Experience: Vikas Publishing, House Pvt, Ltd., 1999.  
 Keller, Kevin Lane, ‘Strategic Brand Management Building, Measuring, and Managing Brand Equity: Prentice Hall., 1998.  
 Moorthy, Y.L.R., ‘Brand Management The Indian Context: Vikas Publishing House Pvt, Ltd., 2003.  
 Mathur, U.C., ‘Brand Management: Macmillan India Ltd., Delhi., 2006.  
 Kapferer, Jean-Noel Strategic Brand Management: Kogan Page Ltd., 1997.

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

1.	Capital Structure Decision & Dividend Decision: Financial leverage, Operating leverages, Indifference points. Approaches to appropriate Capital structure- EBIT-EPS Analysis, Guidelines for capital structure planning, Capital structure policies in practice. Dividend Decision: Determinants of Dividend Policy, Dividend policy in practice. Bonus Shares- regulation, reasons, deciding bonus ratio. bonus shares and stock splits.
2.	Management of Working Capital Components: Inventory Management- Concept, Benefits and costs of holding inventories, Inventory Control Techniques- ABC Analysis, EOQ, various levels, Safety stock. Cash Management- 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 Miller-Orr Model. Receivables Management - 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
3.	Merger and Acquisition and Restructuring : Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition, Portfolio Restructuring, Financial Restructuring, Organizational Restructuring.
4.	Financial Management in Sick Units- Definition of Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.

Problems should be covered on following topics only.

- a) Capital structure Decisions
- b) Management of Working Capital Components
- c) Merger and Takeover

Books Recommended-

1. Financial Management- Fifth Edition- Prasanna Chandra
  2. Financial Management- Van Horne, James C.
  3. Financial Management and Policy- Bhalla V.K.
  4. Financial Management- Khan and Jain
  5. Financial Management- I.M.Pandey
  6. Principles of Financial Management-R.P.Rustagi.
  4. Working Capital Management- V.K.Bhalla
  5. Working Capital Management- Scherr F.C.
  6. Working Capital Management – J.J.Hampton and C.L.Wagner
- Working capital management – V.K.Bhalla  
Working capital management – Scherr F.C.

Working capital management J.J.Hampton and C.L.wangner

**MBA- II Sem. III**  
**Paper-II Human Resource Development**

Context:

Human Resource Development entails individual development of an employee and development of organization as well. Various training and development programmes are conducted for performance improvement. It supports the organization in managing employee's careers also. To avoid the employees from becoming sitting ducks, every organization has to become a learning organization which will ensure sustained industrial and organizational development.

Objectives:

At the end of the course student should be able to understand –

1. The basic difference between training, development and education
2. the methods and procedure of training and management development
3. the importance of performance appraisal and its techniques
4. the importance of career management and career development

Contents:

1. Meaning and concept Training, Development and Education. Training for employees – Principles of training, procedure of training – analyzing training needs, setting objectives, choosing appropriate training methods- on the job, vestibule schools(training centers) apprenticeship- modern training methods, evaluating training programmes, preparation of trainees and trainers.

(Personnel Management by Edwin Flippo, Personnel Management by P.Subba Rao, Human Resource Management by Garry Dessler, Human Resource Management by Aswathappa)

2. Management Development -

a) Individual and organizational development – management development – manager needs, decision making skills, interpersonal skills, organization knowledge, job knowledge etc. methods to develop managerial skills- In basket , business games, case studies, role playing, behaviour modeling, sensitivity training, transactional analysis, structured insight

b) Organisational development- goals, management of change – resistance to change, process of change,

(Personnel Management by Edwin Flippo, Personnel Management by P.Subba Rao, Human Resource Management by Garry Dessler, Organisational Development – French and Bell. )

3. Performance Management – concept of performance, appraisal and management, essentials of performance appraisal, methods of performance appraisal, - traditional and modern. Designing performance appraisal system, competency mapping.

( Personnel Management by P.Subba Rao, Human Resource Management by Garry Dessler, , Human Resource Management by Aswathappa)

4.Management of Careers – nature of careers, career anchors, career mechanism-sources, process and behaviour . Career development programme – career need assessment, career opportunities, need opportunity alignment, designing career path.

(Personnel Management by Edwin Flippo)



**MBA PART-II**  
**Semester-III SYSTEM SPECILISATION**  
**Paper II - Information System Audit and Security**

**Unit I : IS Audit and Control**

- Information System: Overview of information System Auditing, Need of audit of computers effects of computers on auditing, conducting an information system audit, types of audit, audit procedure, audit risks, Overview of steps in a audit.
- Information System Control: framework of management control, introduction, top management control, evaluating the planning, organizing, leading and controlling function, Basic concept of system development, management controls, programming management controls, operation management controls.

**Unit II System Management Control**

- Security Management control- Introduction to security, need for security and control, risk to information system, data and resources, definition of information security. Computer crimes and virus. Internal control, types of security Physical security, Threats to security, physical access, fire and theft protection, environmental hazards, logical security: Threats to security, access control-identification, authentication, authorization, password control and management access control software.

**Unit III Data Security**

- Data Security : Threats to security, access control, Back-up and recovery strategies, data input/output control, data encryption. Telecommunication Security: Physical security, logical access security, dials in access security, network management control, authentication protocols, Internet/intranet Security.
- Computer configuration and operation security: Hardware/ software security, start up /shut down procedures, back up and recovery strategies, personal security, protection from people, protection of employees.

**Unit IV : Security Policy**

- Security Planning: Risk and security policy, security management, security audit. Case Studies: Information system organisation, Auditing of information system, controls of information system, security measures in system, Backup recovery of information system, Design of security system

**Reference Books :**

- 1 EDP Auditing - Ron Weber
- 2 PC and LAN security – Stephen Cobb
- 3 Enterprise Security - Protecting Information Assets - Michel E. Kabey
- 4 Enterprise Disaster Recovery Planning – Miora
- 5 Computer Security - Summies
- 6 Internet Security – Derek, Alkins

**MBA - Part II Semester - III Group - D**  
**Production Management**  
**Paper II : Production Planning & Control**

**I) Production Planning and Control Systems:-**

Objectives of forecasting, Factors affecting accuracy of forecast, methods of forecasting, aggregate planning,

**II) Resource Requirements Planning:-**

MRP and CRP, Scheduling process, focused manufacturing, Scheduling of product focused manufacturing, computerized scheduling.

**III) Production Planning & control Activities :-**

Routing, Loading, Scheduling, dispatching and PPC documents - Job shop planning, Line Balancing, Planning versus execution.

**IV) Application of PPC in inventory:-**

Materials Requirement planning, perspective , Bill by materials, master production schedules.

**Books Recommended :-**

**1. Burbridge –**

“Principles of Production Control.”

**2. Garret leonard J, Silver Milton –**

“Production Management Analysis.”

**3. Norman Gaither, Greg Faizer –**

“Operations Management – Thomson Asia Pvt. Ltd”.

**4. Le J, Krajewski and Larry P Ritzman, Operations Mangement :-**

Strategy and Analysis, Pearson Education (Singapore ) Pvt Ltd. Indian Branch, Delhi.

**MBA- II [Semester-III]**  
**Paper-II: Agricultural Marketing**

**Preamble:** - The agricultural situation in India has undergone a rapid change in Economic reform period. Investment in agricultural sector, both in public and private sectors, has risen. Agricultural marketing policies have also undergone substantial changes. In this syllabus we have kept in view the changes in the entire environment in which agricultural marketing system functions. It is necessary to kept the importance at retaining some of the policies, programmes and practices which constituted an important part of the agricultural marketing system till today. Students have to know about the agricultural pricing and role of CACP in pricing of agri. Products. This syllabus provides a proper knowledge & guidance about agricultural marketing.

**Objectives:-**

- 1) To understand the meaning, nature and structure of agricultural marketing
- 2) To study the marketing functions & system.
- 3) To study the pricing at agricultural products.

**Contents:-**

**Unit No. 1) Agricultural Marketing**

- Meaning and scope
- Market structure, factors influencing marketable surplus.
- Agriculture marketing and Economic development
- Estimation of marketable and marketed surplus.
- Scientific marketing of farm products.
- Characteristics of a good marketing system
- Marketing Information system.

**Unit No. 2) Marketing Functions**

- Meaning and Classification
- Grading and Standardisation
- Storage and Warehousing
- Packaging and Transportation
- Processing and Value addition
- Future and Forward Trading

**Unit No. 3) Marketing System**

- Rural Marketing – Types
- Alternative marketing systems
- Marketing of farm inputs- Chemical fertilizers, seeds, pesticides, farm machinery.
- Marketing Channels
- Marketing institutions – Public sector, Private sector & Cooperative sector

**Unit No. 4) Pricing of Agricultural Commodities**

- Pricing decisions- factors influencing pricing decisions
- Administered prices
- Role of commission for agriculture costs and prices (CACP)
- Minimum support price & procurement price
- Statutory price control and rationing
- Promotion of agricultural products.

## References :-

1. S.S. Acharya & N.L. Agarwal - Agricultural Marketing in India, oxford & IBH publishing Co.Pvt. LTD, New Delhi
2. C.B. Memoria - Problems of Agriculture in India, Himalaya Publishing House, Mumbai.
3. Jain, Manohar Lal- Marketing of Agricultural Inputs, Himalaya Pulsing Company Mumbai
4. Kahlon A.S. and M.V. George ,Agriculture Marketing and Price polices, allied publishers private limited, New Delhi.
5. R.N. Soni, Leading Issues in Agricultural Economics
6. Singhal A.K.-Agricultural Marketing in India Anmol Publications New Delhi.
7. Bhattachrya B. State of Indian farmer A millennium Study in Agricultural export, Academic Foundation New Delhi.
8. Singh and Sadhu - Fundamentals of Agriculture Economic
9. Dutta & Sundaram - Indian Economy, S chand publication, New Delhi.
10. Misra & Puri- Indian Economy, Himalaya Publication Mumbai.

## **M.B.A.-II SEM. III**

### **PAPER-II**

#### **TEXTILE MARKETS: DOMESTIC AND INTERNATIONAL**

##### UNIT I

###### International Regulations

Quotas - duties - tariffs in textile industry. International strategic alliances-Impact of WTO - MFA laws-Government regulations - import and export opportunities and regulations.

###### Marketing of Textiles

Practices of marketing and sales applied to the textile industry. B2B - B2C - C2C marketing. Consumer behavior - selling process and relationship marketing - visual marketing. Textile market: structure and its functionalities - Market research

##### UNIT II

###### Indian Textile Policy and New Initiatives

Government policies- Vision - Handloom sector - Power loom sector - Cluster approach and development - New Initiatives such as Industrial Investment and Promotional Policies - Special Purpose Vehicles - Historical study of salient features of Govt Textile policies announced till date.

###### Legal and Ethical Issues

Guidelines for legal and ethical issues in marketing of textiles. Procedure of sales contract for fiber - yarns and fabric - Impact of environmental issues

##### UNIT III

###### Textile Industry Analysis

Analysis of Strength - Weakness - Opportunity and Threats: Favorable and Unfavorable configurations - and Force field analysis: Negative forces - Positive forces and balancing forces with reference to Handloom - Power loom - composite mills and garment sector. EOU related policies.

##### UNIT IV

###### International trade practices related with textile industry

Textile policies of major countries like USA - CHINA - EU - South East Asia - NAFTA and their impact on Indian textile exports. Import Export Procedures and documentation.

###### Reference Books

1. Textiles From India : The Global Trade - Rosemary Crill
2. Apparel And Textile Exports: Strategies For WTO Era: Pradeep Joshi
3. Economic reforms and the textile industry in India: Tirthankar Roy
4. The apparel industry in India: Ila Kantilal
5. New Silk Roads - The: East Asia and World Textile Markets: Kym Anderson

**MBA - II Semester III Marketing Management**  
Paper III - Marketing Strategy and Customer Relationship Management.

1.	Overview of Marketing Strategy – Concept, Relationship with Corporate Vision, Mission and Objectives. Market-led strategic management. Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.
2.	PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature, declining, fragmented markets for products (goods and services)
3.	New product development and introduction strategies, Offensive and defensive competitive strategies - Build strategies - Hold strategies, consumer adoption process, market leader, follower and challenger strategies. Market niches strategies - Harvesting strategies - Divestment/deletion. Marketing share strategies.
4.	CRM: concept, CRM process, measuring CRM, CRM framework, CRM in services, CRM in product management, Zero customer defection, customer loyalty, customer loyalty development strategies.

Case studies should be discussed on topics given in syllabi.

David Aaker, 'Strategic Marketing Management'

Boyd Walker, Mullins Larrech, 'Marketing Strategy'

Sheth, Parvatiyar, Shainesh, 'Customer relationship Management'

Jagdish Sheth, Atul Parvatiyar, 'Handbook of Relationship Marketing'

Curry, Jay Customer Marketing Method How To Implement and Profit From Customer Relationship Management: The Free Press., 2000.

McKenzie, Ray, 'Relationship Based Enterprise Powering Business Success Through Customer Relationship Management: McGraw Hill., 2001.

Sheth, Jagdish N. Customer Relationship Management Emerging Concepts, Tools and Applications: Tata McGraw Hill Publishing Company Ltd., 2001.

Gosney, John W. Customer Relationship Management Essentials: Prentice Hall of India Pvt, Ltd., 2001.

Bergeron, Bryan Essential of CRM - A Guide to Customer Relationship Management: John Wiley & Sons Inc., 2002.

**M.B.A.-II SEM.-III**  
**FINANCIAL MANAGEMENT –**  
**PAPER III- PROJECT PLANNING AND CURRENT TRENDS IN FINANCE**

1.	Project Planning & Financing Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections. Repayment schedule of term loan.
2.	Financing of Village and Small Industry: Meaning, Availability of Finance, Government Policy, Problems in Obtaining Finance
3.	Capital Budgeting- Risk Analysis in Capital Budgeting- Sensitivity analysis, Scenario analysis and Decision Tree analysis. Capital rationing, Techniques of decision making under risk and uncertainty-Profitability and expected values, standard deviation, value of information, Optimistic pessimistic estimates, risk adjusted discounted rate, certainty equivalent approach, Pricing Decisions.
4.	Indirect Taxation - Concept Contemporary Provisions regarding Central Excise, Service Tax and Sales Tax ( According to the relevant Acts in force in financial year ) Important Concepts under the Law (Definitions), Applicability( Who has to get registered, provisions and procedure for registration), Determination of Tax Liability ( Crystallization of Tax Liability, Calculation of tax Payable) , Administrative Procedure ( Returns to be filed, Periodicity of return, information required in return, Assessment Procedure)

Problems should be covered on following topics only.

Level of knowledge- Working

- 1) Repayment schedule of term loan.
- 2) Capital budgeting

Books Recommended

1. Projects : Planning, Analysis, Selection,
2. Implementation and Review- Prasanna Chandra
3. Financial Management- P.V.Kulkarni & B.G.Satyaprasad
4. Indirect Taxes – V.S. Datye
5. Financial Management- I.M.Pandey
6. Principles of Financial Management-R.P.Rustagi.

MBA II Sem. III  
HRM  
**Paper III Employee Remuneration**

**Context:**

Employee turnover has become a crucial problem for growing organizations. One of the main reasons is a pay package and the decisions related to it. Organizations are making efforts by offering various forms of financial and non- financial compensations to retain their valuable employees for longer period of time. It is challenging to develop a compensation model to attract best people and retain them.

**Objectives:**

After this course students should be able to understand

1. Various wage theories and basis for effective remuneration.
2. Job evaluation and scientific methods to provide a base for equitable remuneration plan.
3. Various additional benefits computation in the form of incentives and other benefits.
4. Important legislations affecting wages and pay commissions appointed by Govt. of India.

1. Theories and concepts of wages- various theories of wages, objectives of good remuneration(compensation) model, factors affecting remuneration (compensation) model, external competitiveness, internal equity, pay for contribution  
(Personnel Management by Edwin Flippo, P.S. Rao)

2. Job Evaluation – Meaning, objectives, procedure, methods of job evaluation- non-Quantitative and Quantitative methods, point rating system, Factor comparison method, advantages and disadvantages  
(Personnel Management by Edwin Flippo, P.S. Rao)

3. Variable remuneration- Individual incentive plans, group/ team incentive plans- objectives, merits and demerits. Incentive basis- merit, Seniority, Merit/ seniority. Organizational incentives- profit sharing, production sharing and employee stock ownership plan  
Fringe benefits- nature of supplementary compensation- principles of fringe benefits, pay for time not worked, legal benefits, discretionary benefits, retirement benefits, pension plans, other flexible benefits  
((Personnel Management by Edwin Flippo, Human Resource Management by Garry Dessler, P.S.Rao)

4. Wage legislations and pay commission, laws related to wages, bonus, PF, Gratuity, superannuation, DA Pay commissions – 1<sup>st</sup> to 6<sup>th</sup> with amendments.  
(P.S. Rao, N.N. Chatterjee).



**MBA PART-II Semester-III**  
**SYSTEM SPECILISATION**  
Paper III - SOFTWARE PROJECT MANAGEMENT

**Unit I : Concepts of Software Project Management**

- System: Definition of system, business system, system analyst and his role, characteristics of system analyst, System analysis Method- Initial investigation, feasibility study, cost benefit analysis, requirement analysis, and detailed analysis. System Analysis tools and Techniques – DFD, data dictionary, Decision tree, decision table, E-R Diagram
- Planning of Software Project: Introduction, defining the problems, developing solution, strategy, planning the development process (Phased lifecycle model, milestone, documents etc.) Planning, organizational structure, planning for configuration management and independent verification, planning phase dependent tools techniques, project scheduling, measurement.

**Unit II Project Management and Cost Estimation**

- Project Management: Characteristics of project management. Selection of a project manager, team structure, team size, project plan and review, project management tool, Raleigh curve, rules for project management.
- Software Cost Estimation: Introduction, software cost factors, software cost estimation techniques, staffing level estimation, level of technology, level of reliability, estimation,. Estimation of software maintenance cost, feedback control and feedback at various levels.

**Unit III: Risk Analysis and System Design**

- Risk Analysis and Reduction: Risk analysis and reduction, software project scheduling, software acquisition, organizational staffing.
- Software Design: system design tools and techniques, prototyping, structured programming, Function oriented Design, Object Oriented Design, System Design: Database design, input design, output design, code design, form design,

**Unit IV System Implementation**

- Software Implementation: Introduction, Structured coding techniques, single entry exit constructs, efficiency operations, coding styles, Documentation guidelines, benchmarking
- Matrices for software quality and productivity: Arguments for software matrices, matrices for software quality, matrices for software productivity, software quality assurance and factors, Capability Maturity Models for organizational growth, ISO standards for software, ISO-9126, ISO9000-3 Tools for software industry. Case Studies – Project organisation, Identifying standards, Identifying risks, etc.

**Reference Books:**

1. Software Engineering - Roger S. Pressman
2. Software Project Management - Edwin Bennatan
3. Software Engineering - Martin L. Shooman
4. Principles of Software Engineering Management – Glib T ( Add on Wesley)
5. Software Engineering Project Management- Thayer R.H. (IEEE, CS Press)
6. Software Project Management –Bob Hugues (TMG)

**MBA Part II Semester III**  
**Group D – Production Management**  
**Paper III : Materials and Inventory Management.**

**I) Inventory Management** – Inventory Management s– Indian scenario – Inventories – Concept – type – Importance – Future of materials management.

**II) Inventory Planning** – Inventory turn concept, effect of service level, integration of sales forecast, computerized inventory management.

**III) Inventory Control** – Inventory status – methodology – explosion of requirements – documentation for Inventory control – Selective inventory control.

**IV) Production Inventories** – Types of inventories – Economic lot size – Inventory control – analytical techniques – multiple integration – production control problems.

**Books recommended :-**

1. Production and Inventory Control handbook – Greene, Jamas-H
2. Production and Inventory control- Mc leavey,Dennis W& Narasimhan SL
3. Manufacturing Planning and Control – Valiman T. E.

**MBA [Semester-III]**  
**Agriculture Business Management**  
**Paper-III: AGRIPRENEURSHIP AND PROJECT MANAGEMENT**

**Preamble:-** Entrepreneurship has a great application to modern agriculture as producers are searching for new ways to increase their incomes. This has forced many agriculturists to look for contemporary farm management practices that allow them for greater value creation. India being an agrarian economy, development of agriculturists becomes a vital issue. This will in turn minimize the disparities between urban and rural development. The syllabus is designed to explore entrepreneurial opportunities in the agribusiness sector while at the same time exposes students to basic issues of agri-project planning.

**Objectives:-**

1. To understand importance of entrepreneurship development amongst agriculturists
2. To understand the role of different institutes in developing agripreneurship.
3. To understand the importance of agricultural project feasibility

**Unit No. 1 : Introduction to Agripreneurship**

Entrepreneurship, Meaning, definition, characteristics of successful entrepreneur, importance of entrepreneur for economic development, Concept of agripreneurship.

**Unit No. 2 : Farm management and Agri-preneurship development**

Meaning, scope, definition and objectives of farm management and its relation with other services, farm management decisions, Agri production economics vis-à-vis farm management;  
Institutional support for agripreneurship development, education and training to agripreneurs, extension services

**Unit No.3 : Agricultural Projects**

Meaning, definition and concept, Types of agricultural projects, Phases in project cycle, criteria for selection of agricultural projects, evaluation of agricultural projects.

**Unit No. 4: Key factors in farm analysis and farm planning**

Appraisal of farm resources, Appraisal of capital, Appraisal of managerial factors, Appraisal of land resources, Appraisal of entrepreneurial traits.

**Reference:-**

1. Entrepreneurial Development-S.S. Khanka, S. Chand & Co. Ltd.
2. Entrepreneurship development- Vasant Desai,
3. Agricultural finance & management- S.Subha Reddy & P Raghu Ram, Oxford & IBH Publishing Co. Pvt. Ltd.
4. Agricultural Economics- S. Subha Reddy, P Raghu Ram, T.V. Neelakanta Sastry, I. Bhawani Devi. Oxford & IBH Publishing Co. Pvt. Ltd.
5. A Text book of Agri-business Management- A.C.Broadway & Arif A..Broadway, Kalyani Publishers.
6. Fundamentals of farm business management- S.S. Johl, T.R. Kapur, Kalyani Publishers

**M.B.A.-II SEM. III**  
**TEXTILE MANAGEMENT**  
**PAPER-III - TEXTILE INDUSTRY IN INDIA**

**UNIT I**

Structure of India's Textile Industry

Composite Mills and decentralized sector - Spinning - - Weaving - Knitting - Fabric Finishing - Clothing units and their Concentration patterns - Share in the market - Cotton Textiles - Synthetic Textiles - Wool Textiles - Jute Textiles - Silk Textiles area wise production and sales patterns.

History of Textile Industry

Pre independence Period, Post independence Quota Period, Downfall of Composite sector, Post Quota Period, Vision India 2010 for textiles, Historic study of Indian Textile policies - Salient features of Textile policies announced till dates – Textile parks

**UNIT II**

Current position of Textile Industry in India

Current measures for Textile Industry, Future Prospects, India's major competitors in the world, Problem faced by Textile Industry in India, Power, Raw material quality, fragmentation. Cotton Textile Export Promotion Council, Effects of recession on Indian Textile Exports

The Textile and Apparel Supply Chain

Complete fibre to fabric supply chain study for textile industry - Competitiveness of Indian Textile and Apparel industry - Challenges and opportunities for Indian Textile and Apparel industry - Cycle time - Innovation and Technology.

**UNIT III**

Technical Textiles

Definition and scope of Technical Textiles - History of Development of Technical Textiles - present status and future of Technical Textiles - Areas of Application of Technical Textiles. Textiles in Defense - Textiles in Transportation - Textile Reinforced Composite Materials - Space suits - Geo textiles – Raw material Requirement– Production facilities and Properties.

**UNIT IV**

Working Globally

Global garments Retail Management & logistics - Retail unit establishment - Retail supply chain - Managing retail outlets - Internet based retail management system - Direct replenishing systems - challenges in a highly competitive and complex industry; types of retail institutions and their competitive strategies. Garment Manufacturing: processes - quality requirements - labour skill set requirements Garment Merchandising:

Reference books:

1. Textile Industry Development and Growth: Satish Tiwari
2. Textile Industry in post MFA Area: Concepts and Cases: Keka Lahiri
3. Indian Textile Industry: Prospects and Challenges: R P Gupta
4. Indian Textile Industry Liberization and World Markets: Jayanta Bagchi
5. Decentralised sector of the Indian textile industry: R. S. Gandhi - Y. C. Mehta - A. B. Talele

**M.B.A. (PART II) SEM.IV**  
**Entrepreneurship Development**

- Objectives: 1. to create Entrepreneurial perspective among Management students.  
2. to motivate Management students to become entrepreneurs.  
3. to provide knowledge about various support systems of entrepreneurship development.  
4. to provide basic information about new enterprise launching and project report .

**Unit 1. Entrepreneurship perspectives:**

- a) Concept of Entrepreneur, Entrepreneurship and Enterprise. Link between Entrepreneurship and Economic Development.
- b) Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager.
- c) Factors influencing Entrepreneurship Development- Economic and Non-economic like individual, environmental, socio-cultural etc.
- d) Innovations and Entrepreneurship- Link between innovation and entrepreneurship, Schumpeter's Theory, Peter Drucker's sources of Innovations.

**Unit 2. Entrepreneurial Support System:**

- a) Policy framework in India- Policies regarding SSI sector, Micro, Small and Medium Enterprises Development Act 2006. Concessions and Incentives, Financial support schemes, DIC (District Industries Centre's role and functions)
- b) Development of Women Entrepreneurs and Rural Area Entrepreneurship development.
- c) Export Promotion facilities for SMEs and Global Vision for Entrepreneur.
- d) Entrepreneurship Training and Development – objectives of Training Programs, Contents and methods, Various Training and Development Institutions in India.

**Unit 3. The Enterprise Launching:**

- a) Developing Business Idea- Product selection process, Search, Screening and Evaluation of ideas.
- b) Developing a Business Plan
- c) Environmental Analysis- Scanning, SWOT.
- d) Sources of Capital
- e) Prospective Problems- Marketing, Finance, Human Resource, Research, Production etc.

**Unit 4. Project Planning and Management:**

- a) Meaning and classification of Projects.
- b) Preparing Project Report- contents, formulation and specimen.
- c) Project Appraisal- Economic Analysis, Market Analysis, Financial Analysis, Technical feasibility, Managerial Competency.

**Note:** Case studies of Successful Entrepreneurs should be discussed in the class.

References:

1. Entrepreneurship Development by P.N.Singh and J.C. Saboo. Published by Dr. P.N. Singh Centre for HRD, Opp. Santacruz(E) Railway Station, Mumbai-400055
2. Entrepreneurial Development by S.S. Khanaka. Published by S.Chand and Company Ltd. New Delhi-110055
3. Dynamics of Entrepreneurship Development by Vasant Desai.
4. Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi-110002

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

1.	<p>Management Control System : Concept &amp; Designing</p> <p>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.</p> <p>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.</p>
2.	<p>Measurement of Performance:</p> <p>Budget and Budgetary control: Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary control- Budget Centers, Budget Committee, Budget Manual, Budget period, Principal Budget, Fixed Budget &amp; Flexible Budget, Factors. Advantages and limitations of Budgetary Control System. Functional Budgets and Master Budget, Cash Budget, Concept of Zero-base Budgeting, Performance Budgeting</p> <p>Standard Costing and variance analysis</p> <p>Cost Volume Profit Relationship, a) Advanced Decisions under CVP Analysis b) Decisions on the basis of activity based costing, Activity Based management</p> <p>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.</p> <p>Variations in Management Control: Management Control in Service Organizations Professional Services, Financial Services, Health Care and Non-profit organizations. Problems of management control in Multinational Organization.</p>
3.	<p>Management Control in Decentralized Organization :</p> <p>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, and Transfer pricing conflicts.</p>
4.	<p>Reporting &amp; Audits</p> <p>Reporting to Management : Objectives of Reporting, Reporting needs at Different managerial levels, types of reports, modes of reporting.</p> <p>Introduction to Audit : Function as a control tool covering Financial Audit, Internal Audit, Cost Audit and Management Audit- Principles and objectives.</p>

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

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

**Books Recommended:**

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

**MBA, Part- II Semester – IV**  
**Subject :Global Quality System.**

**Objectives:-**

1. To help student learn global quality system.
2. To provide students with various emerging issues in quality.
3. To familiarize students with quality certification systems.

**I) Quality Systems:-**

Customer focused quality – Quality as a strategy – Quality process, System and human component – Quality as a process philosophy – Quality Terms – Drivers of Quality- Quality Organization.

**II) Quality Cost:-**

Analysis of Quality costs and losses, balance between cost of quality and value of quality, failure analysis, reliability and maintainability with quality perspective.

**III) Total Quality management & Quality Certification Systems:-**

Objectives, procedures, and evolution of TQM, Quality Circle - Significance of Quality certification system, ISO 9000: 2000- QS 14000, QS 9000 & Other standards - Outline with examples.

**IV) Kaizen & Six Sigma :-**

Concept of Kaizen, way of Thinking, procedure, usefulness of Kaizen in global quality system - A tool to make improvements in all operations within a process – stages of six sigma implementation – Process improvement, Product and service improvement, Investor relations , design methodology, supplier improvement, Training & recruiting.

**Books Recommended :-**

1. R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House,.
2. Dale H. Besterfield, Carol – Besterfield – Total Quality Management , Pearson Education.
3. Mikel Harry, Richard Schroeder, Doubleday Six Sigma, Random House Inc. NewYork.



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

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

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

**UNIVERSITY GUIDELINES FOR PROJECT WORK:**

A student has to take project work at the end of first year second semester of MBA.

1. Management project is done individually.
2. Student should take guidance from allotted guide.
3. Four copies of "Project Work" should be submitted to the Director of the Institute in stipulated time (One copy each for, Student, Guide, Company where project is done and institute library). Along with final copies student should submit four copies of their project synopsis. (These copies of synopsis should be forwarded to external expert panel members of viva-voce appointed by respective University).
4. Project synopsis should contain, introduction of project, objectives, scope, importance of project, methodology adopted for study, major findings and researcher's major suggestions.
5. The nature of project work should be such that it could be useful for concerned organization, industry and students as well.
6. The project report shall be duly assessed by the internal guide to the subject and marks shall be communicated by the Director to the University after receiving the Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.
7. The project work will carry 50 marks for internal assessment and 50 marks for external viva. The external viva shall be conducted by a minimum of four external examiners. This assessment criterion is subject to change.
8. It is mandatory on the part of students to annex, guide student meeting record, joining report, fortnightly progress report (min three reports signed by Student and Industrial guide and forwarded by Institute guide and Head of institute). (prescribed formats of reports are provided).
9. Student should not use logos and name of company on the project report pages.
10. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
11. Use of colours in text matter should be avoided.
- 12.

## DETAILS OF PROJECT REPORT

### TITLE

Title of research should be specific in nature, it should be short, crispy and should reflect management problem.

### SYNOPSIS/ EXECUTIVE SUMMARY

Executive summary includes brief of each chapter in one paragraph. The sequence of paragraphs should be according to the sequence followed in the project. Synopsis is written or prepared after all chapters have been finalized.

The synopsis should reflect the crux of the study; **non-technical data** should be presented. The important conclusions, and suggestions should be given and policy suggestions and contribution to the original study should be highlighted in executive summary.

The synopsis/executive summary should type in single spacing.

### CONTENTS

The contents should be given in the following manner in tabular form.

Sr.No.	Chapter	Page No.

- a. Serial number of the chapter.
- b. Heading of the chapter
- c. Page numbers

## IN SHORT THE FORM OF PROJECT REPORT IS AS GIVEN BELOW

Synopsis/ executive summary

Preface

- a)
- d) Acknowledgements.

Contents/ index

Heading of the chapter, page numbers, sub headings of the chapter.

Chapter I – Introduction Of The Company

- a. Name of the unit
- b. Location or address of the unit
- c. Brief history of the unit and present position
- d. Financial position
- e. Manpower
- f. Organization chart

Chapter II – Theoretical Background

Chapter III – Project Design and Methodology

- a. Objectives of the study
- b. Importance of the project
- c. Scope of the study
- d. Data – type, sources, method and/or techniques
- e. Limitations

Chapter IV – Presentation of Data

Chapter V – Analysis or Interpretation of Data

Chapter VI – Conclusions and Suggestions

Conclusions – General and specific

Suggestions – General and specific

Appendices

Bibliography

The Arrangements Of Chapters Is The Discretion Of Research Guide.

#### APPENDICES

The document charts, questionnaires, tables, schedules etc which are actually referred to in the body of the project report (this consists of chapters I to VI) are to be included under appendix or appendices. So, the appendices may include.

- a. Questionnaires used for collecting information.
- b. Schedules used for collecting information.
- c. Tables formed for presenting the data.
- d. Documents/forms etc., referred to in the body of the project report.
- e. Diagram, graphs etc. referred to in the body of the project report.
- f. Guide student meeting record form.

#### BIBLIOGRAPHY

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner. It must be in the following manner.

The name of author (surname followed by initials), title of the book (is to be underline), year of publication, place of publication, number of the edition, name of the publisher in full (address), pages referred to. Or bibliography should be written following international standards as APA or MLM system.

## PROGRESS REPORT

Progress Report No. \_\_\_\_\_

Name of Student	
Title of the Study	
Name of Guide	
Organisation	
Date of Joining Organisation	
Date of Progress Report	
Period Of Progress Report	
Progress:	

Signature  
**Student**

Signature  
**Industry Guide**

JOINING REPORT

Date:

To,  
The Director,

.....  
.....  
.....

Sub: Joining Report

Respected Sir,

I, Shri/Ms. .... have  
joined ..... for  
the summer in-plant training from ..... for the Project Work to be carried  
out.

I would be carrying out project work under the guidance and supervision of

Shri. /Ms. ....

(designation) ..... in ..... area.

The title of my project work is

I shall join the college immediately after completion of my training i.e. on 1<sup>st</sup> August  
2008 without fail.

(Name & signature of the Student)

(Name and Signature of the Guide)

Seal of the Organization

## GUIDE STUDENT MEETING RECORD

Student:  
Guide:  
Topic  
Organization

Contact No.  
Contact No.  
  
Contact Person.  
Designation  
Contact No.

Sr.	Date	Description	Signature of Guide/Experts	Signature of Student
1		Presentation of in plant training project work		
2		Submission of First Draft		
3		Submission of Second Draft		
4		Submission of Third Draft		
5		Presentation of Project work		
6		Submission of Final Draft of project report.		

Sr. No.	Date	Signature of Guide	Signature of Student	Description of Discussion
1				
2				
3				
4				
5				
6				
7				
8				

Director

**MBA - II Semester IV Marketing Management**  
Paper IV - Sales Management and Promotion.

1.	<b>Sales planning &amp; Control:</b> Introduction to Sales Management, sales management functions, sales organization, types of sales organization, Sales forecasting & policy making - Meaning – Importance – Types of forecasting, Sales related marketing policies, Controlling sales personnel, Sales quotas and sales territories, Sales control and cost analysis – The sales audit – sales analysis – marketing cost analysis.
2.	<b>Sales Promotion:</b> Tools of sales promotion, methods of sales promotion, sales contest, Publicity, Public relation.
3.	<b>5 M's of Advertising:</b> Types of media-Print-Broadcast-Outdoor-Transit. Advertising-Media selection-Media characteristics-Media reach-Media brief-Media planning process-When-Which-How-How much-Designing media plan-Media cost & media ability-Matching media & market-Geographical selectivity media strategy, 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.
4.	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. Advertising Agency , Working of Agency Functions of Advertising Agency, Client agency Relationship, Selection of Advertising Agency

Case studies should be discussed on topics given in syllabi.

R.R.Still , E.W.Cundiff , N.A.P.Govani, 'Sales Management'  
 Charles Futrell, 'ABC's of selling'  
 S.A. Chunawala & K.C.Sethia, 'Foundations of advertising--Theory & Practice'  
 David A. Aaker & John G. Myers, 'Advertising Management'  
 Richard T. Hise, ' Effective salesmanship'  
 Rustum Davar, ' Sales Management'  
 Gerald A.Michaelson, 'Strategies for selling'  
 Forsyth P. Trick, ' Sales Management Handbook'  
 Gini Graham & Scott, 'Building a Winning Sales Team'  
 Anderson, Hair and Bush, 'Professional Sales Management'

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

1.	<p>Investment Avenues, Characteristics &amp; Investment Management Framework  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.  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.  Investment Management Framework : Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.</p>
2.	<p>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.  Portfolio Analysis - Portfolio Selection- Feasible set of portfolio, Efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio.  Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis- Weak, semi-strong, strong market and its testing techniques.  Introduction to BSE Sensitive Index and Nifty Index.</p>
3.	<p>Debt and Mutual Fund as Avenues of Investment  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  Mutual Funds - Concept, Advantages of MF, Management of MF, Role of AMFI  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.</p>
4.	<p>Investment plans for individuals at various life cycle stages.  Direct Tax: Concept, Contemporary Provisions affecting Individuals  Life cycle Stages: A) Young unmarried stage B) Young Married stage I) Where both partners work II) If only one of the two partners earns the family living c) Young Married with Children Stage, D) Married with Older Children Stage E) Pre-retirement Stage F) Retirement Stage.  Note :  1. Individuals under various tax brackets may be considered while preparing Investment plan for above categories.  2. Tax provisions applicable to individual related to investment should be studied for the current Assessment year. E.g. For the academic year 2003-2004, applicable Assessment Year will be 2004-2005.</p>



Problems should be covered on following topics only.

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

**Books Recommended**

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

**Paper IV EMPLOYEE RELATIONS AND LABOUR LAWS**

**CONTEXT:**

It is unlikely to have a situation of total agreement and absence of conflicts in the organizations. To ensure the wellbeing and higher productivity in the organization it is inevitable to have cordial relations among the main players, employer and employees. The third influential force is government which enacts laws for monitoring relations and provides a regulatory mechanism for smooth industrial relations.

**OBJECTIVES:** after the course students should be able to understand

1. Nature and various aspects affecting industrial relations in India
  2. Ethical approach to industrial relations
  3. Trade union movement and current trends in trade union.
  4. Social security laws and health and safety measures under Factories Act
  5. Integration for maintaining good industrial relation through workers participation, Quality Circle, TQM
- 
1. Industrial relations - Origin and growth, forces affecting industrial relations, main actors-Socio- Economic-Political Ideologies and nature of IR.  
Causes of industrial disputes, industrial relations, machinery- measures for prevention and settlement for industrial disputes, ID Act 1947 and its amendments-statutory and non statutory measures and government machinery
  2. Ethical approach to industrial relations.- trusteeship approach, codes in IR, role of HR in promoting ethics and fair treatment, disciplinary and grievance procedure, standing order, lay off, retrenchment.
  3. Trade unions and related laws – origin and development of trade union movement in India, trade union act 1926, current trends in trade unionism-employers association in India, central trade unions in India, collective bargaining process. Health and Safety measures- Factories Act , Social security laws- Workmen’s Compensation Act, ESI Act, Maternity benefit act.
  4. Integration for maintaining good industrial relations-workers participation in management- meaning, forms of participation, Quality Circle-meaning, objective, structure, benefits and problems of QC  
TQM- meaning, principles and core concepts, HRD and TQM, total Quality and HR strategies.

**MBA PART-II Semester-IV**  
**SYSTEM SPECILISATION**  
**PAPER IV - BUSINESS PROCESS RE-ENGINEERING**

**Unit I Concept of Business Process Reengineering**

- Business Process Reengineering: Conceptual foundation of BPR, Role of I.T .in BPR, Process improvement and process redesign. BPR experience in Indian Industry.
- Reengineering Process: The emergence of reengineering concept, concept of business process, rethinking of process, identification of reengineering need, Process identification and Mapping, Role Activity Diagram, process visioning and benchmarking, business process improvement, business process redesign, Man management of BPR implementation, Recognizing People and Managing Change. BPR and ERP.

**Unit II ERP Evolution**

- Enterprise resource Planning: Evolution of ERP,MRP and MRP-II, Problems of system islands, need for system interaction and interface, early ERP packages, ERP products and markets, opportunities and problems in ERP selection and implementation.

**Unit III ERP Implementation**

- ERP Implementation: Identification of ERP benefits, team formation, consultant intervention, selection of ERP, process of ERP implementation, Managing changes in IT organisation, Preparing IT infrastructure, Measuring benefits of ERP, Integrating with other systems, Post ERP, Modules in ERP, Business modules of ERP packages.

**Unit IV Related Technology**

- Supply Chain Management (SCM): The concept of Value chain, SCM for customer focus, need and specificity of SCM, SCM scenario in India, products and markets of SEBI, Issues in selection and implementation of SCM solution, CRM solution.
- Case studies on BPR,SCM, ERP E-Business etc.

**Reference Books:**

1. ERP - Plak,Carola., Eli Schragenheim (St.LuciePress NY)
2. Reengineering Corporation – Mhammer, Micheal , Jamis Chambey
3. Business Process Reengineering – Jayaraman M.S. (TMG)
4. Best Practices in Reengineering – Carr D.K. Johnanson H.J.(MGH)
5. Business Process Reengineering: Myth & Reality – Coulson Thomas C.
6. The Essence of Business Process Reengineering - Peppard J, RowlandP.(PH)
7. Process Innovation: Re-engineering Work Through Information Technology – Davenport T.H. ( HB SchoolPress)

**MBA II Semester IV**  
**Group D – Production Management**  
**Paper IV : Global Operations & Logistics**

**I) Global Operations and logistics strategies:-**

Global Operations & logistics - forms of globalization - operations and logistics flow management - Global Operations & logistics -An integrated approach to managing flows - The strategic framework - strategic role of operations & logistics.

**II) Global operations & Logistics Planning:-**

Supplier network development - Evolving concept of outsourcing- physical distribution - Channels of distribution in physical distribution- Global supply chain management -logistics Network Design for global operations.

**III) Risk Management in Global operations:-**

Operating exposure to exchange rate - factors that complicate the estimation of operating exposure- pricing strategies for exporting firms - global sourcing strategies under exchange rate uncertainty- Basic function of foreign exchange markets.

**IV) Effective Management of Global Operations and logistics:-**

Information Management for global logistics - performance measurement and evaluation in Global logistics – measuring performance in functional integration – organizational structures of global logistics Excellence.

**Books Recommended.**

1. Stanley E fawcett, Lisa ellram & Jeffrey A ogden “ Supply chain management” from vision to Implementation.
2. Cecil C. Bozarth & Robert B. Handfield, “Introduction to operations and supply chain Management.”
3. John Coyle, Edward Bardi & C. John Langley “The Management of Business logistics- A Supply Chain Perspective.”

**MBA II [Semester-III]  
Agricultural Business Management  
Paper-IV: International Trade in Agriculture**

**Preamble:** International trade is vital to the Indian agricultural sector. The economic liberalization initiated in 1991, effected a significant change in Indian agricultural trade. The changes in composition, volume and direction of trade have to be examined in view of compulsions created by WTO commitments. Indian agriculture is increasingly being perceived as an unrewarding profession. However, the trade policy initiatives in various sectors of agriculture and the export promotion measures can turn agriculture into a profitable profession. The contents of this paper will provide basic framework and operational understanding of international trade in agriculture.

**Objectives:-**

1. To gain an understanding of important theoretical and applied issues in agricultural trade
2. To examine performance of India's agricultural trade.
3. To study International marketing system with quality and regulatory Standards for agricultural produce.

**Contents:-**

**Unit No. 1: An Introduction to international trade & WTO**

- Meaning, Scope, Theory of comparative cost advantage, Gains from trade;
- Trade Policies- Tariffs, quotas, subsidies;
- WTO agreements, Agreement on agriculture (AOA), WTO agreements & Indian Agriculture , Future challenges for WTO.

**Unit No. 2: Present scenario of India's agricultural trade**

- Performance of Indian agricultural trade -Composition, Volume and direction of trade,
- Share of agricultural products in total imports and exports of India,
- Overview of World agricultural trade, India's share in world trade,
- Problems and prospects of agricultural exports.

**Unit No. 3: Policy, Promotion and regulatory framework**

- Agricultural trade policy of India, Ex-Im Policy 2002-07, Foreign Trade Policy 2004-09, Agri- Export zones, Videsh Krishi Upaj Yojana,
- Export Promotion measures, Export promotion organizations- APEDA, MPEDA, FIEO, STC, MSAMB, Commodity boards.
- Regulating standards- Hazard Analysis and Critical Control Point (HACCP) Certification, Codex Alimentarius commission, Sanitary and Phytosanitary (SPS) measures, ISO 9000, ISO 14000.

#### **Unit No. 4 : International Agri-marketing system**

- International Agri-marketing channel system,
- Global business logistics- Modes of Transport, Sea transport, Containerization, Air transport
- Export- Import procedure and documentation, Marine insurance, Aligned Documentation System
- Use of ICT in International Agri-marketing

#### **References:-**

1. Introduction to agricultural economics- John Penson, Oral Capps, C Parr Rosson, Prentice Hall.
2. International Trade and Export Management- Francis Cherunilam, Himalaya Publishing House.2006
3. Export Import Procedures and Documentation- Dr. Khushpat S. Jain, Himalaya Publishing House. 2007
4. Indian Agriculture & Multilateral trading system- Brajesh Jha, Bookwell, New Delhi.
5. Small Exporter's Guide- S.P. Wagh, MCED, Aurangabad.
6. B.Bhattacharya, State of Indian farmer- A millennium Study in Agricultural export, Academic Foundation, New Delhi.2004
7. Agricultural Exports of India : Lessons from East Asia, Santosh Sachdev. New Century publication, New Delhi.2000
8. International Marketing- P.K. Vasudeva, Excel Books. 2006

Note: Students can refer websites of Department of commerce,GOI; APEDA, MPEDA, WTO etc. for latest updates.

**M.B.A.-II SEM. III**  
**PAPER-IV**  
**TEXTILE PROJECT PLANNING AND MANAGEMENT**

UNIT 1

Project Planning and Analysis

Overview – Capital expenditure, Phase of capital budgeting, Project development cycle, Objectives of investment, decision-making, Risk and return - Identification of investment opportunities – Governmental regulatory - framework – Generation & screening of project ideas – Project identifications for - an existing company. Market & demand analysis – Information required for market & demand - analysis – demand forecasting methods – market planning.

UNIT 2:

Technical Analysis

Technical Analysis – Material inputs - utilities – Manufacturing process - technology – Plant capacity – location - site – structures and civil works – Machineries and equipments – Project charts - layouts – Work schedule – alternatives

Risk Analysis

Analysis of Risk – Types & measurement of project risk – Analytical derivation or simple estimation – Sensitivity Analysis – Scenario analysis – Selection of a project- Risk analysis in practice - Firm Risk and Market Risk - Special Decision Situations - Social Cost Benefit Analysis - Multiple Projects and Constraints - Valuation of Real Options - Judgmental, Behavioral, Strategic and Organizational Constraints

Unit 3

Selection – Techniques

The Time Value of Money - Investment Criteria – Urgency, Pay back period – Accounting, Debt service coverage ratio, Rate of Return, Net present value – Internal rate of return – Annual capital charge - Project Cash Flows - The Cost of Capital - Project Appraisal and Financing

Financing of Projects - Financing Infrastructure Projects - Venture Capital

UNIT 4 :

Implementation and Review

Project Management - Review – Initial review, performance evaluation

Administrative Aspects - Control of In-Progress Projects - Post-Completion Audits -

Abandonment Analysis - Administrative Aspects of Capital Budgeting - Agency

Problem - Evaluating the Capital Budgeting System of an Organization. Forms of project organization Human aspects of project management – Pre-requisites for successful project implementation.

Books:

1. Textile Project management - A Ormerod
2. Project Planning And Control With PERT And CPM Dr. B. C. Punmia - K. K. Khandelwal
3. Project Management – K/Nagarajan
4. Project Planning, Scheduling & Control, 3rd Edition James P. Lewis
5. Projects Planning, Analysis, Financing, Implementation and Review – Prassna Chandra

**MBA II Semester IV Marketing Management**  
Paper V - Retail and Rural Marketing.

1.	Retail Marketing: Introduction to retail, business models in retail, theories of retail development, retail consumer, retail marketing mix.
2.	Retail Strategies, store management, retail franchising, retail supply chain management. Organized retailing formats.
3.	Rural Marketing: introduction, rural market environment, infrastructure, Characteristics of rural marketing, STP for rural market, Marketing mix and strategies, organized rural retailing-ITC E-Choupal, Project Shakti, marketing of services in rural area. Rural buying behaviour.
4.	Marketing of Agricultural Inputs, agricultural products, non farm products, Concept of co-operative Marketing – features & objectives of cooperative Marketing in agriculture – problems of farmers in co-operative Marketing.

Case studies should be discussed on topics given in syllabi.

A Sivakumar, 'Retail Marketing' Excel Books New Delhi  
M A Shewan, 'Retail Management' Sonali Publications New Delhi  
Suja Nair , 'Retail Management' Himalaya Publishing House Mumbai  
S L Gupta , 'Retail Management' Wisdom Publications Delhi  
Swapna Pradhan, 'Retailing Management' Tata McGraw-Hill Publishing Company Limited New Delhi  
David Gilbert, 'Retail Marketing Management' Pearson Education (Singapore) Pvt. Ltd. Delhi.  
Rajgopal, 'Rural Marketing', Rawat Publications Jaipur and New Delhi  
T P Gopaldaswamy, 'Rural Marketing', Vikas Publishing House New Delhi  
Bir Singh, 'Rural Marketing', Anmol Publications Pvt. Ltd. New Delhi  
S B Verma, 'Rural Management', Deep & Deep Publications Pvt. Ltd. New Delhi  
C S G Krishnamacharyulu ,Lalitha Ramakrishnan, 'Rural Marketing', Pearson Education(Singapore) Pvt. Ltd. Delhi  
A K Singh, Satyaprakash Pandey, 'Rural Marketing', New Age International (P) Limited Pub. New Delhi.  
R V Badi, N V Badi, 'Rural Marketing', Himalaya Publishing House Mumbai  
Pradeep Kashyap Siddhartha Raut , 'Rural Marketing', Biztantra New Delhi  
Rajgopal, 'Indian Rural Marketing', Rawat Publications Jaipur & New Delhi  
Shamim Ahmad, 'Rural Marketing In India ', Ashish Publishing House New Delhi.  
K S Habeeb-Ur-Rahman, 'Rural Marketing In India', Himalaya Publishing House Mumbai.  
Ramkishen Y, 'Rural & Agricultural Marketing', Jaico Publishing House Mumbai.



**M.B.A.-II SEM.-IV**  
**GROUP B- FINANCIAL MANAGEMENT -PAPER V**  
**INTERNATIONAL FINANCE**

1.	International Business Environment Nature and characteristics of International Business, Globalisation and India's financial sector reforms. Scope of International Finance, Importance of International Finance. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market. Introduction to NASDAC
2.	Foreign Exchange Market Components, Exchange rate Mechanism and Risks Associated Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate. 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 Risks in International Operations : Exchange rate risk, Interest rate risk and Political risk. Techniques of covering risks- Internal and External.
3.	Exchange Control Regulations Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers' Association of India – Convertibility, Export Import Financing Mechanism – Buyers' Credit – Suppliers' Credit – Financing in foreign currency for exports and rupee finance Non resident Accounts: Repatriable and Non Repatriable, Significance for the Economy and Bank.
4.	Financial Management of the Multinational Firm – Foreign Direct Investment – Cost of Capital and Capital Structure of a Multinational Firm - Multinational Capital Budgeting – Multinational Cash Management – Country Risk Analysis – International Taxation – Double Taxation Avoidance Agreements

Problems should be covered on following topics only.

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

Books Recommended

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

## **MBA- II Sem. IV**

### **HRM**

#### **Paper-V Strategic Human Resource Management and International Perspective**

##### **Context:**

In the competitive environment Human Resource Management has to design the company's HR system which will be confirming to the other business strategies designed to achieve strategic goal of the company. HR manager has to take intelligent strategic decision regarding the HR issues facing the company. The complexity of such decisions is more while company functions on global level.

##### **Objectives:**

At the end of the course, student should be able to –

1. Understand how to develop HR system that will help to achieve strategic goals of a company.
2. Know the strategic management process and role of HR in the strategic management process.
3. Challenges faced by the company while operating at global level.

1. Strategic HRM – meaning, significance of strategic HRM, difference between traditional HRM & strategic HRM, 5- P model of strategic HRM,

Outcome of strategic HRM

(Human Resource Management by V.S.P. Rao, Strategic Human Resource Management by Jeffrey A. Mello)

2. Changing Environment of HRM- Globalization, Technological development, Nature of work, Exporting jobs, Workforce Demographics

(Strategic Human Resource Management by Jeffrey A. Mello)

3. Strategic Management Process – Environment Scanning, Strategy formulation, strategy implementation, Evaluation and control, Role HR – translating strategy into HR policy and practice HRP & Strategic HRP, types of strategic HRP, strategic issues in recruitment, selection, training and employee separation.

(Human Resource Management by Gary Dessler, Human Resource Management by Aswathappa, Strategic Human Resource Management by Jeffrey A. Mello)

4. International HRM – Difference between Global & Domestic HRM, Strategic Global HR- Purpose, selection, orientation, ethnocentric, polycentric, geocentric, Repatriation, career and personal problems.

**MBA PART-II Semester-V**  
**SYSTEM SPECILISATION**  
Paper V - KNOWLEDGE MANAGEMENT

**Unit I Knowledge Management**

- Knowledge – Definitions of Knowledge, Data, information & knowledge, wisdom basic types of knowledge, knowledge analysis, knowledge life cycle, value of knowledge, knowledge acquisition tools, global knowledge economy. Organizational knowledge – types, capital classification, sources, processes, creation, indexing, knowledge – conversion. Organizational knowledge, organizational knowledge, organizational knowledge mapping techniques. (9)
- Knowledge Management- Definitions & specification, levels, targets, classification, information Management & knowledge Management, generation of Knowledge Management, Knowledge Management as best practice systems, Knowledge Management strategy, Knowledge and culture. (7)

**Unit II Organizational KM and Designing Enterprise**

- Organizational knowledge management- need, benefits, drivers, approaches strategies, components and functions. Knowledge management in virtual organizations, knowledge management in the professions - a study of I.T. support I -business. Knowledge management system – issues, challenges and benefits. (7)
- Organizational knowledge management architecture and implementation strategies developing knowledge management framework, knowledge management system requirements knowledge management system components. KM applications organizational collaborative platforms. Organizational knowledge measurement framework. Organizational knowledge measurement techniques, organizational implementation barriers. (8)

**Unit III KM Architecture**

- Designing Enterprise Knowledge Management System architecture - A multi layer architecture for Knowledge Management Systems, knowledge management in decentralized heterogeneous corporations, Web based knowledge management support for document collections. (7)

**Unit IV Recent Tools For KM**

- Intelligent support systems- intelligent systems an A.I. comparing artificial and neural intelligence, conventional Vs. A.I. computing Fuzzy logic, Emerging technology, virtual reality. (5)
- Intellectual capital – introduction, social innovation capital, false linearity, false orientation.
- Case studies. (5)

**Reference Books:**

1. Knowledge Management – Sudhir Warier, Vikas Publications.
2. Knowledge Management Systems – Stuart Barnes, Thomson Learning.
3. Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.
4. Developing Expert System for Business – Chandler/Liang.
5. Knowledge Management – Pankaj Sharma, APH Pub.

**MBA II Semester IV**  
**Production Management –**  
**Paper V: World Class Production Management**

I) World class manufacturing – environment- imperatives – for success – choice of technology, strategic discussion in manufacturing management.

II) Globalization with reference to manufacturing – Globalization in manufacturing organization – managerial challenges.

III) Emerging concepts – Supply chain management – quick response manufacturing, cellular manufacturing system, legile manufacturing system- E manufacturing – IT based manufacturing system, various manufacturing related software's and there applications.

IV) Related aspects of manufacturing -

Environment pollution, global warming, occupational hazards and safety, corporate social responsibility of business.

Books Recommended:-

1. Management Today – Burton and Thakur
2. Operations Management – Hughes Chris
3. Programmed learning for prodn & Opn. Mgtt – Buffa Elwood's.

## **MBA II [Semester-III]**

### **Paper-V: Agri-Business Finance Management**

**Preamble:-**Agriculture and agri-business has been the main occupation in the Indian economy, where almost 70% of the population still depend on this sector for their livelihood. In recent times there has been a great change in the development of this sector, which has been responsible for raising the per capita income and also has been a major contributor to the National Income, in spite of the erratic behaviour of Nature, which is also partly responsible for the disparities in this sector. The globalization and post WTO scenario has also played its role in this development, which can be seen in the following chapters-

#### **Objectives:-**

1. Making the students aware of India's basic occupation and its role in contribution of the development of Indian Economy.
2. Making the students aware of the contribution to the Per Capita Income and National Income of our country
3. To encourage the student to be a part of the economy in this sector, making them aware that Primary sector is as important as the secondary and tertiary sectors.

#### **Contents:-**

##### **Unit No. 1 : Introduction to Agriculture finance**

- Meaning,
- Need, importance, scope,
- Principles of agriculture finance;
- Financial management for agri-business- Introduction
- Accounting concepts,
- Farm accounting,
- Ratio analysis,
- Cash budget.

##### **Unit No. 2 : Sources of Agri Finance**

- Institutional Sources- SBI,  
NABARD,  
Regional Rural Banks,  
Commercial Banks,  
Co-operative Sector,
- Non Institutional Sources.

##### **Unit No. 3 : Micro Finance**

- Meaning,
- Importance and scope,
- Origin,
- Introduction of Micro Finance in India,
- Current status,
- Delivery models.

#### **Unit No. 4 : Financial Support to Agri-Business**

- Budgetary provision to agri-business,
- Agricultural subsidies,
- Crop Insurance,
- Agricultural taxation,
- Agricultural finance-Problems and remedies.

#### **References :-**

1. Indian Economy- S.K. Misra, V.K. Puri, Himalaya Publishing House.
2. Student Guide to Income Tax- Singhanian, Taxman Publication
3. Indian Economy since Independence- Uma Kapila, Academic Foundation.
4. Banking Theory & Practice- Dr. P.K. Shrivastava, Himalaya Publishing House.
5. Direct Taxes- Singhanian, Taxman Publication.

### **M.B.A.-II SEM-IV Textile Management FASHION INDUSTRY**

#### **UNIT I**

##### **Fashion and Textile Styling and Design:**

Introduction to Colour and Fashion Trends - Design concept - Mass Market and High Fashion - Life style Branding – Home furnishings markets - Interior decoration – cosmetic industry - Latest Technology –Selecting the right products - range planning, CAD/CAM and short run in-store trials

##### **International Business and Fashion Industry:**

General environment and trade pattern - the economic significance of global textile and clothing trade; trade theories and definitions; statutory trading bodies and policies; ATT- -WTO. Trade protectionism Globalization of fashion business - tariff and non-tariff barriers; certificate of origin; anti-dumping issues; the textile quotas system. Operation of international enterprise - Global market competition

#### **UNIT II**

##### **The culture of fashion**

The culture of fashion , art and design , Dynamic of design, Indian fashion culture and western fashion culture - Study and analysis of the contemporary creative movements of fashion, art, design

##### **The fashion business**

Introduction to the textile industry with respect to fashion- The inner functioning of the trademark - Customer approach - The unfolding and exploitation of the trends - marketing, commercialization, and manufacturing in different geographical areas

### **UNIT III**

#### **Collections**

Pinning down the position of the collection: price range - type of distribution - internationalization - style of the collection - visualizing the style within a 5-year-period (brand approach) - Compiling a file of trends/style of the collection: theme - atmosphere - chromatics - strengths- Setting up the plan of the collection - fabrics and the accessories- Preliminary sketches - Decisive choice of sketches - wrapping up the plan of the collection

### **UNIT IV**

#### **Operation of the fashion industry in India**

Design and Marketing - Apparel Production - Distribution and retailing. Fashion Quality Assurance in Fashion Business : Historical development in quality management in textile and clothing business in India and other major partnering Countries - future changes - Impact of changing economic - legal-political - social-cultural - technological and international environment on quality management - ISO 14000.

#### **Reference Books:**

1. Merchandising of fashion products: Doris H.Kincade
2. Consumer behavior in fashion: Solomon - Michael R
3. Fashion And Textiles: An Overview: Jasbir Kaur - Colin Gale
4. Sustainable Fashion And Textiles: Design Journeys Kate Fletcher
5. Textiles And Fashion( Series - Basics Fashion Design ): Jenny Udale
6. Fashion Design: Sue Jenkyn Jones
7. Be Your Own Fashion Guru Based On Indian Tradition And Culture: Tabassum
8. Managing Quality In The Apparel Industry: Pradip V.mehta And Satish K.Bhardwaj