PERIYAR UNIVERSITY
SALEM -11

PERIYAR INSTITUTE OF DISTANCE EDUCATION
(PRIDE)

REGULATIONS AND SYLLABUS

MASTER OF BUSINESS ADMINISTRATION
(MBA)

(STUDENTS ADMITTED FROM 2008- 2009 ONWARDS)
1. ELIGIBILITY FOR ADMISSION:

Candidates for admission to the first year of the Master of Business Administration degree course shall be required to pass to Bachelor's Degree of any discipline in any Recognized University.

2. DURATION OF THE COURSE:

The course shall extend over a period of two academic years / calendar years. The subjects of study shall be in "accordance with the syllabus prescribed from time to time.

3. SUBJECTS OF STUDY:

The total number of subjects of study will be 16 out of which 14 will be compulsory and the remaining 2 will be electives / project.

The candidates shall take 8 subjects in the First year and the remaining subjects / project in the second year.

All subjects carry a maximum of 100 marks each. The project carries 200 marks. There will be no viva voce examination on project.

4. SCHEME OF EXAMINATION:

In each Examination for the written paper, 25% of marks shall be awarded by the continuous internal assessment and 75% of marks by external valuation, by the University.

Each examination for the written paper shall be of 3 hours duration and carry 75 marks.

The distribution of examination shall be as follows:

FIRST YEAR:

1.1 Principles of Management
1.2 Managerial Economics
1.3 Managerial Communication
1.4 Legal Environment of Business
1.5 Organizational Behavior
1.6 Business policy & Strategic Management
1.7 Financial and Management Accounting
1.8 Research Methodology
SECOND YEAR:

2.1 Production Management  
2.2 Financial Management  
2.3 Human Resource Management  
2.4 Marketing Management  
2.5 International Business  
2.6 Entrepreneurship  
2.7 Project Report (Or) Two Papers on any one of the Electives

2.7. I. Production:

(a) Production Planning, Control and Maintenance  
(b) Quality Management

II. Finance:

(a) Financial Services  
(b) Investment Management

III Human Resources:

(a) Training and Development  
(b) Labour Welfare

IV. Marketing:

(a) Sales and Distribution Management  
(b) Marketing of Services

V. Systems:

(a) Management Information System  
(b) Data Base Management System
Question Paper Pattern (Common to all Theory Exams)

Duration: 3 hrs.                                      Total Marks: 75

PART-A (5x 5 = 25 Marks)

Answer all questions each answer not to exceed one page

1.  (a) Question from Unit-I or
    (b) Question from Unit-I
2.  (a) Question from Unit-II or
    (b) Question from Unit-II
3.  (a) Question from Unit-III or
    (b) Question from Unit-III
4.  (a) Question from Unit-IV or
    (b) Question from Unit-IV
5.  (a) Question from Unit-V or
    (b) Question from Unit-V

PART-B (5 x 10 = 50 Marks)

Answer all Questions each answer not to exceed four pages

6.  (a) Question from Unit-I or
    (b) Question from Unit-I
7.  (a) Question from Unit-II or
    (b) Question from Unit-II
8.  (a) Question from Unit-III or
    (b) Question from Unit-III
9.  (a) Question from Unit-IV or
    (b) Question from Unit-IV
10. (a) Question from Unit-V or
    (b) Question from Unit-V1.1
UNIT-1


UNIT-II


UNIT-III


UNIT-IV


UNIT-V

Reference Books:

1.2. MANAGERIAL ECONOMICS

UNIT-I


UNIT-II


UNIT-III

Cost concepts relevant for managerial decisions - Determinants of cost - Cost output relationship - Break even analysis - Production function - Laws of returns to scale – Internal and external economies,

UNIT-IV

Capital budgeting - Need - Kinds Capital budgeting problem - Principles to measure capital productivity - Supply of capital - Capital rationing - Cost of capital - Calculating cost of capital - Project feasibility - Methods of projects evaluation - Pay back period - Discounted cash flow - Profitability index.

UNIT-V

Reference Books:

1. Joel Dean - Managerial Economics
2. Gupta G. S.- Managerial Economics
1.3 MANAGERIAL COMMUNICATION

UNIT-I

Role of Communication in Business - Main forms of Communication in Business - Communication process - Coding and decoding - Roots of misunderstanding - Inferential model - Original message and reconstructed message - Symbols mismatch implications - Non-verbal symbols - Verbal symbols - Seven communication roadblocks - Communicating across cultures.

UNIT-II


UNIT-III

Business presentation - Features of good presentations - Planning, Structuring and Delivering presentations - Handling questions - Coping with nervousness. Meetings - Factors making meetings ineffective - How to reduce wastage - When to call a meeting - How to prepare for a meeting - Conducting meetings - Preparing minutes.

UMT-IV

Business letters - Stationery - Format and layout - Email - Managing the mailbox - Presenting mail - Commonsense and etiquette. Report Writing - Parts of a report - Qualities of a good report - Improving writing skills.

UNIT-V


Reference Books:


1.4 LEGAL ENVIRONMENT OF BUSINESS

UNIT-I


UNIT-II

Contracts of Indemnity and Guarantee - Contract of Bailment and Pledge- contract of Agency.

UNIT-III


UNIT-IV

Indian Partnership Act - Nature of Partnership - The Negotiable Instruments Act, 1881. Insolvency Act - Objects and Scope of the Insolvency Law-Procedure of Insolvency - Property and Debts of Insolvent - Discharge of Insolvent

UNIT-V


Reference Books:

1.5 ORGANISATIONAL BEHAVIOUR

UNIT-I


UNIT-II

Personality - Types of Personality - Theories of Personality - Perception - Perceptual Process - Perception and its application in Organizations - Attitude - Formation of Attitude - Measurement of Attitude - Values - Types of Values.

UMT-III


UNIT-IV

Group Dynamics - Why do people form and join the Groups - theories of Groups - Group cohesiveness - Group role - Group decision making techniques - Different models of Group decision making - Group conflict - Types of conflict - Conflict process.

UNIT-V


Reference Books:

1.6 BUSINESS POLICY AND STRATEGIC MANAGEMENT

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


UNIT-V


Reference Books:

5. Thomas L. Wheelen, J.David Hunger, Concepts of Strategic Management and Business Policy, Pearson Education.
UNIT-I


UNIT-II


UNIT-III


UNIT-IV


UNIT-V

Marginal Costing and Profit planning - Cost Volume Profit Analysis - Break even analysis.

Reference Books:

4. Charles T. Hornegren - Introduction to management accounting Prentice Hall, New Delhi,200h
5. Dr. S.N. Maheswari - Financial Management Accounting - Sultan Chand and sons, New Delhi.
1.8 RESEARCH METHODOLOGY

UNIT-I

Nature and significance of management research - Concepts of social science research - Stages in research process - Research Design - Hypothesis.

UNIT-II

Kinds of data - Methods of data collection - Sampling techniques - Survey method ~ Case Study - Interview techniques ~ Interview schedule - Questionnaire - Data processing - Report writing.

UNIT-III


UNIT-IV

Testing of hypotheses - Procedure for hypothesis testing - Chi-square test - t test - F test - Limitations of the tests of hypotheses.

UNIT-V

Analysis of Variance (ANOVA) - Setting up ANOVA table - One way and two way ANOVA - Analysis of covariance - Non-parametric tests - Multivariate techniques.

Reference Books:

1. Wilkinson St. Bhandarkar - Methodology and Techniques of Social Research
2. Kothari C.R - Research Methodology: Methods and Techniques
4. Gupta S.P- Statistical Methods
5. Uma Sekaran - Research Methods for Business.
2.1 PRODUCTION MANAGEMENT

UNIT-I
Production Management - Definition - Production System - Difference between services and goods production - Historical development of production management - Product design - Steps - Designing for the customer - Quality Function Deployment (QFD) - Value analysis - Make or Buy decision.

UNIT-II

UNIT-III

UNIT-IV
Materials management - Materials requirement planning - Master production schedule - Purchase management - Vendor selection - Methods - JIT system - Inventory control — Purposes — Inventory costs - Inventory models - Fixed quantity (Q) model - Fixed period (P) model - EOQ models (without shortages) - Price break models.

UNIT-V

Reference Books:

2.2 FINANCIAL MANAGEMENT

UNIT-I


UNIT-II

Capital Expenditure Evaluation - Methods and Appraisals - Pay back period, simple and Discounted - Net Present value, Internal Rate of Return - Accounting Rate of Return and Profitability Index - Capital rationing.

UNIT- III

Cost of Capital - Importance, Measurement of specific cost - Computation of Overall Cost of Capital - Capital structure - Determinants and theories.

UNIT-IV

Dividend policy Decision - Determinants - working capital Management -Management of different components.

UNIT-V

Sources of Finance - Short term and Long term sources - Leverages and its types.

Reference Books:

2.3. HUMAN RESOURCE MANAGEMENT

UNIT-I


UNIT-II


UNIT-III

Training and executive development; Training Needs - Types of training methods, purposes, benefits resistance. Executive development programmes - Common practices -m Benefits - Self-development- Knowledge Management.

UNIT-IV

Sustaining employee interest; Compensation plan - Reward - Motivation - Theories of motivation - Career Management - Development mentor - Protege relationships.

UNIT-V


Reference Books:

2.4 MARKETING MANAGEMENT

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Product Characteristics and Classification - Product and brand relationships - Developing Pricing Strategies and Programmes - Setting and Adapting the Price — Initiating and responding to price changes - Role of Marketing Channels - Channel design decisions.

UNIT-V

Reference Books:
2.5 INTERNATIONAL BUSINESS

UNIT-I

UNIT-II
International Business environment: Globalization of Business - Economic, political and cultural environment of international business - WTO and trade liberalization - Emerging issues - Implications for India - Regional trade blocks - Inter-regional trade among regional groups.

UNIT-III
Global strategic management: Structural design of multi-national enterprises (MNEs) - Strategic planning - strategic considerations - National Vs Global competitiveness.

UNIT-IV
Control and Evaluation of International Business: Control of MNEs - Approaches to control - The role of information systems - Performance measurement - Mechanics of measurement - Various performance indicators - Evaluation systems.

UNIT-V
Conflict in International Business & Negotiations; Factors causing conflict - Conflict resolution actions - The role of negotiations in international Business - The role of international agencies in conflict resolution.

Reference Books:
UNIT-I

Evolution of concept of Entrepreneur and Entrepreneurship - Characteristics of an entrepreneur - Types of Entrepreneur - Entrepreneur - Growth of entrepreneurship - The role of entrepreneurship in economic development - Women entrepreneurship - Rural Entrepreneurship - major entrepreneurial competencies - Factors affecting Entrepreneurial growth - Entrepreneurial mobility - Opportunities for entrepreneurial career,

UNIT-II


UNIT-III


UNIT- IV


UNIT-V


Reference Books:

1. Entrepreneurial Development, S.S.Khanka, S.Chand & Co.,
2. Entrepreneurship, New Venture creation, David H. Holt Prentice Hall of India, New Delhi.
2.7.1 (a) PRODUCTION PLANNING, CONTROL AND MAINTENANCE

UNIT-I

Production planning - Importance of planning for production process - Analysis of planning process - Pre-requisites of production planning Department - Production control -Objectives - Functions - Advantages - Production control system - Requirements.

UNIT-II

Production Planning and Control (PPC) - Main Elements - Objectives - Functions of PPC - Organization for PPC - Centralized Vs Decentralized PPC - Information Requirements - Comparison of production planning and production control.

UNIT-III

Stages of PPC - Pre planning - Planning ~ Control - PPC an Integrated Approach - Measuring Effectiveness of PPC - Production Methods and PPC - Problems of PPC -Control Measures - Computer integrated PPC.

UNIT- IV


UNIT-V

Maintenance Department - Organization - Centralized Vs Decentralized -Maintenance planning, scheduling and controlling - Information system for maintenance management. Reliability - Failure analysis - Bath Tub curve - Replacement theory - Total productive maintenance (7PM) - Objectives and benefits.

Reference Books:

2. Production planning and control - Text and cases - Mukhoipadhyay - TMH.
2.7. I (b) QUALITY MANAGEMENT

UNIT-I

Definition of Quality - Quality control - Need and principles -* Importance and advantages of Quality control system - Quality control organization - Quality costs -Relationship of quality and cost, productivity and profit - Historical background and contributors to Quality control.

UNIT-II

Sampling plan - Methods - Sampling plans for attributes and variables - Operating characteristic (OC) curve - Acceptance sampling - Producers Vs Consumer's Risk - Average Outgoing Quality Limit (AOQL) - Sampling Inspection - Advantages - Methods.

UNIT- III

Statistical Quality control - Parato Diagram - Process flow Diagram - Cause and Effect - Check sheets - Control charts - Importance - Control charts for variables - X chart and R chart - Control charts for attributes -"C chart and P chart.

UNIT-IV

Quality by design - Benefits - Implementation - Quality Function Deployment (QFD) - Benefits - Process - Failure Mode Effect Analysis (FMEA) - Analysis - Reliability and Failure analysis - Stages of FMEA - ( Plan Do Cheek Act) PDCA analysis — Taguchis Quality approach - Deming's principles of Quality - Zero Defect concept - Bench marking -TQM.

UNIT-V


REFERENCE BOOKS:

Total Quality Management - Bester field - Pearson Education.
2.7 II (a) FINANCIAL SERVICES

UNIT-I


UNIT-II


UNIT-III

Other Services - Bills Discounting - Housing Finance - National Housing Bank -Other housing financing Institutions - Insurance Services - Insurance Regulatory and Development Authority (IRDA) - Venture Capital Financing.

UNIT-TV

Merchant Banking Services - Issue Management - Pre Issue and Post Issue Management.

UNIT-V

Merger / Amalgamation - Stock Broking - Types, Credit Rating Agencies, Process and Methodology.

Reference Books:

5. AMFI & SEBI Guidelines.
2.7 II (b) INVESTMENT MANAGEMENT

UNIT-I

UNIT-II

UNIT-III
Investment Decision Making - Sources of Information - Security Analysis, types - Fundamental Analysis and Technical Analysis.

UNIT-IV
Portfolio Analysis - Markowitz and Simple Sharpe Ideal Optimization -, Portfolio Selection and Revision.

UNIT-V
Financial Derivatives - Option , Future, Swaps and Hedging - Mutual Funds and its types.

Reference Books:


UNIT-I


UNIT-II


UNIT-III


UNIT-IV


UNIT-V

Reference Books:

UNIT-I

Industrial relations: Concept - Importance - Industrial Relations problems in the Public Sector - Growth of Trade Unions - Codes of conduct.

UNIT-II


UNIT-III


UNIT-IV


UNIT-V


Reference Books:
27. IV (a) SALES AND DISTRIBUTION MANAGEMENT

UNIT-I
Organizational framework of the Sales department - Sales Management - Objectives of sales management - Types and methods of sales organizations - Sales manager - Tasks and responsibilities - Co-ordinating and controlling the marketing mix - Product policies - Distribution policies - Pricing policies - International sales management.

UNIT-II
Sales force management - Job Analysis - Recruiting sales personnel - Selecting sales personnel — Building sales training programs - Motivating sales personnel - Devising sales compensation plans - Types of compensation plans - Sales meetings and contests - Evaluating and supervising.

UNIT-III
The Sales Budget - Form and context - Budgetary procedure - Quotas - Types - Procedure - Sales territories - Routing and scheduling Sales personnel - Sales Audit - Sales Analysis - Marketing cost Analysis.

UNIT-IV
Distribution management - Role of distribution in the marketing mix - Role and functions - Transport and handling - Economies of Transportation - Determining optimum mode of transport - Organization - Logistics Management - Supply chain management - Role of technology in distribution.

UNIT-V
Distribution channels - Types - Functions of wholesalers - Functions of retailers - Strategic plan of network - Location - Selection - Appointment and termination of dealers - Morale and motivation — Functions towards the dealers.

Reference Books:

3. A New Approach to physical distribution - Arulraj.
2.7. IV (b) MARKETING OF SERVICES

UNIT-I


UNIT-II

Marketing Research - Criteria for effective research - Elements in Services Marketing Research - Relationship Marketing - Relationship value of customers - Relationship strategies - Levels of relationship strategies - Service failure and recovery - Service recovery strategies - Service guarantees.

UNIT-III


UNIT-IV


UNIT-V

Integrated Service Marketing Communications - Strategies to match service promises with delivery - Strategies for exceeding customer expectations - Pricing of Services - Pricing Strategies and Value Definitions.

Reference Books:

2.7. V (a) MANAGEMENT INFORMATION SYSTEM

UNIT-1
Managerial overview of Information System - Introduction to information system - Characteristics of Information - Process of converting data into information — Information system and organization structure - Challenges - Application in Managerial decision making.

UNIT- II

UNIT-III
Business Applications of Information System - Decision support System and Executive information system - Artificial Intelligence, Expert system and Neural Network.

UNIT-IV

UNIT-V
Managerial Implementation - Strategic Information System - Managing Information Resources - Computer Scanning.

Reference Books:

2.7. V (b) DATA BASE MANAGEMENT SYSTEM

UNIT-I
Introduction - Data and Data Management - Data Base systems - Organization - Function - Components - Data base users.

UNIT-II
Data Base Architecture and Design - DatS Abstract - ANSI / SPARC Architecture -Physical and Logical Data Independence - Data Base Language and Design - Constraints.

UNIT-III
Data models - Hierarchical model - Network Model - Relational model - ER Model-EER Model.

UNIT-IV
Relational Data Base Management Systems (RDBMS) - Relational Data Manual -codd's rule - Relative Data Information and its constraints.

UNIT-V
Files - File Organization and File structure - Data Base Security - Data Warehouses, Data online analytical processing.

Reference Books: