

**PERIYAR UNIVERSITY**

**SALEM – 636 011.**



**MBA**

**Master of Business Administration**

**[Choice Based Credit System (CBCS)]**

**SYLLABUS**

For the Candidates Admitted to MBA Programme of University  
Department from 2018—2019 onwards

**For the Candidates Admitted to MBA Programme of University Department from  
2018 - 2019 onwards**

**I Semester (2018-2019)**

S.N	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	18MBA01	Concepts of Management and Communication	25	75	100	04
2	18MBA02	Organizational Behaviour	25	75	100	04
3	18MBA03	Managerial Economics	25	75	100	04
4	18MBA04	Accounting Practices for Managerial Decisions	25	75	100	04
5	18MBA05	Quantitative Techniques for Managers	25	75	100	04
6	18MBA06	Research Methodology for Social Sciences	25	75	100	04
7	18MBACV1	Comprehensive Viva	-	-	25	01

**II Semester**

S.N	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	18MBA07	Operations Management	25	75	100	04
2	18MBA08	Human Resource Management	25	75	100	04
3	18MBA09	Financial Management	25	75	100	04
4	18MBA10	Marketing Management	25	75	100	04
5	18MBA11	Operations Research	25	75	100	04
6	18MBAEDC1	Extra Disciplinary Course - 1	25	75	100	03
7	18MBACV2	Comprehensive Viva	-	-	25	01

**III Semester**

S.N	Subject Code	Subject Name	IA	EA	Total Marks	Credit
1	18MBA12	Business Law	25	75	100	04
2	18MBA13	Project Work & Viva Voce	200			04
3	18MBAE1	E1	25	75	100	04
4	18MBAE2	E2	25	75	100	04
5	18MBAE3	E3	25	75	100	04
6	18MBAEDC2	Extra Disciplinary Course - 2	25	75	100	03
7	18MBACV3	Comprehensive Viva	-	-	25	01

In the third semester the student has to select any one of the following specializations and has to undergo all the three subjects of that specialization.

### Electives in III Semester

#### Specialization: Finance

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAF01	Merchant Banking & Financial Services	25	75	100	04
2	18MBAF02	Investment Management	25	75	100	04
3	18MBAF03	International Financial Management	25	75	100	04

#### Specialization: Human Resource Management

S.N	Subject Code	Elective Subject Name	IA	E A	Total Mark s	Credit
1	18MBAH01	Human Resources Training and Development	25	75	100	04
2	18MBAH02	Human Resources Information System	25	75	100	04
3	18MBAH03	International Human Resources Management	25	75	100	04

#### Specialization: Productions

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAP01	Supply Chain Management	25	75	100	04
2	18MBAP02	Total Quality Management	25	75	100	04
3	18MBAP03	Integrated Materials Management	25	75	100	04

### IV Semester

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBA14	Strategic Management	25	75	100	04
2	18MBA15	Entrepreneurship	25	75	100	04
3	18MBAE4	E4	25	75	100	04
4	18MBAE5	E5	25	75	100	04
5	18MBAE6	E6	25	75	100	04
6	18MBAL1	Management Information System & Lab	25	75	100	04

7	18MBACV4	Comprehensive Viva	-	-	25	01
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- Management Information System Lab is practical in nature with 25 marks for internal and 75 marks for external practicals with internal and external examiner.

### Electives in IV Semester

#### Specialization: Marketing Management

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAM01	International Marketing Management	25	75	100	04
2	18MBAM02	Services Marketing	25	75	100	04
3	18MBAM03	Brand Management	25	75	100	04

#### Specialization: Systems Management

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	18MBAS01	Systems Management	25	75	100	04
2	18MBAS02	Business Application Software	25	75	100	04
3	18MBAS03	E-Commerce	25	75	100	04

**Supportive Courses** offered by PRIMS are 18MBAEDC1 – Fundamentals of Marketing & 18MBAEDC2 – Entrepreneurship

During the summer vacation, the student has to avail 6 & 8 weeks (i.e May & June) for project data collection and analysis in consultation with the faculty guide. The report has to be submitted on the specified date during III semester.

Project report evaluation consists of report evaluation and the conduct of viva voce examination. Report evaluation (150 marks) will be undertaken by an external examiner and the faculty guide independently and the average of the two will be the final mark. Viva voce examination (50 marks) will be conducted by the external and the faculty guide together.

Comprehensive Viva will be conducted at the end of each semester. The examination will be conducted by the panel of all Faculty members and an External Examiner.

#### **Internal Assessment:**

Model Examination	-	10 Marks
Assignment (Min 2) / Seminar /Case Analysis	-	5 Marks
Unit/Class Tests (2 Numbers)	-	5 Marks

Attendance & Class Participation	-	5 Marks
Total	:	<u>25 Marks</u>

**Question Paper Pattern:**

Time: 3 Hours

Max. Marks: 75

**Part A (20x1= 20 Marks)**

Answer all questions (Four Questions from each Unit with MCQ)

Answers will be filled in OMR Sheets and submitted separately.

**Part B (5X3 = 15 Marks)**

One question from each Unit.

**Part C (5X8 = 40 Marks)**

Answer all questions (Two Questions from each unit with internal choice)

- 1 (a) or (b)
- 2 (a) or (b)
- 3 (a) or (b)
- 4 (a) or (b)
- 5 (a) or (b)

For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards

**18MBA01 – Concepts of Management and Communication**

Objectives:

This course aims at making the students to understand the role and functions such as planning, organizing, directing and controlling of management and an explanation for the principles, concepts and techniques that can be used in carrying out these functions. Further, the course enhances the students to have understanding about the various concepts communication that may help them to carry out the managerial functions effectively and efficiently.

**UNIT I:**

Introduction of Management: Meaning and definition – Nature of Management – Scope of Management – Importance of Management – Levels of Management – Role and qualities of Managers – Evolution of Management Thought : Contributions of FW Taylor and Henri Fayol .

**UNIT II:**

Planning: Nature and importance of Planning – Planning Process – Types of Plans – MBO – MBE - Organizing: Nature and Purpose of Organizing – Organization Structure – Formal and Informal Groups/ Organization – Line and Staff Authority – Departmentation – Span of Control – Centralization and Decentralization – Delegation of Authority.

**UNIT III:**

Directing: Meaning and definition – importance of directing – elements of directing – Techniques in directing - Controlling: Meaning and definition – importance of Controlling – Process of Controlling – Types of controlling.

**UNIT IV:**

Communication: Meaning and definition – objectives of communication – communication process – barriers to communication – Principles of effective communication –

Types of communication: Formal Vs. Informal – Downward, Upward, horizontal, Diagonal and Informal communication.

#### **UNIT V:**

Communication Media: Verbal Communication (Written and Oral) – Face-to-Face communication – Visual communication –Business letter – Types and Layout components - Modern communication tools.

#### Text books:

1. Andrew J Dubrin, Essential of Management, Thomson Southwestern, 9<sup>th</sup> edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern Management: Concepts and skills, Pearson Education, 12<sup>th</sup> edition 2012.
3. Harold Koontz and Heinz Wehrich, Essential of Management: An International & Leadership Perspective, 9<sup>th</sup> Edition, Tata Mcgraw - Hill Education 2012.
4. Charles W.L Hill and Steven L Mcshane, 'Principles of management, Mcgraw Hill education, special Indian edition 2007.
5. Rajendra Pal and J.S.Korlahalli, Essential of business communication, Sultan Chand & Sons

#### Reference Books:

1. Don Hellriegel, Susan E Jackson and John W Slocum, Management – A competency based approach, Thompson south Western, 11<sup>th</sup> edition 2008.
2. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata Mcgraw Hill, 12<sup>th</sup> edition, 2008.

For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards

**18MBA02 – Organizational Behaviour**

Objectives:

This course aims to help the students in understanding the forces shaping individual, group and organizational sub-systems; this is done with a view to preparing the students to see how these forces affect the management of business enterprises, both in the private and the public sectors. Further, this course helps in learning the processes and problems of management and evaluating means of achieving the goals of an enterprise through an effective management of people in the enterprise.

**UNIT I:**

Meaning and concepts of Organizational Behavior – Nature of OB – Scope of OB – Factors influencing OB – OB Models: SOBC Model – Cognitive Model – Reinforcement Model – Psycho analytical Model – Evolution and challenges of OB.

**UNIT II:**

Personality – Definition, Characteristics, Determinants, Personality Attributes influencing OB – Trait Theory, Psychoanalytic Theory – Perception: Meaning, Factors influencing perception and process of perception – Attitude: Characteristics – Components – Attitude Formation and Change.

**UNIT III:**

Learning: Meaning and Definition – Theories of Learning : Classical conditioning – Operant conditioning – Social learning Theory – Principles of learning - Motivation – Meaning, importance, techniques – Maslow’s need Hierarchy Theory – Herzberg’s Two Factor Theory – Causes of Job satisfaction – consequences of Job satisfaction.

**UNIT IV:**

Group: Definition – Group development stages – Types of groups - Group Dynamics: Meaning – factors influencing group dynamics – Group decision making process – Distinction between groups and teams – classification of teams – team development – Team building skills -



Leadership Meaning – Importance – Styles – Theories – Leadership skills- Work And Family Life Stress – Balancing Strategies.

**UNIT V:**

Organization Culture – Factors affecting Organization Climate – Determinants of Job Satisfaction – Organization Change and Resistance to change – Managing Change, Stress – Courses, Consequence and Coping Strategies.

Reference Books:

- 1 Stephen Robbins, Organizational Behaviour, Prentice Hall Publishers,
- 2 Aswathappa.K - Organizational Behaviour, Himalaya Publishing House.
- 3 Mishra.M.N. - Organizational Behaviour, Vikas Publishing House Pvt.Ltd.
- 4 Fred Luthans - Organizational Behaviour, McGraw Hill Publishing House.
- 5 Prasad.L.M. - Organizational Behaviour, Sultan Chand & Sons.
- 6 Sarma V.S.Veluri – Organisational Behaviour, JAICO Publishing House

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBA03 – Managerial Economics**

Objectives:

To understand and apply the economic concepts and principles for effective business decision making.

**UNIT I:**

Managerial Economics: Meaning, Nature, and Scope of Managerial Economics – Relationship between Managerial Economics and other disciplines – Role and Responsibilities of Managerial Economist.

Demand Analysis: Meaning, Determinants and Types of Demand – Demand Distinctions – Elasticity of Demand – Demand Forecasting – Purposes – Criteria - Methods of Demand Forecasting.

**UNIT II:**

Cost Analysis: Cost Concepts, Classifications and Determinants – Cost Output Relationship – Break Even Analysis – Production Function – Supply Analysis – Economies and Diseconomies of Scale.

**UNIT III:**

Features, Pricing and Output Decisions of Perfect Competition, Monopoly, Monopolistic and Oligopoly Market Structures.

Pricing policies & Practices: Pricing Objectives – Pricing Methods.

**UNIT IV:**

Methods of Appraising Project Profitability - Business Cycles: Phase, Causes and Effects – Inflation and Deflation: Types, Causes and Effects – Balance of Trade and Balance of Payments.

**UNIT V:**

National Income: Definition – Concepts of National Income – Methods and Difficulties of Calculating National Income – Monetary Policies – Fiscal Policies.

**Text Book**

1 Varshney & Maheswari – Managerial Economics, Sultan Chand & Sons.

**Reference Books:**

1. Samuelson & Nordhaus – Economics, Tata McGraw Hill.
2. Gupta.G.S. – Managerial Economics, Tata McGraw Hill.

3. Joel Dean – Managerial Economics, Mote & Paul.
4. Dwivedi.D.N. – Micro Economic Theory, Vikas Publishing House.
5. Wali and Kalkundrikar – Managerial Economics

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBA04 – Accounting Practices for Managerial Decisions**

Objectives:

The purpose of the course is to impart depth knowledge of the Financial, Management and Cost Accounting concepts and applications. The students are equipped to prepare financial statements of the independently and also to develop Financial and Managerial Decision Making.

**UNIT I:**

Introduction to Accounting: Accounting - Meaning - Definition – Functions of Financial Accounting – Accounting Concepts and Conventions – Branches of Accounting – Financial, Management, Cost Accounting – Meaning – Definition – Objectives and Limitations - Differences between Financial, Management and Cost Accounting.

Preparation of Final Account - Trail Balance - Trading Account - Profit and Loss Account - Balance Sheet – Problems with Adjustments.

**UNIT II:**

Financial Analysis: Meaning – Advantages – Tools – Ratio, Fund Flow Analysis – Meaning, Advantages, Limitations, Problems.

**UNIT III:**

Budgets and Budgetary Control : Meaning – Definition – Advantages – Disadvantages – Essentials of Sound Budgetary Control - Classification of Budget – Time, Function, Flexibility – Problems in Cash Budget – Flexible Budget – Production Budget – Sales Budget – Factory Overhead Budgets.

**UNIT IV:**

Marginal Costing: Meaning – Definition – Advantages – Limitations – Practical Applications of Marginal Costing – Cost Volume Profit Analysis – Break Even Analysis – Meaning – Assumptions and Limitations – Problems.

**UNIT V:**

Standard Costing: Standard Costing – Meaning – Definition – Advantages – Limitations – Determination of Standard Costs - Variance Analysis – Material, Labour, Overhead, Sales Variances - Problems.

**Text Book**

1. Maheswari.Dr.S.N., Sultan Chand & Sons, Introduction to Computerized Accounting, New Delhi.
2. Palanivelu.Dr.V.R., Accounting for Management, University Science Press, New Delhi.

**Reference Books:**

- 1 Brown and Howard, ELBS, Khan & Jain, Management Accounting, Tata McGraw Hill, New Delhi.

- 2 Jain.S.P. & Narang, Financial Accounting and Analysis, Kalyani Publishers, Ludhiyana.
- 3 Pandey.I.M. , Elements of Management Accounting, Vikas Publishing House.

Important Note:

The question paper setter should strictly follow the model question paper method.

**18MBA04 – Accounting for Managerial Decisions**

**Model Question Paper**

**Part – A (20x1 = 20 Marks)**

Answer all questions (Four Questions from each Unit)

1. I Unit	-	4 Questions	-	Theory
2. II Unit	-	2 Questions	-	Theory
		2 Questions	-	Problem
3. III Unit	-	2 Questions	-	Theory
		2 Questions	-	Problem
4. IV Unit	-	2 Questions	-	Theory
		2 Questions	-	Problem
5. V Unit	-	2 Questions	-	Theory
		2 Questions	-	Problem

**Part – B (5 x 3 = 15 Marks)**

1. I Unit	-	Theory Questions
2. II Unit	-	Problem Questions
3. III Unit	-	Theory Questions
4. IV Unit	-	Problem Questions
5. V Unit	-	Problem Questions

**Part – C (5 x 8 = 40 Marks)**

1. Theory question from unit – I  
(or)  
b). Problem from unit – I
2. a). Problem from unit – II  
(or)  
b). Problem from unit – II
3. a). Problem from unit – III  
(or)  
b). Problem from unit – III
4. a). Problem from unit – IV  
(or)  
b). Problem from unit – IV
5. a). Theory question from unit – V

(or)

b). Problem from unit – V  
For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards

**18MBA05 – Quantitative Techniques for Managers**

Objectives:

To learn the basics and applications of statistics in business decision making.

To apply concepts of hypothesis testing in business research.

To apply Probability distribution concepts in business problems.

**UNIT I:**

Data Analysis: Univariate Bivariate and Multivariate Analysis: – Grouped and Ungrouped Data – Measures of Central Tendencies – Measures of Dispersion.

**UNIT II:**

Testing of Hypothesis: Meaning - Procedure - Parametric Tests – Z-Test (One Sample and Two Sample Tests), T-test (One Sample and Two Sample Tests) - ANOVA (One Way).

**UNIT III:**

Non-Parametric Tests: Sign Test for Paired Data, Rank Sum Test, Mann-Whitney U Test and Kruskal Wallis Test – Chi-Square Test.

**UNIT IV:**

Correlation and Regression Analysis – Time Series Analysis: – Trend, Cyclical, Seasonal and Irregular Variations.

**UNIT V:**

Probability Distributions: Binomial, Poisson and Normal Distributions – Characteristics and Managerial Applications.

Text Books:

1. Gupta. S.P., Gupta. M.P., Business Statistics, Sultan Chand & Sons, 2012.
2. Sharma. J.K., Business Statistics, Vikes Publishing, 4<sup>th</sup> Edition, 2014.

Reference Books:

- 1 Richard I. Levin, David S. Rubin, Sajay Rastogi, Masood Husail Siddiqui, Statistics for Management, 8<sup>th</sup> Edition 2017.
- 2 David M. Levine, Kathryn A.Szabat, David A.Stephen, P.K Viswanathan, Business Statistics: A First Course, 7<sup>th</sup> Edition, 2017.

Important Note:

Question Paper should have 75% weightage for problems and 25% weightage for theory

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBA06 – Research Methodology for Social Sciences**

Objectives:

To learn basics research methods in social science

To familiarize the students on research methodology, data collection and report preparation

To use research concepts in management research

**UNIT I:**

Basics of Research: Research Meaning, Scope and Objectives – Types of Research – Research Vs. Research Methodology – Research Process - Relevance of Research for Decision Making in various Functional Areas of Management.

**UNIT II:**

Problem Definition– Techniques, Hypothesis, Types - Formulation of Research Hypothesis - Choosing the Appropriate Research Design – Sampling Design – Techniques – Steps - Sample Size Determination - Precautions – Errors.

**UNIT III:**

Measurement and Scaling Techniques - Data Collection - Primary Data and Secondary Data – Methods of Collection – Questionnaire Design – Essentials of a Good Questionnaire – Pre Testing of Questionnaire – Pilot Study – Merits and Demerits of Questionnaire – Use of Schedules – Structured and Unstructured Interviews – Observation Method, Use of Secondary data in research.

**UNIT IV:**

Processing and Analysis of Data: Editing – Types of Editing – Guidelines for Editing - Coding – Classifications – Tabulation – Need, Nature and Guidelines – Ungrouped and Grouped Frequency Tables, Charts and Diagrams – Use of Computer Packages for Data Analysis – Application of Statistical Tests and Interpretation of Test of Results (Only Theory – No Problems).

**UNIT V:**

Presentation of Research Results - Organizing a Research Report - The Significance Report – Steps in Writing Report - The Integral Parts of a Report – Types of Reports – Precautions for Writing Research Reports, Plagiarism Check – Need, Importance.

**Text Book:**

1. Kothari.C.R., Gaurav Garg - Research Methodology – Methods and Techniques 4<sup>th</sup> Edition, 2018.

**Reference Books:**

1 Cooper – Business Research Methods Tata McGraw Hill Education 9<sup>th</sup> Edition 2006.

- 2 Donald Cooper, Pamela Schnider – Business Research Methods, McGraw Hill Higher Education, 12<sup>th</sup> Edition 2013.
  - 3 William J.Goode P.K.Hatt – Methods in Social Research McGraw Hill Inc,1952.
- For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

### **18MBA07 – Operations Management**

Objective:

To introduce the latest techniques in production and operations management which are considered vital for maximizing productivity and lowering the cost of production.

#### **UNIT I:**

Production Management – Definition – Scope and Functions – Production System and Types of Production Systems – Plant Location – Factors influencing Plant Location – Plant Layout – Principles and Criteria of Plant Layout – Types of Plant Layout – Value Analysis and its procedure.

#### **UNIT II:**

Production Planning and Control – Objectives – Functions – Requirements of effective Production Planning and Control – Routing and Scheduling – Importance, Objectives and its Procedure.

#### **UNIT III:**

Inventory Control – Techniques – EOQ Analysis – ABC Analysis – Material Requirement Planning - Just in Time System – Lean Manufacturing.

Material Management: Objectives – Functions – Purchase Management – Vendor Rating.

#### **UNIT IV:**

Quality Control – Objectives – Importance – Inspection – Kinds of Inspection – KAIZEN – Key Elements of KAIZEN – Steps in Implementation – Quality Circles – Total Quality Management – Maintenance – Requirements for effective maintenance – Types of Maintenance – Material Handling – Objectives - Material Handling Equipments.

#### **UNIT V:**

Work Environment – Worker Safety – Major Components of Work Study – Method Study – Work Measurement – Techniques of Work Measurement – Steps Involved for Conducting Time Study – Steps in Method Study – Principles of Motion Economy.

Text Book:

1. Panneer Selvam.R., Production and Operations Management, Prentice Hall of India, New Delhi.

Reference Books:

- 1 Saravanel.P and Sumathi.S, Production and Materials Management, Margham Publications, Chennai.
- 2 Rama Murthy.P, Production and Operations Management, New Age International.
- 3 Aswathappa.K, Sridhar Bhat.K, Production and Operations Management, Himalaya Publishing House.
- 4 Aggarwal, Kanna.L.N., Production Planning and Control, K.C.Jain Publications.
- 5 Khanna.R.B., Production and Operations Management, PHI.
- 6 Gupta.Dr.C.B., Operations Management and Control, Sultan Chand and Sons, New Delhi.
- 7 Khanna.P.O, Industrial Engineering and Management, DhantPat Rai Publications Pvt. Ltd.
- 8 Chunawalla.S.A. and Patel.D.R., Production and Operations Management, Himalaya Publishing House.

**Note:** The Question Paper should contain 80% marks for Theory and 20% marks for Problems



## **18MBA08 – Human Resource Management**

Objectives:

To impart knowledge about management issues related to staffing, training, performance, compensation, organizational quality and compliance with human resource requirements.

### **UNIT I :**

Introduction – Meaning and Definition, Nature, Scope, Objectives and Importance of HRM – Functions of HRM - Role of Human Resource Manager – Computer Applications in Human Resource Management – Human Resource Accounting and Audit.

### **UNIT II :**

Human Resource Planning – Importance – Process - Forecasting Human Resource Requirement – Techniques - Matching supply and demand - Recruitment and Selection – Sources of Recruitment – Selection of Employees - Difference between recruitment and selection – Procedures for selection - Tests - Interview – Types of Interview – Process of conducting interview.

### **UNIT III :**

Training - Meaning and Definition- Types of Training Methods – Reasons – Benefits – Resistance - Executive Development Programmes (EDP) – Common practices - Benefits – Self Development – Knowledge Management - Compensation Plan – Reward – Career Management – Development of Mentor.

### **UNIT IV :**

Method of performance evaluation – Feedback – Industry Practices - Promotion, Demotion, Transfer and Separation – Implication of job change - The Control Process – Importance – Methods – Requirement of Effective Control Systems Grievances – Causes – Implications – Redressal methods.

### **UNIT V :**

Workers Participation in Management – Evolution of Participative Management – Structure – Functions – Nature and Benefits of Participation – Types and Degree of Participation – Quality Circle – Organization for Quality Circle – Grievance Handling Procedure.

### **Reference Books**

1. Agarwal, A.N., 2001 Indian Economy; Nature, Problems and Progress, Vikas Biraj Praksah, New Delhi
2. Aswathappa.K, Human Resources and Personnel Management TMH, New Delhi.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy, Managing Human Resource, PHI Learning. 2012
4. Bernadin , Human Resource Management, Tata Mcgraw Hill ,8th edition 2012.
5. Ivancevich, Human Resource Management, McGraw Hill 2012.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

## **18MBA09 – Financial Management**

Objectives:

The purpose of the course is to acquaint the students with depth knowledge of the financial aspects which will support to the students for independent financial policy formulation and decision making in an business organization.

### **UNIT I:**

Financial Management – Introduction: Finance – Meaning – Importance of Finance – Business Finance – Meaning – Purpose of Business Finance – Financial Management – Meaning – Definition – Objectives of Financial Management – Theories of Finance – Finance Manager – Role and Functions.

### **UNIT II:**

Capital Budgeting: Meaning – Definition – Concept of Capital Expenditure – Importance of Payback Capital Budgeting – Limitations of Capital Budgeting – Capital Budgeting Appraisal Methods – Payback Method – ARR Method – Discounted Cash Flow Method – Profitability Index Method – Problems.

### **UNIT III:**

Cost of Capital: Introduction – Meaning – Definition of Cost of Capital – Importance of Cost of Capital in Decision Making – Determination of Cost of Capital – Computations of Cost of Capital – Computation of Cost of Each Specific Sources of Finance – Computation of Weighted Average Cost of Capital – Problems

### **UNIT IV:**

Leverages & Capital Structure: Meaning – Definition - Types of Leverages – Significance – Limitations – Computation of Different Types of Leverages – Problems. Capital Structure – Meaning – Definition – Patterns of Capital Structure – Theories of Capital Structure – Determination of Capital Structure – Computation of Valuation of Firms – Problems.

### **UNIT V:**

Working Capital: Meaning – Definition of Working Capital – Types of Working – Factors Determining the Working Capital Requirements – Methods of Estimating Working Capital Requirements – Problems. Dividend – Meaning – Dividend Policy – Determinants of Dividend Policy – Forms of Dividend Policy – Theories of Dividend – Simple Problems.

Text Book:

1. Pandey. I.M, Financial Management, Vikas Publishing House.
2. Palanivelu. Dr. V.R., Financial Management, S.Chand & Company Ltd., New Delhi.

Reference Books:

- 1 James C. Van Horne, Fundamentals of Financial Management, Person, New Delhi.
- 2 Kulkarni. P.V., Financial Management, Himalaya Publishing House, Mumbai.
- 3 Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill Publishing Co. Lt., New Delhi.
- 4 Tulsian. Dr. P.C., Financial Management, S.Chand & Company Ltd., New Delhi.

Important Note:

The question paper setter should strictly follow the model question paper method.

**Part – A (20x1 = 20 Marks)**

Answer all questions (Four Questions from each Unit)

- |             |   |             |   |         |
|-------------|---|-------------|---|---------|
| 1. I Unit   | - | 4 Questions | - | Theory  |
| 2. II Unit  | - | 2 Questions | - | Theory  |
|             |   | 2 Questions | - | Problem |
| 3. III Unit | - | 2 Questions | - | Theory  |
|             |   | 2 Questions | - | Problem |
| 4. IV Unit  | - | 2 Questions | - | Theory  |
|             |   | 2 Questions | - | Problem |
| 5. V Unit   | - | 2 Questions | - | Theory  |
|             |   | 2 Questions | - | Problem |

**Part – B (5 x 3 = 15 Marks)**

- |             |   |                   |
|-------------|---|-------------------|
| 1. I Unit   | - | Theory Questions  |
| 2. II Unit  | - | Problem Questions |
| 3. III Unit | - | Theory Questions  |
| 4. IV Unit  | - | Problem Questions |
| 5. V Unit   | - | Problem Questions |

**Part – C (5 x 8 = 40 Marks)**

- |                                      |      |
|--------------------------------------|------|
| 1. Theory question from unit – I     | (or) |
| b). Problem from unit – I            |      |
| 2. a). Problem from unit – II        | (or) |
| b). Problem from unit – II           |      |
| 3. a). Problem from unit – III       | (or) |
| b). Problem from unit – III          |      |
| 4. a). Problem from unit – IV        | (or) |
| b). Problem from unit – IV           |      |
| 5. a). Theory question from unit – V | (or) |
| b). Problem from unit – V            |      |

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBA10 – Marketing Management**

Objective:

To facilitate learners understand the concepts of marketing management and acquiring the required skills to be an effective marketing manager.

**UNIT I:**

Marketing: Definition, importance and scope – Core marketing concepts, Company orientation towards marketplace – Marketing and customer value – Creating value, and customer relationship – Analyzing consumer markets - Identifying market segments and targets.

**UNIT II:**

Product characteristics and classifications – Product differentiation – Product and brand relationship - Packaging and labeling- New product development – Product life cycle marketing strategies – Brand equity – Measuring brand equity - Devising a branding strategy – Crafting the brand positioning.

**UNIT III:**

Pricing: Understanding pricing – Setting the price – Pricing Methods - Adapting the price – Initiating and responding to price changes.

Physical distribution: Marketing channels and value networks – Role of marketing channels – Channel design decisions – Channel management decisions – Channel conflict management.

**UNIT IV:**

Retailing - Private Labels – Wholesaling – Market logistics - Promotion: Role of marketing communication – Developing effective communication – Deciding the communication mix – Advertising (objective, budget) – Sales promotion (objectives, major decisions) – Events and experiences, Public relations.

**UNIT V:**

Direct marketing – Interactive marketing - word-of-mouth - Personal selling: Designing and managing sales force – Principles of personal selling - Trends in marketing practices: Internal marketing – Socially responsible marketing – Marketing implementation and control – Future of marketing.

Text Book:

- 1 Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha. 2012. Marketing Management. [Thirteenth Edition]. Pearson Education, New Delhi.

Reference Books:

- 1 Ramaswamy, V.S and Namakumari S, 2009. Marketing Management. [Third Edition]. Macmillan India Ltd, New Delhi.
- 2 Rajan Saxena. 2009. Marketing Management. [Fourth Edition]. Tata-McGraw Hill, New Delhi.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBA11 – Operations Research**

Objectives:

To learn the operations research concepts.

To apply various operations research methods for business decision making.

**UNIT I:**

Introduction to Operations Research – Evaluation – Definition – Scope – Model and Limitations of Operations Research – Linear Programming – Formulation – Graphical Solution.

**UNIT II:**

Transportation Model – North West Corner Rule – Least Cost Method – Vogel's Approximation Method – Test for Optimality – MODI Method – Assignment Problems – Hungarian Method.

**UNIT III:**

Game theory – Meaning and characteristics – Saddle point – Dominance property – Algebraic and Graphical solution – Decision theory and its applications – Decision making under risk – Uncertainty in decision making – Mini max – Maximin – Regret – Laplace Hurwicz Criteria.

**UNIT IV:**

Queuing Theory: General Structure of Queuing System – Operating Characteristics of Queuing System – M/M/I Model – Problems; Sequencing Problem – Processing N Jobs Through Two Machines – Processing N Jobs Through Three Machines.

**UNIT V:**

Simulation – Meaning and Types – Steps – Monte Carlo Simulation – Problems on Inventory, Queuing and Maintenance - Networks Analysis – Programme Evaluation and Review Technique (PERT) – Critical Path Method (CPM).

Text Book:

1. Sharma.J.K., Operations Research, Theory and Applications, Macmillan Publishers India Ltd., 5<sup>th</sup> Edition 2012.

Reference Books:

1. Kapoor .V.K - Operations Research Sultan Chand & Sons, 2014.
2. Srinivasan.G - Operations Research: Principles and Applications, PHI, 3<sup>rd</sup> Edition, 2017.
3. Wayne L. Winston - Operations Research: Applications and Algorithms Boork/ Cole, 4<sup>th</sup> Edition, 2013.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBA12 – Business Law**

Objective:

To make the students understand the legal environment and its impact on business operations.

**UNIT I:**

Introductory – Nature of Contract – Offer and Acceptance – Consideration – Capacity of Contract – Free Consent – Legality of Object – Void Agreements – Contingent Contracts – Performance of Contract – Discharge of Contract – Remedies for Breach of Contract.

**UNIT II:**

Indemnity and Guarantee – Contract of Indemnity – Contract of Guarantee – Extent of Surety's Liability – Kinds of Guarantee – Rights of Surety – Discharge of Surety.

**UNIT III:**

Bailment and Pledge – Classification of Bailment's – Law Relating to Lien – Finder of Goods – Termination of Bailment – Pledge – Rights and Duties of Pawnor and Pawnee – Pledge by Non-Owners.

**UNIT IV:**

Contract of Agency – Definition of Agent and Principal – Creation of Agency – Classification of Agents – Relations of Principal and Agent – Delegation of Authority.

**UNIT V:**

Formation of Contract of Sale – Subject Matter of Contract of Sale – Document of Title to Goods – Conditions and Warranties – Transfer of Property.

Text Book:

**1** Kapoor. N.D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

Reference Book:

1. Shukla. M.C., Mercantile Law, S.Chand & Company Ltd – New Delhi.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAF01 – Merchant Banking & Financial Services**

Objective:

To effectively understand the functions of Merchant Banking and to utilize the Financial Services in order to build the financial capabilities of an Industrial Organization.

**UNIT I: Merchant Banking – Introduction**

Finance – Meaning – Definition – Functions – Corporate Counseling Services – Project Counseling Services – Issue Management and Underwriting Services – Portfolio Management Services – Fixed Deposit Brokering Services.

**UNIT II: Merchant Banking – Regulatory Framework**

Introduction – SEBI Regulation – Registration of Merchant Bankers – General Obligation and Responsibilities – Procedure for Inspection – Procedure for action in case of default – Code of Conduct for Merchant Bankers – SEBI Guidelines.

**UNIT III: Public Issue Management**

Meaning – Definition – Functions – Mechanism – Categories of Securities Issue – Issue Manager – Role of Issue Manager – Activities involved in Public Issue Management.

**UNIT IV: Financial Services**

Concept of Financial Services - Functions – Characteristics – Financial Services Market – Meaning – Constituents – Growth of Financial Services Market – Financial Services Sector – Problems – Regulatory Framework.

**UNIT V: Recent Development in Financial Services**

Introduction – Consumer Finance – Hire Purchase Finance – Leasing – Mutual Fund – Bill Financing – Credit Syndication – Factoring and Forfaiting.

Reference Books:

- 1 Khan. M.Y., Financial Services, Tata McGraw Hill Publishing Co-Ltd.
- 2 Gurusamy. Dr.S., Merchant Banking and Financial Services, Thomson, Chennai.
- 3 Gurusamy. Dr.S., Financial Markets and Institutions, Thomson, Chennai.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAF02 – Investment Management**



Objective:

The purpose of this course is to acquaint the students to learn the investment details with practical application.

**UNIT I:**

Investment Management – Introduction: Meaning – Investment, Speculation, Gambling, Increasing Popularity of Investments – Investment Management – Meaning – Functions, Objectives, Features of Investment Programme – The Investment Process – Risks of Investment – Savings and Investment – Objectives of Investors – Sources of Investment Information.

**UNIT II:**

Investment Avenue: Introduction - Classification of Investments – Features of Investment Avenues – Macro Aspects of Savings and Investments – Modes of Investments - Mobilization of Savings for Investment.

**UNIT III:**

Investment Company: Introduction - Meaning – Concept – Types of Investment Companies – Open End Investment Companies and Closed End Investment Companies – SEBI Guidelines for Mutual Fund Authorization – RBI Guidelines on Mutual Funds – Mutual Fund 2000 – Mutual Fund Operations in India – Computation of Net Asset Value.

**UNIT IV:**

Security Credit Rating: Introduction – Definition of Credit Rating – Factors Affecting Assigned Ratings – Credit Rating in India – Functions, Benefits of Credit Rating – Disadvantages of Credit Rating – Types of Credit Rating – Credit Rating Agencies in India – CRISIL, ICRA, CARE, ONICRA - ONIOA – Individual Credit Rating Agency – International Credit Rating Agencies.

**UNIT V:**

Securities and Exchange Board of India (SEBI): Introduction – Objectives of SEBI – Functions of SEBI – Organization of SEBI – SEBI's Role in Primary Market – Secondary Market and SEBI – SEBI and the FIIs.

Reference Books:

- 1 Avadhani.V.A. , Investment and Securities Market in India, Himalaya Publishing House.
- 2 Bhalla.V.K., Investment Management, S.Chands & Company Ltd.
- 3 Punithavathi Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.
- 4 Donald E.Fisher and Ronald J. Jordan, Security Analysis and Portfolio Management, PHI/Pearson.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAF03 - International Financial Management**

Objective:

The objective is to make the students familiar with nature, scope and risks associated with financial transactions of internationally oriented organizations.

#### **UNIT I:**

Why study International Finance? – The nature of exposure and risk – Classification of foreign exchange exposure and risk.

Exchange rate regimes – The international monetary fund (IMF) –International liquidity and Special Drawing Rights ((SDR).

#### **UNIT II:**

Global financial market – domestic and offshore markets – Euromarkets – Interest rates in the global money market – An overview of money market instruments.

Structure of the foreign exchange market – Mechanics of currency trading – Exchange rate quotations - Exchange rate regimes in India.

#### **UNIT III:**

Forward contracts: Concept, terms and conditions -Futures contract: Major features, trading process (currency futures) –Futures price and expected spot prices.

Currency options - Elementary option strategies - Exchange rate – Exchange rate determination: Purchasing power parity theory.

#### **UNIT IV:**

Management of transactions exposure: Using the forward markets, invoice currency – Hedging with currency options –Hedging with currency futures – Internal hedging strategies.

Managing economic (operating exposure) exposure: Market selection, pricing, product and promotional strategy - Financial Swaps: Interest rate swaps and currency swaps.

#### **UNIT V:**

Short-term financial management in an MNC: Investing surplus funds –financing short-term deficits – Centralised versus decentralised cash management.

Long-term borrowing in the global financial markets: Major market segments (Bonds, Syndicated credits, Medium term notes & Committed Underwritten facilities), Equity financing in the international markets – The international financing decision.

Text Book:

- 1 Apte P G. 2009. International Financial Management. [Seventh Edition]. Tata McGraw Hill, New Delhi. (For Unit I, II, III, IV & V).
- 2 Alan C. Shapiro. 1998. Multinational Financial Management. [Fourth Edition]. Prentice-Hall of India, New Delhi. (For Unit IV).

Reference Books:

- 1 Maurice D. Levi. 1996. International Finance: The markets and financial management of multinational business. [Third Edition]. McGraw Hill.
- 2 Adrian Buckley. 2003. Multinational Finance. [Fifth Edition]. Prentice-Hall.
- 3 Ian Giddy. 1993. Global Financial Markets. [Fifth Edition]. South-Western College Publishers.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAH01 - Human Resources Training and Development**

Objective:

To familiarize the students with the basic concepts of training process, training methods and training strategies adopted in organizations.

**UNIT I:**

Training: An Overview – Role of Training in Organizations – Structure of Training Organizations – Training Process Model – Forces Influencing the Workplace and Training – Learning Theories & Training – The Trainer: Roles and Competencies of Trainers - Emerging Training & Development Practices – Business Strategy and Training – Strategies for Effective HR Training & Development.

**UNIT II:**

Training Needs Analysis – Why, When and Where to look for performance discrepancies – Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques - Training Design: Organizational/Environmental constraints – Training Objectives – Facilitation of Learning – Training Design Process – Key Factors in Designing – Training Design Theories.

**UNIT III:**

Training Evaluation: Rationale for Evaluation – Training outcomes – Training Evaluation Design Issues – Types of Evaluation Techniques & Instruments – Costing Training Programmes – Measuring ROI of Training Programmes.

**UNIT IV:**

Training Methods: Matching Training Methods with Outcomes – Lectures & Demonstrations, Computer-based Training, Games & Simulations, On-the-Job Training – Audiovisual Enhancements to Training – Training Facilities – Key Areas of Organizational Training: Orientation Training, Diversity Training, Team Training, and other Training Programmes & Issues – Impact of Technology on Training – Choosing a Training Method — Training of Special Groups.

**UNIT V:**

Management Development – Training vs. Development – Importance of Management Development – Management Development Implications – Approaches for Management Development – Strategies for Development of Technical Managers, Executives and Future Executives.

Reference Books:

1. Agochiya: Every Trainer's Handbook, Sage Publications.
2. Graig. R.L. : Training and Development Handbook, McGraw Hill international
3. Lynton and Pareek, Training for Organisational Transformation, Sage Publications.
4. Dayal. I: Management Training in Organisation, Prentice Hall of India
5. Kirpatrick.D.L. : Evaluating Training Programmes, Berret-Koehler, San Francisco.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAH02 – Human Resources Information System**

Objective:

To understand the importance of information system in human resource administration and to know the technologies and methods used for effective decision making in Human Resource Function.

**UNIT I:**

Human Resource Information System - Meaning and Definition - Importance - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Overview of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens]

**UNIT II:**

The Role of Information Technology: Database Concepts and Applications in Human Resource Information Systems - Interface between HR and Technology - E-HRM and HRIS - System Development Process for an HRIS, The Systems Development Life Cycle.

**UNIT III:**

HR Administration and Human Resource Information Systems: Technology Support for Job Analysis - Approaches and Techniques - HRIS Applications - HRIS Environment and Other Aspects of HR Administration - Organizing Approaches.

**UNIT IV:**

Recruitment and Selection in an Internet Context: Recruitment and Technology - Online Recruitment and its impact - Attributes of Recruiting through Web Site - Recruitment Strategies and Social Networking – Relationship between e-Recruiting and HRIS. Selection and Technology: Selection Tests and Assessments – importance - Technology Issues in Selection - Training and Development: Strategic Implications and Learning.

**UNIT V:**

The Future of Human Resource Information Systems: Emerging Trends in HRM and IT: Future Trends in HRM - Future Trends in HRIS- Bring Own Device - Software as a Service (SaaS) and the Cloud - Social Networking - Enterprise Portals - Open-Source Software - Evolving HRIS Technology Strategy - HRIS and Small Businesses – Other Future Trends in Workforce Technologies.

Reference Books

- 1) Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
- 2) Gueatal & Stone, The Brave New World of her, Jossey - Bass, 2005
- 3) Monk & Wagner, Concepts in Enterprise Resource Planning, Thomson, 2006.
- 4) Michael J. Kavanagh, Mohan Thite, Richard D. Johnson. Human Resource Information Systems - Sage Publication, Third Edition.
- 5) James A.O'Brien, Management Information Systems –Tata Mcgraw-Hill Edition, Eighth Edition, 2004.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAH03 – International Human Resources Management**

Objective:

To facilitate the students to understand and develop skills required to work in a multi-cultural work environment.

**UNIT I:**

Introduction to IHRM - Definition- Importance –Development of IHRM- IHRM and Domestic HRM - Models of IHRM- IHRM Strategies - Barriers in effective global HRM.

**UNIT II:**

International Workforce Planning and Staffing: International labour Market - International Recruitment function; cross-national advertising, e-recruitment; International staffing choice - approaches to multinational staffing decisions - Selection criteria and techniques - interviews for international selection - international staffing issues.

**UNIT III:**

International Compensation and International Employment Laws: International compensation and International Assignees - Forms of compensation - Key components of International Compensation - Approaches to international compensation - Emerging issues in compensation Management.

**UNIT IV:**

Developing Global Mindset: Global Leadership - Cross cultural context and International assignees - Training & Development of International Staff - Types of expatriate training, sensitivity training - Career Development - Repatriate Training - Developing International Staff and Multinational Teams - Knowledge Transfer in Multinational Companies.

**UNIT V:**

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Reference Books

1. Nilanjan Sengupta, Mousumi S Bhattacharya, International Human Resource Management, Excel Books, First Edition 2007.
2. Monir H. Tayeb, International Human Resource Management, Oxford University Press, 2005.
3. Peter J. Dowling, Denise E. Welch, International Human Resource Management, South Western Cengage Learning, Fourth Edition.
4. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, SAGE, 2011.
5. Rao. P.L., International Human Resource Management: Text and Cases, Excel Books, Reprint
6. Dennis Briscoe, Randall Schuler, Ibraiz Tarique, Taylor & Francis, International Human Resource Management: Policies and Practices, 2012.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAP01 - Supply Chain Management**

Objective:

To examine the strategic role of Logistics and Supply Chain Management tools, elements and techniques which help a firm sustain its competitive advantage position.

**UNIT I:**

Introduction to Supply Chain Management (SCM) – Concept and Components of SCM – Features and Strategic Issues in SCM – Value Chain Management and Customer Relations Management.

**UNIT II:**

Customer Focus in SCM – Demand Planning – Purchase Planning – Make or Buy Decision – Indigenous and Global Sourcing – Development and Management of Suppliers – Legal Aspects of Buying – Cost Management – Negotiating for Purchasing / Sub Contracting.

**UNIT III:**

Manufacturing Scheduling – Manufacturing Flow System – Work Flow Automation – Dynamic Optimization - Material Handling – Design and Decision – Warehousing and Storekeeping – Strategies of Warehousing and Storekeeping.

**UNIT IV:**

Logistics Management – Role of Logistics in SCM – Integrated Logistics Management – Transportation Design and Decision – Multi Modalism – Third Party Logistics – Facilities Management – (Port/Airport/ICD's) – Channels of Distribution – Logistics and Customer Service.

**UNIT V:**

Modern Practices in Supply Chain Management – Role of technology in SCM - Organizational Issues to Implement SCM – International Logistics – Ocean Carrier Management – Import – Export Logistics Management.

Reference Books:

- 1 Christopher, Logistics and Supply Chain Management, Ricahrd Irwin, 1994.
- 2 Sahay.B.S., Supply Chain Management for Global Competitiveness, Mac Millar, 1999.
- 3 Donald J.Bowersox and devid J.Closs, Logistical Management, Tata Mc Graw Hill.
- 4 David Taylor and David Brunt, Manufacturing Operations and Supply Chain Management, Vikas Thomson.
- 5 John Wiley & Sons, Global Operations and Logistics, New York, 2002.
- 6 Chopra, Supply Chain Management, 2<sup>nd</sup> Edition – Person.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAP02 - Total Quality Management**

Objective:

To enhance students knowledge about quality concepts and to learn the tools and techniques of Total Quality Management so as to design and produce World Class Products

**UNIT I:**

Principles of Quality Management: Definitions of Quality – Quality Philosophies of Deming – Crosby and Miller – Service Vs. Product Quality – Customer Focus – Quality and Business Performance - Leadership for Quality Management – Quality Planning – Designing for Quality - Manufacturing for Quality – Vision and Mission Statements and Quality Policy.

**UNIT II:**

Total Quality Management: Evaluation for TQM - TQM Models – Human and System Components – Continuous Improvement Strategies – Deming Wheel – Internal, External Customer Concept – Customer Satisfaction Index – Customer Retention- Team Work and Team Building – Empowerment – TQM Culture – Quality Circles – KAIZEN – Top Management Commitment and involvement.

**UNIT III:**

Quality Management Tools for Business Applications: Principles and Applications of Quality Function Development – Failure Mode and Effect Analysis – Taguchi Techniques – Seven old QC Tools – Seven New Management Tools – Statistical Quality Control Techniques (only Theory and no Problems) – Mistake Proofing – Benchmarking – 8D Methodology.

**UNIT IV:**

Quality Imperatives for Business Improvement: Dimensions of Quality - Reliability Prediction Analysis – Total Productive Maintenance – Costs of Quality – Business Process Reengineering – Process Capability Analysis – Quality Assurance and ISO9000 Certification – ISO 9001:2000.

**UNIT V:**

TQM Implementation Strategies: Organizational Structure and Mindset of Individuals – Motivational aspects of TQM – Change Management Strategies – Training for TQM – TQM Road Map – Quality Improvement Index – Six Sigma concept.

Reference Books:

- 1 Dale H.Besterfield et al, Total Quality Management, Pearson Education.
- 2 Jain.P.L., Quality Control and Total Quality Management, Tata McGraw Hill.
- 3 Poornima M.Charantimath, Total Quality Management, Pearson Education.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAP03 - Integrated Materials Management**

Objective:



To examine the techniques for effective materials planning, purchasing and storing to ensure minimum material cost and maximize product quality

**UNIT I:**

Materials Management – Meaning – Need and Importance – Functional areas of materials management – Material planning – Budgeting – Modern developments in materials management – Applications.

**UNIT II:**

Purchasing – Planning – Letter of Intent – Vendor selection – Sources of supply – Vendor rating techniques – Purchase process – Tender and quotation – Quality control in purchase – Transportation management – Procedure for foreign purchase – JIT system.

**UNIT III:**

Materials receipt – Storage – Stores management – Stores system and Equipments – Stores records – Standardization and Codification – KANBAN – Warehouse management – Inventory control – Models – Deterministic and probabilistic models – Probabilistic model – Problems and techniques.

**UNIT IV:**

Inventory control – Deterministic model – EOQ models – Inventory systems – Reorder level – Inventory control methods – ABC analysis.

**UNIT V:**

Materials handling – Importance – Equipment – Obsolete and waste management – Materials insurance – Logistics and supply chain management – Fundamentals.

Reference Books:

- 1 Gopalakrishnan, Integrated Materials Management, Tata McGraw Hill.
- 2 Chase, Aquitano, Jacobs, Production and Operations Management: Manufacturing and Services, Tata McGraw Hill.

For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards

**18MBA14 - Strategic Management**

Objectives:

Strategic management is concerned with the long-term direction, scope and performance of an organization. This course addresses the strategic management of organisations, including the formulation of longer term strategic directions, the planning of objectives and supporting strategies, and the control of strategic implementation. It provides students with an understanding of the approaches and tools for planning and controlling strategy at the organisation and sub-unit levels, as well as experience in case analysis and practical application of planning and control skills.

**UNIT I:**

Strategy: Meaning and Definition – Differences between policy, strategy and Tactics - Levels of Strategy – Strategic Management: Meaning – importance – benefits - Process of Strategic Management – Strategists and their role in Strategic Management.

**UNIT II:**

Strategy formulation: Vision and Mission statements – Goals and Objectives – External Environment: Market – Technological – Supplier – Economic – Regulatory – Political – Socio-Cultural and International Environment – Techniques of Environmental Analysis – Internal competencies and Resources: Organizational Capability Profile (OCP) – Strategic Advantage Profile (SAP) – Value chain analysis.

**UNIT III:**

Strategy Alternatives: Corporate Level Strategies – Grand Strategies – Stability – Expansion – Retrenchment – Combination – Business Level Strategies – Porter’s Generic Business Strategies.

**UNIT IV:**

Strategic Analysis and Choice: Corporate Level Strategic Analysis – Boston Consulting Group (BCG) Matrix – General Electric (GE) Nine Cell Matrix – SWOT Analysis – Business Level Strategic Analysis – Michael Porter’s Five Force Model –Mc Kinsey’s 7s Framework.

**UNIT V:**

Strategy Implementation and Evaluation: Project and Procedural Implementation – Resource Allocation – Structural – Behavioral – Functional and Operational Implementation -

Strategic Evaluation and Control – Skills for strategists: Problem solving and decision making skills – Forward planning and strategic thinking skills – Leadership skills.

Reference Books:

- 1 Charles W.L.Hill and Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Houghton Mifflin Company, Princeton New Jersey, All India Publishers and Distributors.
- 2 Thomas L. Wheelen and J. David Hunger, Concepts of Strategic Management and Business Policy, Pearson Education.
- 3 Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd.
- 4 A Nag, Strategic Management, Vikas Publishing House Pvt. Ltd

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBA15 – Entrepreneurship**

Objective:

The purpose of the course is to impart depth knowledge of the entrepreneurship and entrepreneur concept. The students are equipped to start their own business.

**UNIT I:**

Concept of Entrepreneur and Entrepreneurship – Major Entrepreneurial Competencies – Qualities of Successful Entrepreneur - Types of Entrepreneur – Knowledge and Skills required for Entrepreneur – Women Entrepreneur – Growth of Entrepreneurship in India.

**UNIT II:**

Entrepreneurial Environment – Economic and Non Economic Factors – Entrepreneurial Motivation – Need, Objectives, Contents, Phases and Evaluation of EDPs.

**UNIT III:**

Project Identification and Selection – Project Formulation – Significance, Contents and formulation of a Project Report – Project Appraisal – Methods of Project Appraisal.

**UNIT IV:**

Institutional Finance – Term Lending Institutions – Commercial Banks – State Finance Corporations – TIIC – Technical Support Small Industries Development Bank of India (SIDBI), Small Industries Service Institute (SISI), District Industries Centre (DIC), SIDCO, SIPCOT and ITCOT.

**UNIT V:**

Government Policy for Small Scale Enterprises - Growth Strategies - Product Launching - Monitoring and Evaluation of Small Business – Industrial Sickness – Causes & Consequences – Preventing Sickness.

Text Book:

1. Khanka.S.S., Entrepreneurial Development, S.Chand and Company Limited, New Delhi.

Reference Books:

1. Prasanna Chandra, Project Planning, Analysis, Selection Implementation & Review, Tata Mc Graw Publications.
2. Jain.P.C., Hand Book for New Entrepreneur, Oxford University Press, New Delhi.
3. Hisrich, Entrepreneurship, Tata Mc Graw Hill, New Delhi.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAM01 – International Marketing Management**

Objective:

The objective is to impart knowledge and skill of analysis on operational processes of business between two or more nations.

**UNIT – I:**

International Marketing/Business: Meaning, advantages, problems. Globalization – Meaning, Drivers - Stages of internationalization – Differences between domestic business and international business, International Orientations.

Theories of International Trade: Mercantilism, Absolute advantage theory by Adam Smith, Comparative Cost Advantage theory by David Ricardo, Relative factor endowments theory by Heckscher-Ohlin, International Product Life Cycle theory by Raymond Vernon and National Competitive Advantage theory by Michael E Porter.

**UNIT – II:**

International Socio-Cultural environment and other factors in brief - Levels of integration – Trade Blocks: North American Free Trade Agreement (NAFTA), Association of South East Asian Nations (ASEAN), European Union (EU) and The South Asian Association for Regional Cooperation (SAARC).

International market selection & Barriers - International market entry strategies Tariff and Non-tariff Barriers.

**UNIT – III:**

Challenges in international branding and packaging - International pricing decisions: Factors affecting international pricing - INCO Terms - Transfer pricing – Dumping - Counter trade.

Export procedures and documentation - Import Procedures - Methods of payments.

**UNIT – IV:**

International institutions: International Monetary Fund (IMF), World Bank group (International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) - International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA) and the International Centre for the Settlement of Investment Disputes (ICSID).

Evolution of General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO): Origin, objectives, functions, briefly about GATS, TRIPS and TRIMs - Dispute settlement mechanism under WTO.

**UNIT – V:**

India Focussed discussion on the following topics: Foreign trade Policy 2015-2020 (Chapter 2 & 3 in detail and other chapters in brief). Export promotion: Organizational Structure (Briefly discuss about various organizations).

India's trade: Direction, Composition and Trend - India's current Balance of Trade and Balance of Payments position. Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) investment into India. Emerging opportunities for global business.

Text Book:

1. Subba Rao P. 2008. International Business: Text and Cases. [Second Edition]. Himalaya Publishing House, New Delhi. (For Unit I, II, III & IV).
2. Francis Cherunilam. 2009. International Business: Text and Cases. [Fifth Edition]. PHI Publishing House, New Delhi. (For Unit II, IV & V).
3. Government of India, Foreign Trade Policy 2015-2020. (For Unit V).
4. Reserve Bank of India, Economic Survey of India 2016-17 or most recent. (For Unit V).

Reference Books:

1. Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashlak. 2010. International Management: Managing in a diverse and dynamic global environment. [Second Edition] Tata McGraw Hill, New Delhi.
2. Charles W L Hill and Arun K Jain. 2014. International Business: Competing in the Global Market Place. [Tenth Edition]. Tata McGraw Hill, New Delhi.
3. Bhalla, V.K. and Shiva Ramu, S. 2010. International Business: Environment and Management. [Thirteenth Edition]. Anmol Publications Pvt. Ltd., New Delhi.
4. John D. Daniels., Lee H. Radebaugh and Daniel P. Sullivan. 2012. International Business: Environment and Operations. [Fourteenth Edition]. Pearson Education, New Delhi.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAM02 - Services Marketing**

Objectives:

This course aims to provide students with an understanding of concepts, functions, and techniques in services marketing. The course also provides an in depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.

**UNIT I:**

Services: Definition – Product Vs Services – Special Characteristics – Classification of Services – Reasons for the Growth of Services Sector – Services Marketing Triangle: Internal Marketing – External Marketing – Interactive Marketing – Role of Technology in Services Marketing – Challenges and Issues in Service Marketing.

**UNIT II:**

Classification of Services - Services Quality – Definition of Quality – Developing Service Quality – Quality Standards – Bench Marking – PZB Model of SERVQUAL: Quality Gaps – Gaps Closing Strategies.

**UNIT III:**

Services Marketing Mix Elements: 7s Ps - Service Products – Service Life Cycle Strategies – New Service Development – Service Differentiation Strategies – Positioning Strategies – Pricing for Services: Objectives of Pricing – Price Terminologies – Pricing Strategies.

**UNIT IV:**

Service Distribution Difficulties and Strategies - Promoting the Services – Promotional mix – Media choice and selection – Integrated Marketing Communications - People and services – The role of employees in services marketing – Process strategies: Service Blue Print – Physical evidence strategies.

**UNIT V:**

Services Marketing – 7 Ps: Banks – Insurance – Transport – Telecommunication – Hospitals – Hotels – Tourism Industry – Consultancy – Legal services – BPO & KPOP - Advertising agencies – IT Enabled services – Personal services.

Reference Books:

- 1 Helen Woodruffe, Services Marketing
- 2 Jha S.M, Services Marketing
- 3 Adrian Payne. L, The Essence of Services Marketing
- 4 Mary Ann Pezzullo, Marketing Financial Services
- 5 Christopher Lovelock, Service Marketing, Pearsons

For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards

**18MBAM03 – Brand Management**

Objectives:

This course aims to give the students a fundamental understanding of how to build, measure, and manage a brand. The students will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity.

**UNIT I: Introduction**

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand Significance of Brands – Different types of Brands – Co branding – Store Brands.

**UNIT II: Brand Strategies**

Strategic Brand Management Process – Building a Strong Brand – Brand Positioning – Establishing brand values – Brand Vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

**UNIT III: Brand Communications**

Brand Image Building – Brand Loyalty Programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand promotions.

**UNIT IV: Brand Extension**

Brand Adoption Practices – Different type of Brand Extension – Factors Influencing Decision for Extension – Re-Branding and Re-launching.

**UNIT V: Brand Performance:**

Measuring Brand Performance – Brand Equity Management – Global Branding Strategies – Brand Audit – Brand Equity Measurement – Brand Leverage – Role of Brand Managers – Branding Challenges & Opportunities.

Text Books:

1. Kevin Lane Keller, Strategic Brand Management: Building; Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAS01 - Systems Management**



Objectives:

To learn the concepts of system analysis and tools.

To understand the applications of concepts to design a system.

**UNIT I:**

System Analysis Fundamentals: Role of System Analyst – Organizational Style and its Impact on Information Systems – Analysis and Design Activities – Feasibility Study.

**UNIT II:**

System Analysis Tools: DFD – Decision Tables – Warnier Orr Diagrams – HIPO Charts – Process Flow Charts – System Flow Chart.

**UNIT III:**

System Analysis: System Development Life Cycle – Information Gathering – Problem Solving Approach – Operating System-need, importance and Design.

**UNIT IV:**

System Design: Designing Effective Input and Output – Designing Database and Files – Designing User Interface – Designing Accurate Data Entry Procedures.

**UNIT V:**

System Implementation: System Testing - Conversion – Post Implementation and Review – Software Maintenance – Hardware and Software Selection – Security, Disaster and Recovery.

Text book:

1. Senn – Analysis & Design of Information Systems, Tata McGraw Hill Education 2<sup>nd</sup> Edition.

References Books:

- 1 Jain.V.K. – System Analysis & Design, Hand Book, Dream Tech Press, 2000.
- 2 Kendall, System Analysis and Design, Pearson Publication 9<sup>th</sup> Edition 2015.
- 3 Dennis, Wixom, Roth –System Analysis and Design, Wiley, 6<sup>th</sup> Edition, 2 016.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAS02 – Business Application Software**

Objectives:

To familiarise the business application software package and their uses.

**UNIT I:**

Business Application Software – Objectives – Importance – Areas of Application – Developing Business Application Software – Difference Between Ready to Use and Customer Oriented Softwares.

**UNIT II:**

ERP – Meaning – Objectives – Uses – Modules – Types – ERP Softwares and Features.

**UNIT III:**

SAP – Meaning – Objectives – Uses – Modules – Types – SAP Development and Applications – SAP Softwares and Features.

**UNIT IV:**

Tally – Objectives – Uses – Modules – Version of Tally and its Business Applications – Other Financial Application Softwares.

**UNIT V:**

Functional Application Softwares – Market research Softwares – Open Access Softwares – Project Management Softwares – Features and Uses of above Softwares.

References Books:

- 1 Langenwaller, Enterprise Resource Planning and Beyond, G.A. 2000, Boca Raton, FL, St. Lucie Press.
- 2 ISN.Varma, SAP BASIS, Complete Guide (PDF) Based on SAP R/34.6, www.stectues.com

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAS03 - E-Commerce**

Objectives:

To learn the concepts and methods of E commerce  
To understand the E-commerce developments.

**UNIT I:**

Introduction to E-Commerce – Traditional Commerce Vs E-commerce – Economic Forces for E-Commerce – Value Chains – Technology Infrastructure – The Internet and the World Wide Web – Origin and Growth – Internet Protocols – Markup Languages – Internet Connection Options.

**UNIT II:**

Business Strategies for E-Commerce – B to B Strategies –Electronic Data Interchange – EDI to E-Commerce – Supply Chain Management – Purchasing, Logistics and Support Activities – Electronic Market Places and Portals – Web Auctions and Related Business.

**UNIT III:**

Marketing on the Web – Strategies – Communication – Customer Behaviour and Relationship Intensity – Advertising – E-Mail Marketing – CRM – Brands on the Web – Elements – Selling on the Web – Revenue Models – Web Site Usability – Online Trading – E-Banking.

**UNIT IV:**

Environment of E-Commerce – International Nature – Legal Environment –Ethical Issues – E-Commerce Security – Objectives – Protecting Client Computers – Protecting E-Commerce Channels – Protecting the Web Server.

**UNIT V:**

Payment Systems for E-Commerce – Payment Cards – E Cash – Electronic Wallets – ATM & Debit Cards – Stored Value Cards – Planning for E-Commerce Initiatives – Managing Implementations.

Text book:

1. Pandey.U.S., Saurabh shukla – E commerce and Mobile commerce Technologies, S.Chand, 2007.

References:

1. Janice Rayolds – The Complete E commerce Book: CRC Press, 2<sup>nd</sup> Edition 2004.
2. Tanner Lers Son – E- Commerce Evolved, Create Space Indepent Publishing, 1<sup>st</sup> Edition 2016.
3. Gary P.S. Chinder, Ecommerce: Strategy, Technology and Implementation Engage Publishing, 2007.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAL1 – Management Information System & Lab**

Objective:

To understand about Information Technology and Information System, E-Commerce, Tally and SPSS with practical knowledge

**UNIT I:**

Introduction to Computers - Data & Information – Classification– Fundamental Roles of IS – Components – Resources – Types – Information Resources Management.

**UNIT II:**

Information Systems – Functional Areas – Marketing, Production, Finance, Personnel Management – Information System Levels – DSS, EIS, ES – Comparison, Managing Global Information System.

**UNIT III:**

Introduction to Internet - Search Engines – Email – Electronic Communication System – E-Commerce – Applications – Electronic Payment System -Business Decisions using Online.

**UNIT IV:**

Business Application Software – Office Application – Word – Spread Sheet – Power Point and Access (Practical).

**UNIT V:**

Business and Management Application Packages – Research Analysis Packages – SPSS etc. – Accounting Packages – Tally etc. – Marketing Packages – Production Packages – HR Packages (Practical).

Reference Books:

1. Gordon B.Davis – Management Information System: Conceptual Foundation, Structure and Development, Mc Graw Hill.
2. James A O'Brien, Management Information Systems, A Managerial user

Note:

The subject is practical in nature with 25 marks for internal and 75 marks for external practical's with internal and external examiner.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAEDC1 – Fundamentals of Marketing**

Objective:

To facilitate learners understand the concepts of marketing management and acquiring the required skills to be an effective marketing manager.

**UNIT I:**

Introduction: Meaning and Definition of Marketing – Scope of Marketing – Evolution of Marketing – Concepts – Production Concept – Product Concept – Marketing Myopia – Selling Concept – Marketing Concept Societal Marketing Concept.

**UNIT II:**

Marketing and Its Environment: Micro Environment (Company – Suppliers- Marketing Intermediaries – Customers – Connectors Publics) Macro Environment (Demographic- Economic- Natural – Technological – Political – Legal and Regulatory Culture -Social) – International Marketing (Global Markets – GATT and WTO).

**UNIT III:**

Market segmentation: Concept of Target Market – Diffused Market – Concentrated Market – Clustered Market – Market Segmentation (Concept – Types – Patterns – Benefits- Requirements for Effective Segmentation) – Market Segmentation Analysis for given Products – Product Positioning (Types of Positioning).

**UNIT IV:**

Pricing decisions: Objectives and Strategies; Channel Managements: Selection Factors – Functions – Promotions: Advertising – Personal Selling – Sales promotions –Publicity – Modern marketing trends.

**UNIT V:**

Consumer and Organizational Behavior: Consumer Behavior (Nature-Scope-Importance) – Factors influencing Consumer behavior (Economic Psychological – Cultural – Social and Personal) – Steps in Consumer Decision Process.

Text Book:

1. Ramasamy and Namakumari, Marketing Management, Mac Millan India.

Reference Books:

1. Philip Kotler, Marketing Management, Prentice Hall of India (P) Ltd.
2. William J.Stanton, Michael, J.K.Etzel, Fundamentals of Marketing, McGraw Hill Publication, New York.

**For the Candidates Admitted to MBA Programme of University Department from 2018-2019 onwards**

**18MBAEDC2 – Entrepreneurship**

Objective:

The purpose of the course is to impart depth knowledge of the concept of entrepreneurship and entrepreneur. The students are equipped to start their own business.

**UNIT I:**

Concept of Entrepreneur and Entrepreneurship – Major Entrepreneurial Competencies – Qualities of Successful Entrepreneur - Types of Entrepreneur – Knowledge and Skills required for Entrepreneur – Women Entrepreneur – Growth of Entrepreneurship in India.

**UNIT II:**

Entrepreneurial Environment – Economic and Non Economic Factors – Entrepreneurial Motivation – Need, Objectives, Contents, Phases and Evaluation of EDPs.

**UNIT III:**

Project Identification and Selection – Project Formulation – Significance, Contents and formulation of a Project Report – Project Appraisal – Methods of Project Appraisal.

**UNIT IV:**

Institutional Finance – Term Lending Institutions – Commercial Banks – State Finance Corporations – TIIC – Technical Support Small Industries Development Bank of India (SIDBI), Small Industries Service Institute (SISI), District Industries Centre (DIC), SIDCO, SIPCOT and ITCOT.

**UNIT V:**

Government Policy for Small Scale Enterprises - Growth Strategies - Product Launching - Monitoring and Evaluation of Small Business – Industrial Sickness – Causes & Consequences – Preventing Sickness.

Text Book:

1\_\_ S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi.

Reference Books:

1. Prasanna Chandra, Project Planning, Analysis, Selection Implementation & Review, Tata Mc Graw Publications.
2. Jain.P.C., Hand Book for New Entrepreneur, Oxford University Press, New Delhi.
3. Hisrich, Entrepreneurship, Tata Mc Graw Hill, New Delhi.