



PERIYAR UNIVERSITY

PERIYAR PALKALAI NAGAR

SALEM – 636011

**DEGREE OF MASTER OF MANAGEMENT
CHOICE BASED CREDIT SYSTEM**

**SYLLABUS FOR
MASTER OF BUSINESS ADMINISTRATION
(M.B.A.)
(SEMESTER PATTERN)**

**(For Candidates admitted in the Colleges affiliated to
Periyar University from 2017-2018 onwards)**

REGULATIONS

1. ELIGIBILITY FOR ADMISSION:

Candidates for admission to the first year of the Master of Business Administration full-time degree programme shall be required to possess a Bachelor's Degree of any Recognized University.

2. DURATION OF THE PROGRAMME:

The programme shall extend over a period of two academic years consisting of four semesters. Each academic year will be divided into two semesters. The first semester will consist of the period from July to November and the second semester from December to March.

3. COURSE OF THE STUDY:

The candidates shall take 6 core courses (6 theory subjects) in the first semester, 5 core courses, 1 Extra Disciplinary Course and a Practical skill oriented course Institutional Training in the Second semester. During the vacation between I and II semesters the students have to undertake Institutional Training. Apart from this 1 Course on Human Rights will be taken in the II Semester. There shall be 2 core courses and 3 specialization courses and one EDC in the third semester. Fourth semester consists of 3 specialization courses and a project Study.

4. ATTENDANCE REQUIREMENT:

A candidate will be permitted to appear for the University examination only if he/she secures not less than 75% of attendance in each semester (Minimum number or working days in each semester shall be 90).

5. EXAMINATION:

University examinations will be conducted in November/December for odd and April/May for even semesters.

A candidate shall register for the University Examination (written and / or Project Work and Viva Voce) pertaining to the semester under progress and also for the arrears of earlier semester subjects, if any.

6. PASSING MINIMUM:

In the end semester examination, the candidate has to score 50% i.e., 38 out of 75 marks, for a pass. There is no minimum requirement for continuous internal assessment. Putting together (end semester examination and continuous internal assessment), the candidate has to score a minimum of 50 out of 100 marks for a pass in the course.

COURSE OF STUDY AND SCHEME OF EXAMINATION

S.No.	Paper Code	Subject Title	University Examination			Credits
			Internal (25%)	External (75%)	Total	
SEMESTER I						
1	Core I	Fundamentals of Management and Communication	25	75	100	04
2	Core II	Economics for Managers	25	75	100	04
3	Core III	Organisational Behaviour	25	75	100	04
4	Core IV	Contemporary Accounting Practices	25	75	100	04
5	Core V	Business Law	25	75	100	04
6	Core VI	Business Research Methods	25	75	100	04
SEMESTER II						
1	Core VII	Operations Management	25	75	100	04
2	Core VIII	Financial Management	25	75	100	04
3	Core IX	Marketing Management	25	75	100	04
4	Core X	Human Resource Management	25	75	100	04
5	Core XI	Management Information System Theory - 60 Marks, Practical - 40 Marks			100	04
6	EDC	Extra Disciplinary Course - 1	25	75	100	04
7	Common Paper	Human Rights	25	75	100	02
8		Corporate Employability Skills		50	02	
9		Institutional Training		50	02	

The MIS practical will be evaluated out of (40 marks) on the basis of practical examination conducted by Periyar University. The external examiner will be deputed by the University. The practical examination should focus only on fourth and fifth units of this paper.

Theory examination will be conducted for the remaining 60 marks and the questions will be asked from all the five units of the syllabus. There is no internal marks for this paper.

Extra Disciplinary Course (EDC) offered by the MBA department are Entrepreneurship Development & Stress Management.

Institutional Training

The institutional training is the essential requirement and integral part of the curriculum for the successful completion of the MBA programme. It is designed for MBA students to improve their business skills and gain practical Experience. The essence of the institutional training is to help the student to develop the ability to apply multi-disciplinary concepts, tools and techniques to solve industrial problems.

Supervision, Dates and Duration:

Every student has to undergo an institutional training for a minimum period of 2 weeks after completion of the first semester and before the start of second semester.

All the students will have to submit their institutional training report within a period of 2 weeks on completion of the institutional training in the department. Each student will be attached with the faculty guide and the guide will evaluate the report for a maximum of 50 marks (Only Internal Evaluation and No External Evaluation) and the same will be sent to the controller of examinations, Periyar University immediately as the marks need to be incorporated in second semester.

Mode of Evaluation for Corporate Employability Skills:

Report Should be Prepared individually based on the Practical Assignments listed in the syllabus .This Paper will be introduced as a Practical Paper in second semester and Viva voce examination will be conducted by MBA Board with Internal and External Examiners. No Theory Examination will be conducted for this Paper.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

S.No.	Paper Code	Subject Title	University Examination			Credits
			Internal (25%)	External (75%)	Total	
SEMESTER III						
1	Core XII	Strategic Management	25	75	100	04
2	Core XIII	Global Business Management	25	75	100	04
3	Elective I		25	75	100	04
4	Elective II		25	75	100	04
5	Elective III		25	75	100	04
6	EDC	Extra Disciplinary Course - 2	25	75	100	04

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
AREA: FINANCE

S.No.	Paper Code	Elective Subject Title	University Examination			Credits
			Internal (25%)	External (75%)	Total	
SEMESTER III						
1	Elective I	Financial Services	25	75	100	04
2	Elective II	Security Analysis and Portfolio Management	25	75	100	04
3	Elective III	Strategic Financial Management	25	75	100	04

AREA: HUMAN RESOURCE

S.No.	Paper Code	Elective Subject Title	University Examination			Credits
			Internal (25%)	External (75%)	Total	
SEMESTER III						
1	Elective I	Strategic Human Resource Management	25	75	100	04
2	Elective II	Labour Legislation	25	75	100	04
3	Elective III	Team Building and Conflict Management	25	75	100	04

AREA: OPERATIONS

S.No.	Paper Code	Elective Subject Title	University Examination			Credits
			Internal (25%)	External (75%)	Total	
SEMESTER III						
1	Elective I	Technology Management	25	75	100	04
2	Elective II	Total Quality Management	25	75	100	04
3	Elective III	Supply Chain Management	25	75	100	04

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

S.No.	Paper Code	Subject Title	University Examination			Credits
			Internal (25%)	External (75%)	Total	
SEMESTER IV						
1		Elective IV	25	75	100	04
2		Elective V	25	75	100	04
3		Elective VI	25	75	100	04
4		Project Work			200	06

In the IV semester, the student has to avail 40 working days for project data collection and analysis in consultation with the faculty guide. The report has to be submitted before the last working day of the IV 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. Apart from the project report, the student has to select any one of the following specializations and has to undergo all the three courses of that specialization for a period of 50 working days in that semester.

**ELECTIVES IN IV SEMESTER
AREA: MARKETING**

S.No.	Paper Code	Elective Subject Title	University Examination			Credits
			Internal (25%)	External (75%)	Total	
SEMESTER IV						
1	Elective IV	Retail Management	25	75	100	04
2	Elective V	Services Marketing	25	75	100	04
3	Elective VI	Integrated Marketing Communication	25	75	100	04

ELECTIVES IN IV SEMESTER
AREA: SYSTEMS

S.No.	Paper Code	Elective Subject Title	University Examination			Credits
			Internal (25%)	External (75%)	Total	
SEMESTER IV						
1	Elective IV	System Analysis and Design	25	75	100	04
2	Elective V	Software Project Management	25	75	100	04
3	Elective VI	Decision Support Systems	25	75	100	04

QUESTION PAPER PATTERN

(for all MBA Subjects except Management Information System)

Time: 3 Hrs

Max. Marks: 75

Section - A

Answer all the questions

5X3=15 Marks

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

Section - B

Answer all the questions

5X10=50 Marks

6. (a) or (b) From Unit - I
7. (a) or (b) From Unit - II
8. (a) or (b) From Unit - III
9. (a) or (b) From Unit - IV
10. (a) or (b) From Unit - V

Section - C

11. Case study (Compulsory)

1X10=10 Marks

QUESTION PAPER PATTERN

(Management Information System of MBA Course only)

Time: 3 Hrs

Max. Marks: 60

Section - A

Answer all the questions

5X3=15 Marks

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

Section - B

Answer all the questions

5X7=35 Marks

6. (a) or (b) From Unit - I
7. (a) or (b) From Unit - II
8. (a) or (b) From Unit - III
9. (a) or (b) From Unit - IV
10. (a) or (b) From Unit - V

Section - C

11. Case study (Compulsory)

1X10=10 Marks

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER I

**CORE I - FUNDAMENTALS OF MANAGEMENT AND
COMMUNICATION**

UNIT I:

Management – Definition - Evolution of Management – Function – Importance - Management and Administration, Scope, MBO, MBE, Approaches in Management –Scientific, System and Contingency – Contribution of F.W.Taylor, Henri Fayol, Mary Parker Follet, Likert, Bernard, Peter Drucker,Porter.

UNIT II:

Planning: Steps - Planning Premises – Types - Decision Making – Process - Decision Trees - Organizing: Types of Organisation Structure - Centralization and Decentralization - Staffing and Directing: Importance and Principles.

UNIT III:

Co-ordination: Process – Principles, Controlling -Process – Principles – Techniques - Knowledge Management - Creativity and Innovation – BPO - Challenges to Management in Globalised Era

UNIT IV:

Communication - Meaning and Significance for Management - Types of Communication – Media - Barriers to Communication - Principles of effective Communication - Correspondence - Norms for Business Letters - Letter for different kinds of Situations - Personalized Stand Letters, Enquiries, Customers' Complaints, and Collection Letters - Sales Promotion Letters.

UNIT V:

Non-Verbal Communication - Personal Appearance, Posture - Dyadic Communication-Face to Face Communication - Telephonic Conversation - Conducting Meetings - Procedure - Preparing Agenda, Minutes and Resolutions - Conducting Seminars and Conferences:-Regulating Speech- Procedure - Drafting Speech.

TEXT BOOK:

1. Management, Robbins and Coulter, Pearson Education.

REFERENCE BOOKS:

1. Management, A Competency-based Approach, Hellriegel, Jackson & Slocum, Thomson South-Western.
2. Management, Stoner, Freeman & Gilbert, Pearson Education.
3. Principles & Practice of Management, L.M.Prasad, Sultan Chand & Sons.
4. Essentials of Management: An International Perspective, Koontz and Weirich, Tata McGraw -Hill.
5. Management, Richard L.Daft, Thomson South-Western.
6. Essentials of Business Communication, Rajendra Pal and J.S.Korlahalli, Sultan Chand & Sons.
7. Business Communication Strategies, Matthukutty M.Monippally, Tata Mc Graw Hill.
8. Business Communication-concepts, Cases and Applications, P.D.Chaturvedi, Mukesh Chaturvedi, Pearson Education.
9. Management, Michael A.Hitt, J.Stewart Black, Lyman W.Porter, Pearson Education.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER I

CORE II - ECONOMICS FOR MANAGERS

UNIT I:

Managerial Economics: Meaning, Definition, Functions (Decision Making and Forward Planning), Nature and Scope of Managerial Economics - Roles and responsibilities of Managerial Economist.

UNIT II:

Demand Analysis: Meaning, Definitions, Determinants and types of demand-Demand distinctions - Elasticity of Demand – Demand Forecasting - Methods of Demand Forecasting - Supply Function.

UNIT III:

Production Function: Law of Variable Proportion - Iso-quants - Returns to Scale - Expansion Path - Cost Analysis: Cost Concepts, Classification and Determinants - Cost Output Relationship - Break Even Analysis.

UNIT IV:

Price and Output Decisions under Different Market Structures – Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly - Pricing Policy and Practices: Pricing Objectives - Pricing Methods.

UNIT V:

National Income: Definition - Concepts of National Income - Methods of Calculation of National Income. Business Cycle: Phases of Business Cycle - Causes of Business Cycle – Inflation – Types – Causes – Effects - Balance of Trade and Balance of Payment.

Question Paper Pattern

Proportion of Theory and Problem has to be 80 :20

TEXT BOOK

Managerial Economics, R.L.Varshney and K.L. Maheshwari, Sultan Chand & Sons.

REFERENCE BOOKS:

1. Managerial Economics Theory and Applications, M.L.Trivedi, Tata McGraw- Hill.
2. Managerial Economics, Craig Peterson, Chris Lewis, Sudhir.K Jain, Pearson Education.
3. Managerial Economics (Analysis Problems and Cases), P.L.Mehta, Sultan Chand & Sons.
4. Managerial Economics and Financial Analysis, S.A. Siddiqui & A.S. Siddiqui, New Age International Publishers.
5. Managerial Economics, Atmanand, Excel Books.
6. Managerial Economics, Paul G.Keat & Philip K.Y.Young, Fourth Edition, Pearson Education.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER I

CORE III - ORGANISATIONAL BEHAVIOUR

UNIT I:

Meaning and Definition of Organisational Behaviour (OB) - Scope and Importance of OB - OB and other similar fields of studies – Disciplines Contributing to OB - Models of OB - Historical Evolution of OB - Hawthorne's Experiments and its Implications

UNIT II:

Learning - Meaning and Definition – Principles – Theories – Perception – Process - Factors Influencing Perception – Attitude – Nature - Functions – Formation - Changing Attitude.

UNIT III:

Personality – Nature – Types – Theories, Motivation – Nature – Theories, Job Satisfaction – Causes - Measuring of Job Satisfaction.

UNIT IV:

Group Dynamics – Nature - Process of Group Formation - Types – Group Decision Making - Power-sources-effective use of power. Leadership-importance-styles-theories.

Conflict-nature-process-levels. Stress-meaning-models-sources.

UNIT V:

Organisational Change and Development – Importance - Types - Integration of TQM and Re-engineering - Effectiveness of OD

TEXT BOOKS

Organizational Behaviour (Text, Cases and Games), K.Aswathappa, 8th Revised Edition, Himalaya Publishing.

REFERENCE BOOKS:

1. Organizational Behaviour, Stephen P.Robbins, Pearson Education.
2. Organizational Behaviour, Uma Sekaran, TATA McGraw Hill Company.
3. Organizational Theory and Behaviour, B.P. Singh, T.N. Chhabra,
4. Organizational Behaviour, Ian Brooks, Third Edition, Pearson Education.
5. Organizational Behaviour, Fred Luthans, Mc Graw Hill Book Company.

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SEMESTER I

CORE IV - CONTEMPORARY ACCOUNTING PRACTICES

UNIT I:

Financial Accounting – Definition – Concepts – Convention and Classification of Accounting – Distinction between Capital and Revenue items – Basic records – Construction of Financial Statements, GAAP&S (Generally Accepted Accounting Principles & Standards).

UNIT II:

Cost Accounting – Utility of Costing – Elements of Cost – Preparation of Cost Sheet – Methods of Costing – Job, Contract & Process Costing (Simple Problems only) – Marginal Costing – Cost Volume Profit Analysis- Application of Marginal Costing.

UNIT III:

Management Accounting – Definition - Distinction between Management and Cost Accounting, Management and Financial Accounting – Comparative and Common size Statement – Trend Percentage Analysis – Accounting Ratios and Limitations – Fund Flow Analysis - Cash Flow Analysis.

UNIT IV:

Standard Costing – Meaning - Differences between Standard Costing and Budgeting – Variance Analysis - Calculation of Material, Labour, Overhead, Sales & Profit Variance.

UNIT V:

Contemporary Accounting Techniques: Activity Based costing – Target Costing - Life Cycle Costing - Economic Value Added (EVA) – Responsibility Accounting.

Question Paper Pattern

Proportion of Theory and Problem has to be 60 :40

TEXT BOOKS

1. Management Accounting, M.Y Khan & P.K.Jain, Tata McGraw-Hill.
2. Contemporary Accounting Practices –Dr. V.R.Palanivelu Himalaya Publishing House –Mumbai.

REFERENCE BOOKS:

1. Management Accounting, R.S.N.Pillai And Bagavathi, S.Chand & Company.New Delhi.
2. Accounting for Management,Dr.V.R.Palanivelu,University Science Press,New Delhi.
3. Management Accounting, Dr. S.N. Maheswari, Sultan Chand & Sons.
4. Accounting for Management, Bhattachaya S.K, Vikas Publishing House.
5. Management Accounting, Don Rickettes, Jackgaray Houghton Mibblin Company, Boston.
6. Management Accounting - Principles & Practice, M.A.Sahaf, Vikas Publishing House.
7. Financial Accounting – A Managerial Perspective, R.Narayanaswamy, Prentice Hall India.
8. Introduction to Management Accounting, Charles T.Horngren, Prentice Hall India.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER I

CORE V - BUSINESS LAW

UNIT I:

The Contract Act, 1871

Nature and Classification of Contracts - Essential Elements of a Valid Contract Offer and Acceptance - Consideration - Valid Consideration - Capacities of Parties - Provisions Relating to Free Consent, Valid Agreements - Performance of Contract - Discharge of Contract - Various Modes of Discharge of Contract - Remedies for Breach of Contract.

UNIT II:

Sales of Goods Act, 1930

Contract for Sale of Goods - Meaning - Sale of Goods and Agreement to Sell - Essentials of a Contract of Sale - Formalities of a Contract of Sale - Sale and Hire Agreements - Provisions Relating to Conditions and Warranties - Provisions Relating to Transfer of Property or Ownership - Provisions Relating to Performance of Contract of Sale - Rights of Unpaid Seller - Remedial Measures - Provisions Relating to Auction Sale, GST.

UNIT III:

The Companies Act, 1956

Indian Companies Act 1956 - Definitions - Kinds of companies - Formation - Memorandum of Association - Articles of Association - Prospectus - Statement in Lieu of Prospectus - Misstatements in Prospectus - Shares - Debentures - Shareholder's Rights - Company Management - Meetings and Resolutions - Winding-up - Modes of Winding-up.

UNIT IV:

Intellectual Property Legislations: Meaning and Scope of Intellectual Properties - Patent Act of 1970 : Objectives - Definitions - Inventions - Patentee - True and First Inventor - Procedure for Grant of Process and Product Patents, WTO Rules to Patents, Rights of Patentee, Infringement and Remedies.

UNIT V:

The Information Technology Act, 2000

Digital Signature - Electronic Governance - Electronic Records – Certifying Authorities, Cyber Crime & Remedies, Laws on Competition ,Consumer Protection Act, Environmental Law.

TEXT BOOK:

Business Law, Kapoor N.D., Sultan Chand and Sons.

REFERENCE BOOKS:

1. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw-Hill.
2. Government and Business, Amarchand D., Tata McGraw-Hill.
3. Consumer Protection Law : Provisions and Procedure, R.N.P. Chaudhary, Deep and Deep Publications.
4. The Law of Intellectual Property Rights, Shiv Sahai Singh, Deep and Deep Publications.
5. Business Law, Aswathappa. K and Ramachandra, Himalaya Publishing House.
6. Business Law, Nabhi, Indian Law House.
7. Business Law, P.C. Tulsian, Tata McGraw-Hill.
8. Corporate Laws, Bare Acts, Taxman Publications.
9. Business Law, P.S. Saravanel and S. Sumathi, Himalaya Publishing House.
10. Business Law Including Company Law, Gulshan S.S. and Kapoor G.K., New Age International.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER I

CORE VI - BUSINESS RESEARCH METHODS

UNIT I:

Research – Meaning and Objectives – Types of Research – Research Process – Research Problem – Selecting the Problem – Research Design – Need and Features of a Good Design – Different Research Designs.

UNIT II:

Sampling Design – Steps in Sampling Design – Types of Sample Designs – Measurement Scales – Tests of Sound Measurement – Important Scaling Techniques – Methods of Data Collection.

UNIT III:

Data Processing – Coding – Editing – Univariate Analysis – Correlation and Regression Analysis - Multivariate Analysis (Theory Only) – Factor Analysis – Cluster Analysis – Discriminate Analysis

UNIT IV:

Testing of Hypothesis – Concepts – Procedure for Hypothesis Testing – Parametric Tests – Z Test – T-Test – Chi-Square Test – F-Test – ANOVA Technique - Non-Parametric Tests – Sign Tests – Kruskal-Wallis Test – Wilcoxon-Mann Whitney Test – Application of SPSS Package.

UNIT V:

Report Writing – Steps in Writing Report – Layout of the Research Report – Types of Reports – Mechanics and Precautions to be taken while writing a Research Report – Oral Presentations.

Question Paper Pattern

Proportion of Theory and Problem has to be 60 :40

TEXT BOOK:

Business Research Methods, Donald R.Cooper and Pamela S.Schindler, Tata Mc Graw Hill.

REFERENCE BOOKS:

1. Research Methodology, Methods and Techniques, C.R.Kothari, New Age International Publishes.
2. Research Methods for Business, Umasekaran, John Wiley & Sons.
3. Research Methods, Anthony M.Graziano and Michael L.Raulin, Addison Wesley Longman.
4. Research Methods, Donald H.Burney, Thomson Asia.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

CORE VII - OPERATIONS MANAGEMENT

UNIT I:

Meaning and Definition of Operations Management – Brief history of operation management – impact of information technology and globalization on operation management – operation strategy and competitiveness – developing business strategy – competitive priorities – World class manufacturing.

UNIT II:

Product Design: New Product Development – Steps, Process of a Product design - Production design for organizational competitiveness– Process selection-Location-factors affecting Plant location-Locational Analysis. Layout – Principles of a good layout – Types of production vs types of layout

UNIT III:

Definition and purpose of inventory – inventory costs – independent and dependent demand – inventory systems – economic order quantity – fixed order quantity models and fixed period time models – ABC analysis-VED analysis –FSN analysis.

Material handling-Material Requirement planning – master production schedule – MRP system structure.

UNIT IV:

Work Study: foundation of work study –Method study and time study procedure –time standards – work sampling – maintenance management – objectives of maintenance management –types of maintenance – work study for maintenance – total productive maintenance (TPM) – Value Analysis.

Project Management: elements – project formulation .

UNIT V:

Quality Control Techniques: process capability, X and R chart, C chart, P chart – acceptance sampling – operating characteristics curve – Six Sigma methodology – Leanproduction – KANBAN - KAIZEN – Just in time manufacturing - ethics in operation management.

Question Paper Pattern

Proportion of Theory and Problem has to be 80 :20

TEXT BOOK:

Production and Operation Management, R.Panner Selvam, PHI learning.

REFERENCE BOOKS:

1. Production and Operation Management, S.N.Chary, TATA McGraw Hill.
2. Operations Management, Lee J.Krajewski, PHI.
3. Production and Operational Management, Kanishhka Bedi, Oxford University Press.
4. Operation Management, Robert Johnston, FT Prentice Hall.
5. Production and Operations Management, R.B.Khanna, PHI.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

CORE VIII - FINANCIAL MANAGEMENT

UNIT I:

Meaning and importance of Finance – Objectives, Functions and Scope of Finance – Role of Finance Manager – Organisation of Finance Functions – Environment of Finance.

UNIT II:

Capital Expenditure Evaluations – Methods of Appraisals – Pay back period, Net Present Value, Internal Rate of Return, Accounting Rate of Return, Profitability Index – Capital rationing

UNIT III:

Capital Structure Theories: NI, NOI, MM Approches – Determining Capital Structure.

Cost of Capital: Components – Cost of Equity and Capital Asset Pricing Model (CAPM) Weighted Average Cost of Capital – Arbitrage Pricing Model.

Dividend Policy: Relevant Theory – Walter's Model, Gorden's Model – Irrelevant Theory – MM Hypothesis

UNIT IV:

Concept of Working Capital – Gross and Net Working Capital – Factors influencing working capital – Methods of forecasting working capital – Financing Current Assets – Management of Cash, Receivables and Inventories – Cash Planning – Credit Policies – Regulations of Bank Finance

UNIT V:

Leverages – Operating leverage – Financial leverage and Combined leverage – Earnings Before Interest and Tax (EBIT) – Earnings Per Share (EPS) Return On Investment (ROI) and Return on Equity (ROE).

Budgetary control – Budget Manual – Classification and Preparation of various budgets – Functional budgets – Fixed and Flexible budgets – Cash budget – Zero Base Budgeting and Performance Budgeting – Ethics in finance.

Question Paper Pattern

Proportion of Theory and Problem has to be 60 :40

TEXT BOOK:

Financial Management –Dr. V.R. Palanivelu-S.Chand Company Ltd-New Delhi

Financial Management, Pandey.I.M., Vikas Publishing House

REFERENCE BOOKS:

1. Financial Management: Principles and Practice, Khan.M and Jain.P, Tata McGraw Hill.
2. Fundamentals of Financial Management, Prasanna Chandra, Tata McGraw Hill.
3. Financial Management: Principles and Practice, Maheswari S.N., Sultan Chand & Sons.
4. Financial Management and Policy, James and Van Horne, Prentice Hall
5. Financial Management, Kuchchal S.C.

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SEMESTER II

CORE IX - MARKETING MANAGEMENT

UNIT I:

Marketing -Introduction- Core concept of Marketing- Marketing and Markets – Meta market-Scope of Marketing –Concepts in Marketing- Production concept – Product concept – Selling concept – Marketing concept – Societal Concept-Marketing Environment – Micro factors and Macro factors.

UNIT II:

Market Segmentations – Basis for segmenting consumer market and Industrial market – Targeting – Positioning –Product Strategies– Product Mix Decisions and line decisions – Brand–Definition, Naming decisions and Strategy decisions – Brand Equity- Recent developments in Packaging and Labelling — New Product Development – Product Life Cycle – Marketing Strategies in various stages of PLC – Pricing – Objectives and methods.

UNIT III:

Channel strategies – Nature of Marketing Channels – function – channel design and management design. Promotion – Developing and Managing on advertising program – Deciding on Media and Measuring Effectiveness - Advertisement Budget – Sales Promotion – Importance – Tools and Techniques of Sales Promotion – Personal selling – Direct Marketing and Interactive marketing – Publicity – Relationship Marketing

UNIT IV:

Consumer Behaviour-Influencing factors-Process of Buying Behaviour- Customer Relationship Marketing -Building Customer Value, Satisfaction and Loyalty – Maximising Customer Life time value - Mental Accounting and Mind Share

UNIT V:

Marketing Research Process –Marketing of Services – Retail Marketing – Rural Marketing –Global Marketing – Internet Marketing – Green Marketing - Digital Marketing and its scope - Ethics in marketing.

TEXT BOOK:

1. Marketing Management, Philip Kotler, PHI Learning.

REFERENCE BOOKS:

1. Marketing Management, V.S.Ramasamy and S.Namakumari, Macmillan, India.
2. Marketing Management, C.B.Mamoria, R.K.Suri, Satish Mamoria, Kitab Mahal.
3. Marketing Management, Dr.C.B.Gupta, Dr.N.Rajan Nair, Sultan Chand & Sons.
4. Fundamentals of Marketing, Etzel, Stanton and Walker, Mc Graw Hill.
5. Marketing Management, Govindarajan, II Edition PHI Learning.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

CORE X - HUMAN RESOURCE MANAGEMENT

UNIT I:

Human Resource Management- objectives, scope, importance- Evolution of HRM- Role of HR Manager- Challenges faced by HRM- Trends in HRM- Indian scenario and HRM-Strategic Human resource management.

UNIT II:

Human Resource Planning - Process, Factors affecting HRP - Job Analysis - components, process, Job design - Recruitment- sources, techniques, Internet recruitment- Employee testing and selection- Types, effective interview - Placement – Induction.

UNIT III:

Employee Training and Executive Development - objectives, importance, types and methods of Career management - basics of career management - Knowledge management Performance appraisal - objectives, process, methods - Job evaluation. Promotion – Demotion – Transfer - separation and implication of job change.

UNIT IV:

Compensation - Factors determining pay rate, current trends in compensation planning – Incentives - Incentive plan, effective incentive plan - Employee benefits and services –and its present scenario- Employee Welfare, Safety and Health.

UNIT V:

Industrial Relations - Collective bargaining - process, Trade unions - Workers participation in Management - Grievance handling - Redressal committees - Ethics in HRM - Global HRM

TEXT BOOK:

1. Human Resource Management 11th edition, Gary Dessler, PHI learning.

REFERENCE BOOKS:

1. Human Resource Management, V.S.P.Roa
2. Human Resource Management, C.B.Gupta
3. Human Resource Management and Personnel Management, K.Aswhathappa
4. Human Resource Management, Biswajeet Pattanayak

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SEMESTER II

CORE XI - MANAGEMENT INFORMATION SYSTEM

UNIT I:

Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change. The process of MIS Development - MIS Organization - Information Dynamics

UNIT II:

Information, Management and Decision Making - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information - System concept - Organization as a system - components of Information systems - IS Activities - Types of IS. IS for decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction processing systems -Information Reporting system - Information for Strategic Advantage.

UNIT III:

DSS, EIS models: The decision making process - Structured, semi structured and Unstructured problems; What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis.

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Social challenges of Information technology. ERP- SAP.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

PRACTICAL - MANAGEMENT INFORMATION SYSTEM

UNIT IV:

M.S. OFFICE

- DOCUMENT CREATION AND BASIC OPERATIONS IN M.S. WORD
- MAIL MERGE USING M.S. WORD
- CREATION OF PRESENTATION USING M.S. POWER POINT.
- CHART PREPARATION USING M.S. EXCEL

UNIT II:

ORACLE WITH VISUAL BASIC

- CREATION OF DATABASES AND VARIOUS OPERATIONS ON THEM
- PAY ROLL
- PERSONAL INFORMATION SYSTEM FOR AN ORGANISATION WITH QUERY
- STUDENT INFORMATION SYSTEM
- LIBRARY INFORMATION SYSTEM.

TEXT BOOK:

1. Management Information Systems, Laudon and Laudon, Pearson Education Asia / PHI.

REFERENCE BOOKS:

1. Management Information Systems, Jawadekar, Tata McGraw Hill.
2. Management Information Systems, Davis and Olson, Tata McGraw Hill.
3. Analysis and Design of Information Systems, Rajaraman, Prentice Hall.
4. Management Information System, James A O'Brian , Effy Oz , Third Edition.
5. Management Information Systems, Davis and Olson, Tata McGraw Hill.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

**CORPORATE EMPLOYABILITY SKILLS
(Practical Oriented)**

UNIT I:

Communication –Meaning and Significance for Managers –Public Speaking
–Speaking in Meeting-Workplace communication-One to one Communication
–Different Styles of Communication –Interpersonal and Intrapersonal Skills– Reading
ability - Importance of listening in Communication

UNIT II:

Presentation Skills- writing oral presentations-using visual aids in oral
Communication-communicating across cultures -7 Cs of communication –Body
Language- Tips on how to create a Power Point and other Presentations

UNIT III:

Goal Setting – creating individual action Plans - Article Writing- SWOT analysis -Event
Management – (Training Students to Organize Events and present a report on Event
organized)

UNIT IV:

Case Study – Case analysis – Discussion and Presentation-Team Building and team
work – Innovation and Creativity - Emotional intelligence – Self Management.

UNIT V:

Business and corporate Etiquettes --Overview of Interview –Self introduction at
various forums and during Interview -Mock Interview –CV Preparation-Group
Discussion

List of Practical Assignments for Record and Viva voce

- Public Speaking
- Different styles of Communication (Role Play)
- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)
- Article Writing
- SWOT Analysis (Individual SWOT)
- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case)
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation
- Mock Interviews(Activity)
- Self Introduction
- CV Preparation

TEXT BOOKS

1. Bovee, Thill, Schatzman, (2005), Business communication Today ,Pearson Education
2. Meenakshi Raman Prakash Singh,Business communication,Oxford University Press.

REFERENCE BOOKS:

1. E.H.McGrath,S.J ,Basic Managerial Skills, PHI Pvt .Limited Chaturvedi&Chaturvedi, (2006), Business communication, Pearson Education Namarta Palta ,The art of Effective communication, Lotus Press, New Delhi, 2007. S.K.Mandal, Effective Communication and Public Speaking, Jaico Publishing
2. Priyadarshini Patnaik, Group Discussion and Interview Skills, Cambridge University Press Pvt.Ltd. Puja Walia mann, Case Studies in Management, MJP Publishers.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER III

CORE XII - STRATEGIC MANAGEMENT

UNIT I:

Strategic planning and strategic management: Strategic planning: strategic, operational and tactical planning - Evolution and levels of strategic planning-dimension of strategic decisions-challenges- Strategic management process.

UNIT II:

Environmental analysis: external and internal environment, components of external and internal environment, environmental scanning.

Industry analysis-Competitive analysis-Internal analysis: Resource Based view, SWOT analysis, Value Analysis, concept of synergy.

UNIT III:

Strategy formulation/alternatives: Corporate strategies: grand strategies - stability, expansion, retrenchment and combination Business level strategies: Porter's competitive strategies-acquiring core competencies-low cost strategies-differentiation strategies-focus strategies. Global strategies: expansion strategies-market entry strategies –Red Ocean and Blue ocean Strategies.

UNIT IV:

Strategic analysis and choice: Portfolio Analysis-BCG Growth-Share Matrix, GE Business Screen, Shell's Directional Policy Matrix, International Portfolio Analysis; Corporate Parenting.

Strategic implementation: Steps-structural issues- behavioral issues- strategic leadership

UNIT V:

Strategic evaluation and control: Strategic evaluation- importance, barriers, evaluation criteria, Strategic control-operational control-process –techniques-effective control system.Strategic management in Public sector corporate entrepreneurship, non-profit organizations –Business ethics and corporate social responsibility.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

TEXT BOOK:

1. Business Policy and Strategic Management, Azhar Kazmi , Tata Mc Graw Hill, N.Delhi.

REFERENCE BOOKS:

- 1 Strategic Management and Business Policy, Thomas L Wheelen and J David Hunger, Pearson Education, N.Delhi.
- 2 Strategic Management, R.Srinivasan , PHI.N.Delhi.
- 3 Business Policy and Strategic Management, Vipin Gupta,Kamala Gollakotaand Srinivasan, PHI,N.Delhi
- 4 Strategic Management, V.S.P.Rao and V.Harikrishna, Excel Books, N.Delhi.
- 5 Strategic Planning-Formulation of corporate strategy, V.S.Ramasamy and S.Namakumari, Macmillan India Ltd.,N.Delhi.
- 6 Strategic Management, U.C.Mathur, Mac Millan India Ltd.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER III

CORE XIII - GLOBAL BUSINESS MANNAGEMENT

UNIT I:

Global Business – Meaning and Scope – Reasons for Globalization - International Orientations – Drivers and Restrainers of Globalization – Market Entry Strategies – Barriers of Global Business.

UNIT II:

Global Business Environment – Economic – Socio-Cultural – Demographic – Political – Technological – Free Trade v/s Protection – Trading Blocs – Regional Integration Agreements – World Trade Organization – GATS – TRIMs – TRIPs.

UNIT III:

Foreign Exchange Market – Functions – Transactions in Foreign Exchange Market – Exchange Rate Systems – Fixed and Flexible – Currency Exchange Risks and their Management – FEMA 1999.

UNIT IV:

International Investment and Finance – Types of Foreign Private Investment – Limitations of Foreign Capital – Payment Terms in International Trade Financing – Institutional Finance for Export – EXIM Bank – ECGC – INCOTERMS.

Industrial Relations - Collective bargaining - process, Trade unions - Workers participation in Management - Grievance handling - Redressal committees - Ethics in HRM - Global HRM.

UNIT V:

Export Promotion Councils and Export Promotion Incentives – Export Procedure and Documentation – Import Procedure – International Pricing – Transfer Pricing – Dumping – Retrograde Pricing.

TEXT BOOK:

1. International Business (Text and Cases) - Francis Cherunilam – Prentice Hall of India, 2008, Fourth Edition.

REFERENCE BOOKS:

1. International Management - Richard M.Hodgetts and Fred Luthans - McGraw Hill.
2. International Business, Justin Paul, 4th Edition, PHI.
3. International business environment-Anant K.Sundaram & Stewans Black-PHI.
4. Export Management – TAS Balagopal – Himalaya Publishing.
5. International Marketing – Varshney and Battacharya – Sultan Chand & Sons.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER III

AREA - FINANNCE

ELECTIVE I - FINANCIAL SERVICES

UNIT I:

Financial Services – overview – Growth of financial services in India – Financial Services sector problems – Regulatory frame work: Reserve Bank of India – SEBI. Characteristics of Financial Services - Classification of Financial Services - Financial Intermediation and Disintermediation - Financial Exclusion and Inclusion - Financial Products and Services.

UNIT II:

Asset-Based Corporate Financial Services - Leasing and Hire-purchase - Mortgage Loans - Working Capital Finance – Factoring – Forfeiting - Commercial Paper - Certification of Deposit - Bank Deposit Schemes - Bonds and Debentures. Fee-Based Corporate Financial Services - Guarantees (Financial and Performance) - Letter of Credit - Bills Co-acceptance Facility (BCF) - Credit Insurance - Credit Syndication - Corporate Restructuring - Credit Rating - Electronic Fund Transfer - Venture Capital Finance.

UNIT III:

Merchant Banking – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking - Legal and Regulatory Frameworks. Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Pricing – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Underwriting Arrangements. Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers. – Offer for Sale – Book – Building – Green Shoe Option – E-IPO Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. off - Shore Issues.

UNIT IV:

Asset-Based Retail Financial Services - Personal, Consumer, Housing Finance, Residential Mortgage Backed Securities - Reverse Mortgage. Mutual Funds – Types of Mutual Funds - its Organisation and management - Micro Finance. Retail Financial Services - Credit Card, Debit Card and Smart Card – Bank assurance.

UNIT V:

Insurance - Principles of Insurance - Insurance Industry in India - Types of Insurance - Organizational Structure - Policy Issuing Process - Insurance Claims Handling Process - IRDA Regulations - Insurance Ombudsman Scheme - Corporate Governance in Financial Services Industry

TEXT BOOK:

1. Financial Services and system K.Sasidharan and Alex K Mathews, , Tata McGraw-Hill.

REFERENCE BOOKS:

1. Financial Services, M.Y.Khan, Tata McGraw-Hill.
2. A Manual of Merchant Banking, J.C. Verma, Bharath Publishing House.
3. Lease Financing and Hire Purchase including Consumer Credits, Vinod Kothari, Wadhara & Company.
4. Indian Financial System, Machiraju, Vikas Publication House.
5. AMFI & SEBI Guidelines.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
SEMESTER - III
AREA - FINANCE
ELECTIVE II - SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT

UNIT I

Introduction to Securities – Investment Vs Speculation, Gambling and Investment, Investment Objectives, the Investment Process. Financial markets – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Listing Of Securities - Stock Market Indices - The Securities and Exchange Board Of India: Objectives of SEBI, Functions of SEBI, Organization of SEBI, SEBI's Role in the Primary Market, Secondary Market.

UNIT II

Security Analysis - Meaning, Nature and Scope - Security Risk and Return – Systematic Risk – Unsystematic Risk – Significance of alpha, Beta and co-efficient of determination. Valuation of Securities – Bond – risk, Return and Valuation, Yield to maturity (YTM), Bond Value Theorems. Stock Return and Valuation: Zero Growth Model, Constant Growth Model, Two Stage Growth Model, The Three-Phase Model.

UNIT III

Fundamental Analysis : Economic Analysis, Industry Analysis, Company Analysis-intrinsic value of shares.

Technical Analysis : Technical Analysis, Assumptions, History of Technical Analysis, Technical Tools, Dow Theory, Primary Trend, The Secondary Trend, Minor Trends, Support and Resistance Level, Indicators, Odd Lot Trading, Moving Average, Rate of Change, Charts. Technical Analysis vs. Fundamental Analysis.

The Random-Walk Theory , Efficient Market Theory- Weak Form, Semi-strong Form, Strong Form

UNIT IV

Portfolio Analysis – Meaning and its need – Elements of Portfolio Management – Stages in Portfolio construction – Portfolio Risk and Return- Effects of combining Securities. . The Markowitz Model, Risk and Return with Different correlation, Markowitz efficient frontier, Single index model, Corner Portfolio, Sharpe's Optimal Portfolio, Construction of the Optimal Portfolio. Capital Asset Pricing Theory –Capital Market Line, Securities Market line - Arbitrage Pricing Theory.

UNIT V

Portfolio Evaluation: Mutual Fund, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index

Portfolio Revision: Passive Management, Active Management, The Formula Plans, Assumptions of the Formula Plan, Variable Ratio Plan .

Question Paper Pattern

Proportion of Theory and Problem has to be 60 :40

TEXT BOOK:

Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing.

REFERENCE BOOKS:

1. Security Analysis and Portfolio Management, Donald E.Fischer and Ronald J.Jordan, Prentice Hall India / Pearson.
2. Investment Analysis and Portfolio Management, Ranaganathan and Madhumathi, Pearson Education.
3. Investment and Securities Market in India,V.A. Avadhani, Himalaya Publishing House .
4. Security Analysis and Portfolio Management,S.Kevin,PHI Publications Pvt.ltd.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - III

AREA - FINANCE

ELECTIVE III - STRATEGIC FINANCIAL MANAGEMENT

UNIT I

INTRODUCTION

Financial Planning – Analysing Financial Performance – Approaches to Financial Planning – Short & long term Financial planning, as model for SFM.

Health care models – medical health prevention and promotion model, integrative model and developmental model; holistic approach to health; alternative system of health – yoga naturopathy.

UNIT II

CORPORATE RESTRUCTURING

Strategic Alliances – Divestiture – Ownership Restructuring – Leveraged Buyouts – Sell Offs – Leveraged Recapitalizations – Distress Restructuring.

UNIT III

CORPORATE EXPANSION

Mergers & Amalgamations – Financial Frame Work – Merger as a Capital Budgeting Decision – Legal and Tax Aspects – post Merger Integration Issue. Acquisition / Take over – Codes and Procedures – Techniques – Defensive Strategies – Cross Border Deals.

UNIT IV

STRATEGIC COST MANAGEMENT

Strategy and Cost Management – Strategy Formulation and Cost Management System Design – Alternate Strategies – Objectives of Cost Management Systems – Causes and Symptoms of Broken Cost System – Remedies – Cost of Quality and Long – Term Profitability – Activity Based Costing Principles – Activity Based Management – Target Costing.

UNIT V

CORPORATE SICKNESS

Corporate Sickness – The Magnitude – Different Interpretation of Sickness – Causes of Sickness – Turnaround – Types of Turnaround – Basic Approaches – Surgical vs. Humane – Phases in Turnaround Management.

Question Paper Pattern

Proportion of Theory and Problem has to be 80 :20

TEXT BOOK:

1. Mergers, Restructuring & Corporate Control, FRED WESTON/KWANG CHUNG.
2. Financial Management, Ravi M Kishore, Taxmanns Publications.

REFERENCE BOOKS:

1. Managerial Finance, Weston J.Fred & E.F.Brigham, Drydon Press
2. Financial Management and Policy, James. C. Van Horne, Prentice Hall of India (P) Ltd.,
3. Financial Services, M.Y.Khan, Tata McGraw Hill – 3rd Edition.
4. Principles of Corporate Finance, Richard A.Brealey and Stewart C.Myers, Tata McGraw Hill.
5. Innovative Corporate Turnarounds, Pradip M.Khandwalla, Saga Publications, New Delhi.
6. The fourth Eye, Pradip M.Khandwalla, Saga Publications, New Delhi.
7. Company Resource: How to Manage a Business Turnaround, Khar baunder O.P. and Stallworthy E.A, (Heinemann, London).
8. Strategic Management, Sharplin, McGraw Hill.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER III

AREA - HUMAN RESOURCE

**ELECTIVE I - STRATEGIC HUMAN RESOURCE
MANAGEMENT**

UNIT I

Strategic Human Resource Management in a changing Environment – Trends enhancing the importance of Human Resource Management – Globalization of the Economy – Technological changes, Challenging and Opportunities – Need to be flexible in response to changing Business environment – Increase in limitation related to HRM – Changing characteristics of the work force - Importance of HRM measurement in strategic thinking.

UNIT II

Role of globalization in HR policy and practice – International business strategies – Domestic and International HR Strategies - Global leadership and Global mindsets – Legal environment of HRM – Equal employment opportunity law – Age discrimination in Employment Act.

UNIT III

Strategic responses of organizations to change environment – Portfolio related strategic responses – Process related strategic responses – Structural Related strategic responses - A Strategic perspective: Human Resource for competitive advantage – Business Strategies and HRD – HRD and life cycle of organizations – HRD and organization performance.

UNIT IV

Managing Strategic organizational renewal – Managing change and OD – Institution TQM Programmes – Creating team based organizations – HR & BPR – Flexible work arrangements – Change models – Strategies for developing the employment relationship.

Strategic HRD Systems practices and facilitators – Strategic HRD practices – Strategic HRD facilitators.

UNIT V

Change and restructuring SHRM – Performance Management – Scope of performance management strategy – Process of performance management – Evaluating the effectiveness of SHRM.

TEXT BOOK:

Strategic Human Resource Development, Kandula, PHI Learning.

REFERENCE BOOKS:

1. Strategic Human Resource Management , Michael Armstrong, Kogan Page 2nd Edition 2005.
2. Human Resource Management, H.John Bernardin, TATA McGraw Hill.
3. Human Resource Management, S.S.Khanka, S.Chand.
4. Human Resource Development, Silvera.D.M, The New India Publications.
5. Effective Human Resource Training and Development Strategy, Rathana Reddy B, Himalaya Publishing House.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - III

AREA - HUMAN RESOURCE

ELECTIVE II - LABOUR LEGISLATIONS

UNIT I

Industrial Disputes Act, 1947:-

Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act – Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and Retrenchment – Special Provisions relating to Layoff, Retrenchment and Closure

UNIT II

Factories Act, 1948:-

Meaning, objectives and applicability- Health, Safety and Welfare measures- Working hours, Holidays and annual leave- Special provisions regarding Employment of Women, Young persons and Dangerous operations.

Employee state Insurance Act, 1948.

UNIT III

Workmen's Compensation Act, 1923 and its objectives- Disablement under the Act- Accidents out of employment and course of employment- quantum of compensation.

UNIT IV

Payment of Gratuity Act, 1972- Scope , applicability, minimum gratuity, nomination, rights of Employer and duties of Employee.

Payment of Bonus Act, 1965

Minimum Wages Act, 1948

Payment of Wages Act, 1936

UNIT V

Trade Union Act, 1926- Functions, Registration, Applicability - International Labour Organization - Modern trend and Industrial Legislation.

TEXT BOOK:

Industrial Relations and Labour Legislation M.R. Sreenivasan, Margam Publications

REFERENCE BOOKS:

1. Industrial Law, N.D. Kapoor, Sultan Chand & Sons, New Delhi.
2. Industrial Law, P.L. Malik, Eastern Book Company Lucknow.
3. Labour Laws for Managers, B D Singh.
4. Industrial & Labour Laws, S P Jain, Relevant Bare Acts.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
SEMESTER - III
AREA - HUMAN RESOURCE
ELECTIVE III - TEAM BUILDING AND CONFLICT
MANAGEMENT

UNIT I

Group dynamics – Importance - Functions of groups - Group Decision Making.

UNIT II

Team working - team roles - types of teams - team building - stages of team development - team effectiveness - Dynamics of power and politics.

UNIT III

Interpersonal communication - Communication process - Communication effectiveness - using feedback - Transactional Analysis

UNIT IV

Conflict Management - Role of conflict - Sources of conflict – Consequences – classification of conflicts-approaches to conflict management

UNIT V

Collaboration –Functions -Bases- Intervention for collaboration

Case studies related to fTeam building and Conflict management

TEXT BOOK:

Organisational Behavior, L.M.Prasad, Sultan Chand and sons.

REFERENCE BOOKS:

1. Organisational Behavior, Stephen P.Robins, Prentice Hall of India, N.Delhi.
2. Human Relations and Organisational Behaviour, Dwivedi R.S, Macmillan N. Delhi.
3. Understanding Organisational Behaviour, Udai Pareek, Oxford University Press,N.Delhi.
4. Organizational Behaviour, Lan Brooks, Pearson Education.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - III

AREA - OPERATIONS

ELECTIVE I - TECHNOLOGY MANAGEMENT

UNIT I

Management of Technology: Description, scope and implications – Business architecture for technology management – Technology cycle approach to technology management – Technological base of the company and the need for technology analysis – Technology intelligence – Mapping technology environment.

UNIT II

Tools for analyzing organizational impact: New technology forecasting and planning – Knowledge mapping – Process of developing an R&D project – Managing technology for global competitiveness – Value Chain – Modes of value chain configuration.

UNIT III

Learning organization – Knowledge imperative and learning process in technology management – Technical literacy and the knowledge imperative – Developing technology managers – Collaborative arrangements in domains of technology strategy – Risks of collaborative activity.

UNIT IV

The new product development process – Framework for product model and family competition – Process of managing products – Definitions in software – Product platform renewal; Concept to commercialization – Innovation – definition and components – innovation dynamics – Organizational mechanism for innovation – Characteristics of continuously innovative organizations.

UNIT V

Management of technology process – Managing interfaces – Factors influencing effective integration in technical organizations – Barriers to implementation of structure for managing technology – Need for interdisciplinary approach and improved functional relationships – Measuring the benefits from managing technology – Dynamics of diffusion – Factors driving diffusion – Environmental trends and diffusion.

TEXT BOOK:

Technology Management, Norma Harrison & Danny Samson, Tata McGraw Hill.

REFERENCE BOOKS:

1. Managing Technology and Innovation for Competitive Advantage, V.K.Narayanan, Pearson Education.
2. Hand Book of Technology Management, Gerard H Gaynor, McGraw-Hill.
3. Strategic Technology Management, Frederic Betzm, McGraw-Hill.
4. Technology Management, Robert Szakonyi, Viva Books Pvt.Ltd.
5. Technological Forecasting, Rohatgi P.K et al, Tata McGraw- Hill.
6. Management of Technology and Operations, Ray Gehani, John Wiley & Sons.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - III

AREA - OPERATIONS

ELECTIVE II - TOTAL QUALITY MANAGEMENT

UNIT I

Introduction to Quality Control , Principles and Concepts of Quality - Basics of Quality Management - Development of Quality Management Systems - Quality Planning - Quality Policies and Objectives - Functional planning deployment from Strategic plans - Measurements and Benchmarking

UNIT II

Quality Audits - Product, Process and System, Supplier Evaluation and Performance evaluation - Planning Quality Audits - QA plans - Quality Costs Prevention, Appraisal and Failure Costs - Quality Improvements - Corrective and Preventive actions - Role of Quality Control – Calibration.

UNIT III

Concepts of TQM, Business Excellence models (EFQM, Deming, Malcolm Balridge), TQM tools: Simple SQC tools to FMECA, New 7 tools, Business Process Reengineering, Cost/Time diagram, Quality Function Deployment - Business Excellence Awards and Case Studies - Six Sigma concepts -Recent Technique for Quality Improvement – Zero Defect – Quality Motivation Techniques

UNIT IV

Scope of Human Resource Management - Human Resource Management in TQM environment Motivation – Leadership - Systems Approach to Human Resource Management.

Selection of ISO and Model - Implementation of ISO 9000 - Human Resources Development and Quality Circles – Environmental Management System and Total Quality Control.

UNIT V

Importance of employee participation - Historical foundation of employee involvement programs classical and industrial engineering approaches, SQC, Behavioral management innovations, Quality circles - Self managed teams - Implementing Employee Involvement programs.

TEXT BOOK:

The Management and Control of Quality, Evans R. J and Lindsay M. W, 2nd Ed, 1994, Jaico Publishing house.

REFERENCE BOOKS :

1. Quality Control Hand Book', Juran, J.M. and Gryna, 2nd Ed., 1993.
2. Total Quality Management, Juran, Joseph M., Mc Graw-Hill Pub.
3. Quality Control and Total Quality Management, Jain, Tata McGraw Hill, 2002.
4. Total Quality Management, L. Suganthi, Anand A. Samuel, , PHI, New Delhi.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - III

AREA - OPERATIONS

ELECTIVE III - SUPPLY CHAIN MANAGEMENT

UNIT I

Introduction to Supply Chain Management (SCM) – Conceptual model of SCM – Evaluation of SCM – Supply Chain Process Cycles– Supply Chain Strategy Framework – Drivers of Supply Chain Performance.

UNIT II

Operations and Procurement Management in Supply Chain – Lean Manufacturing and SCM – SCM for Mass Customization – Material Requirements Planning (MRP) – Just in Time Manufacturing – Vendor managed Inventory.

UNIT III

Logistics – Meaning – Elements of Logistics Management – Distribution Transportation Management – Intermodal Transport – Warehousing – Types of Warehouse Automation – Packaging for Logistics – Third-Logistics.

UNIT IV

Information Technology for SCM – Advanced Planning and Scheduling (APS) – Different APS Tools – Data Warehouse concepts – Data Mining – Elements and its Techniques.

UNIT V

Performance Measurement and Controls in SCM – Forms of Benchmarking – Key actions in Benchmarking – Supply Chain Operations Reference (SCOR) Modeling – Balanced Scorecard for SCM.

TEXT BOOK:

Supply Chain Management (Concepts and Cases) – Rahul V. Altekar – Prentice Hall of India, 2006.

REFERENCE BOOKS:

1. Christopher, Logistics and Supply Chain Management – Richard Irwin, 1994.
2. B.S. Sahay, Supply Chain Management for Global Competitiveness – Mac Millan, 1999.
3. Donald J. Bowersox and David J. Closs- Logistical Management- Tata Mc Graw Hill.
4. David Taylor and David Brunt- Manufacturing operations and Supply Chain Management- Vikas Thomson.
5. Philippe and Bornier – Global Operations and logistics- John Wiley & Sons, New York, 2002.
6. Supply Chain Management (Strategy, Planning and Operation) – Sunil Chopra and Peter Meindl, Pearson Education, 2nd Edition.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - IV

AREA - MARKETING

ELECTIVE I - RETAIL MARKETING

UNIT I

Retailing – Meaning – Characteristics and Functions – Retail Management – Marketing concepts applied to Retailing – Retailing as career – Trends in retailing.

UNIT II

Retail Model and Theories of structural changes in retailing – Classification of retailers and retail markets – Life cycle and phase in growth of retail markets – Methods of customer interaction.

UNIT III

Retail location strategy – Retail location theories Importance of location decision – Types of location decision and its determining factors – Site selection analysis – Selection of shopping centre or market — Location assessment procedures.

UNIT IV

Retail in India – Evaluation and Size of retail in India – Drivers of retail change in India – Foreign Direct Investment in retail – Challenges to retail developments in India- Recent Trends in Retailing in India- On line Retailing

UNIT V

Global retail market: Strategic planning process for global retailing – Challenges facing global retailers – Challenges and threats in global retailing – Factors affecting the success of a global retailing strategy.

TEXT BOOK:

1. Retail Management-Chetan bajaj, Rahnish Tuli and Nidhi V.Srivastava, Oxford University Press, New Delhi.

REFERENCE BOOKS:

1. Modern Retail Management – Principles and Techniques, J.N.Jain and P.P.Singh, Regal Publications, New Delhi-27.
2. Retailing Management – Text and Cases, Swapna Pradhan, Tata McGraw Hill, 2nd Edition 2004.
3. Retail Management, S.L.Gupta, Wisdom Publications, Delhi.
4. Retail Management – Barry Berman & Joel R.Evans, Prentice Hall of India, New Delhi.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - IV

AREA - MARKETING

ELECTIVE II - SERVICE MARKETING

UNIT I

Services Marketing – Need, Nature, Characteristics, Classification - Service Marketing in Indian Scenario – Level of Tangibility – Emergence of E-Service – Factors influencing growth of services – Service Revolution.

UNIT II

Services Market Segmentation – Identifying Bases – Appropriate Bases for Market Segmentation – Selecting – Target Segment – Positioning in Service Market – Competitive Differentiation of Services – Process of positioning and importance of positioning

UNIT III

Issues of marketing of services – Introduction – Service Product - Package – Pricing – Place – Promotion – People – Physical Evidence – Process Management – Inadequacy of marketing mix in service marketing.

UNIT IV

Marketing Strategies in Service Marketing – Marketing Strategy in Services, Managing Service Quality, Managing Services Competition - Managing Productivity.

UNIT V

Service Marketing Practices – Marketing of Health Services – Marketing of Financial Services - Marketing of Hospitality, Travels and Tourism Products – Marketing of Educational Service – Marketing of Entertainment Services – Internationalization of Services.

TEXT BOOK:

1. Services Marketing, The Indian Context, R.Srinivasan, PHI.

REFERENCE BOOKS:

1. Services Marketing, Vasanthu Venugopal, Himalaya Publishing House.
2. Services Marketing, Dr.S.Shajahan, Himalaya Publishing House, 2nd Edition.
3. Services Marketing, S.M.Jha, Himalaya Publishing House.
4. Services Marketing, Christopher.H.Love Lock, Prentice Hall of India.
5. Marketing of Services, Valarie Zeithmal Ee Mary Jo Bitner, Tata McGraw Hill.
6. Services Marketing, K.Rama Mohana Rao, Pearson Education.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - IV

AREA - MARKETING

ELECTIVE III - INTEGRATED MARKETING COMMUNICATION

UNIT I

Integrated Marketing Communication (IMC) – An integrated marketing communication plan – Value of IMC plan – Globally integrated marketing communication.

Promotion opportunity Analysis – Communication market analysis – Establishing a Communication budget – Types of budget.

UNIT II

Advertising management – Advertising and the IMC process – Choosing an agency – Advertising planning and research – Advertising goals.

Advertising design – Advertising theory – Types of advertising appeals – Structure of an advertisement agency.

UNIT III

Advertising media selection - Media Strategy – Media planning - Media buyers and Media selection – Television – Radio – Internet – Magazine – News papers – Direct Mail.

Marketing functions on the internet E-Commerce – E-Commerce Component security issues – Purchasing habits – Business-to-Business E-Commerce – International E-Commerce.

UNIT IV

Message Strategies and Execution – Message Strategies – Cognitive strategies – Affective strategies – Conative strategies – Executional frameworks – Animation – Slice-of-life – Dramatization – Testimonials – Authoritative – Demonstration – Fantasy – Informative – Creative advertisement – Advertising effectiveness – Beating Ad Clutter.

UNIT V

Promotional Tools: Trade promotions – Nature of trade promotions – Types of trade promotions – Trade allowances – Trade contests – Trade incentives – Training programme – Trade shows – Point-of-purchase advertising.

Consumer Promotions: Coupons – Premiums – Refunds and Rebates – Sampling – Bonus pack – Price – offs-planning for consumer promotions – Business-to-Business programs – International consumer promotions.

TEXT BOOK:

1. Integrated Advertising, Promotion and Marketing Communication, Clow Baack, PHI Learning

REFERENCE BOOKS:

1. Contemporary Advertising, William F.Arens, McGraw Hill.
2. Advertising Management, Rajeev Batra et al, Pearson Education.
3. Advertising Procedure, Kleppner's McGraw Hill.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - IV

AREA - SYSTEMS

ELECTIVE I - SYSTEM ANALYSIS AND DESIGN

UNIT I

Systems Development Life Cycle: Planning, Analysis, Design, Implementation
Systems Development Methodologies: Structured Design, RAD, JAD, Prototyping.

Project Team Roles and Skills. Project Initiation: Identifying Business Value, Feasibility Analysis. Project Management: Creating a Work Plan, Project Staffing, Controlling the Project.

UNIT II

Systems Analysis: Developing an Analysis Plan. -Process Modeling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams. Data Modeling: Entity Relationship Diagrams. System Design: Physical Data Flow Diagrams, Physical Entity Relationship Diagrams. Architecture Design: Computing Architectures, Infrastructure Design, Global and Security Issues.

UNIT III

User Interface Structure Design: User Interface Design Principles and Processes, User Interface Design Components. Data Storage Design: File and Database Formats, Optimization for Data Storage and Data Access. Program Design: Structure Chart, Program Specification.

UNIT IV

Construction: System Construction Process, Managing Programming, Designing Tests, Developing Documentation. Installation: System Installation Process, Conversion Strategies, Change Management, Post-Implementation Activities.

UNIT V

Object-Oriented Analysis and Design, and Testing: Object Concepts, Introduction to the Unified Modeling Language, Use Case Diagrams, Sequence Diagrams, Class Diagrams, Statechart Diagrams.

TEXT BOOK:

1. Systems Analysis and Design: An Applied Approach, Alan Dennis and Barbara H.Wixom (2002), John Wiley & Sons.
2. Software Engineering: A Practitioner's Approach, Roger, S. Pressman (2001), McGraw-Hill.

REFERENCE BOOKS:

1. Services Marketing, Vasanthu Venugopal, Himalaya Publishing House.
2. Services Marketing, Dr.S.Shajahan, Himalaya Publishing House, 2nd Edition.
3. Services Marketing, S.M.Jha, Himalaya Publishing House.
4. Services Marketing, Christopher.H.Love Lock, Prentice Hall of India.
5. Marketing of Services, Valarie Zeithmal Ee Mary Jo Bitner, Tata McGraw Hill.
6. Services Marketing, K.Rama Mohana Rao, Pearson Education.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - IV

AREA - SYSTEMS

ELECTIVE II - SOFTWARE PROJECT MANAGEMENT

UNIT I

Introduction to Competencies - Product Development Techniques - Management Skills - Product Development Life Cycle - Software Development Process and models - The SEI CMM - International Organization for Standardization.

UNIT II

DOMAIN PROCESSES

Managing Domain Processes - Project Selection Models - Project Portfolio Management - Financial Processes - Selecting a Project Team - Goal and Scope of the Software Project - Project Planning - Creating the Work Breakdown Structure - Approaches to Building a WBS - Project Milestones - Work Packages - Building a WBS for Software.

UNIT III

SOFTWARE DEVELOPMENT

Tasks and Activities - Software Size and Reuse Estimating - The SEI CMM - Problems and Risks - Cost Estimation - Effort Measures - COCOMO: A Regression Model - COCOMO II - SLIM: A Mathematical Model - Organizational Planning - Project Roles and Skills Needed.

UNIT IV

SCHEDULING ACTIVITIES

Project Management Resource Activities - Organizational Form and Structure - Software Development Dependencies - Brainstorming - Scheduling Fundamentals - PERT and CPM - Leveling Resource Assignments - Map the Schedule to a Real Calendar - Critical Chain Scheduling.

UNIT V

QUALITY ASSURANCE

Quality: Requirements – The SEI CMM - Guidelines - Challenges - Quality Function Deployment - Building the Software Quality Assurance - Plan - Software Configuration Management: Principles - Requirements - Planning and Organizing - Tools - Benefits - Legal Issues in Software .

TEXT BOOK:

Quality Software

Project Management, Robert T. Futrell, Donald F. Shafer, Linda I. Safer, Pearson Education, Asia, 2002.

REFERENCE BOOKS:

1. Software Project Management in Practice, Pankaj Jalote, Addison Wesley, 2002.
2. Software Project Management –A concise study, SA Kelkar – PHI.
3. Software Project Management, 3/E, Hughes, Tata McGraw-Hill, 2004.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - IV

AREA - SYSTEMS

ELECTIVE III - DECISION SUPPORT SYSTEMS

UNIT I

Managerial decision making and information systems - Requirement for decision support for decision making and other executive work - Human decision making heuristics and bounded rationality - Types of Decision Support Systems.

UNIT II

Decision support systems - Introduction and overview - From human decision making to DSS - DSS architecture - Decision modeling and analysis - Decision Support Developments - Executive Information Systems - Data warehousing, access, analysis, mining and visualization.

UNIT III

Group Decision Support Systems - Goals of Group Decision Support Systems - Group versus individual activities - Types of Group DSS - Negotiation Support Systems.

UNIT IV

Intelligent Decision support systems - Knowledge-based decision support systems Knowledge acquisition and validation - Knowledge representation - Inference techniques.

Decision Making Under Uncertainty - Introduction and overview - Understanding risk in making decisions - Managerial risk taking and organizational decision making - Modeling uncertainty

UNIT V

Advanced Techniques - Neural Network fundamentals - Neural Network Architecture Simple Neural Network applications - Genetic Algorithm - Fuzzy Logic - Fuzzy Sets in decision making - Intelligent software agents and creativity - System integration and future of DSS.

TEXT BOOK:

1. Decision Support Systems and Intelligent Systems, Efraim turban and Jay E Aronson, PHI, 1998.

REFERENCE BOOKS:

1. Decision Support Systems, Janakiraman V.S. and Sarukesi. K. Prentice Hall of India 1999.
2. Decision Support Systems and Data Warehousing, Macclah, Tata McGraw-Hill , 2003.
3. Decision Support System and Management, Lofti, McGraw Hill Inc., International Edition, New Delhi, 1996.
4. Decision Support System, Marakas, Prentice Hall International Paper back Edition, Delhi, 1998.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

EXTRA DISCIPLINARY COURSE

EDC I - ENTREPRENEURSHIP DEVELOPMENT

UNIT I

Concept of Entrepreneur and Entrepreneurship – Major Entrepreneurial Competencies – Qualities of Successful Entrepreneur – Types of Entrepreneur – Knowledge and Skills Required for an Entrepreneur.

UNIT II

Entrepreneurial Environment – Economic and Non-Economic Factors – Entrepreneurial Motivation – Need for EDPS.

UNIT III

Sources of Business / Product ideas – Market Research – Pre-feasibility study - Criteria for selection of a project – Project Report Preparation and Evaluation Criteria.

UNIT IV

Institutional Finance – Term Lending Institutions – Commercial Banks – State Finance Corporations – Small Industries Development Bank of India (SIDBI) – Small Industries Service Institute (SISI) – District Industries Centre (DIC) – SIDCO – SIPCOT and ITCOT – Microfinance and Self Help Groups.

UNIT V

Launching and Development of Small Business – Institutional Support to Small Business – Growth Strategies – Product Launching – Monitoring and Evaluation of Small Business – Industrial Sickness – Causes and Consequences – Preventing Sickness.

REFERENCE BOOKS:

1. Entrepreneurial Development - S.S.Khanka - S.Chand and Company.
2. Projects, Planning, Analysis, Selection Implication & Review – Prasanna Chandra – Tata McGraw Publications.
3. Hand Book for Entrepreneur – P.C.Jain – Oxford University Press.
4. Entrepreneurship – Hisrich – Tata McGraw Hill. 5. Entrepreneurship Development – Gupta & Srinivasan – S.Chand

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

EXTRA DISCIPLINARY COURSE

EDC II - STRESS MANAGEMENT

UNIT I

Understanding Stress: Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT II

Common Stress Factors Time And Career Plateauing: Time Management – Techniques – Importance of Planning the day – Time Management Schedule – Developing Concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No'.

Career Plateauing – Identify career plateaus – Structural and content plateauing – Making a fresh start – Importance of sabbaticals – Counseling out – Executive leasing – Sustaining a marketable career.

UNIT III

Crisis Management: Implications – Peoples issues – Structure issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV

Work Place Humour: Developing a sense of humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V

Self Development: Improving Personality – Leading with Integrity – Enhancing Creativity – Effective Decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for Peace – Yoga for Life.

REFERENCE BOOKS:

1. The Executive Track: An Action Plan for Self Development – Bhatia R.L. – Wheeler Publishing, New Delhi, 1996.
2. Human Values for Managers – Chakravathy S.K. - Wheeler Publishing, New Delhi, 1996.
3. Total Career Management – Frances A Clark – McGraw-Hill/Henley Management Series, 1995.
4. Managing Stress – Jeff Davidson – Prentice Hall of India – New Delhi, 1998.
5. Eternal Values for a Changing Society – Swamy Ranganathananda – Bharatiya Vidya Bhavan, 1995

