

MBA SYLLABUS

MSP 10

MANAGEMENT FUNCTIONS & BEHAVIOUR

BLOCK I

Evaluation of Management Theory – Scientific, classical theory – Behavioural school – Hawthorne experiments – Systems Approach – Management roles – Management skills – Management functions.

Planning – Process – Organisation structure and design – Departmentation Delegation and Decentralisation – Decision making – Importance, process and techniques.

BLOCK II

Staffing – Recruitment, Selection and training – Communication – Process – Barriers and breakdown in communication – Electronic media in communication – Coordination – Control process – Control techniques and Information technology.

BLOCK III

Individual behaviour – Implications – Perception and learning – Motivation – theories and applications – Monetary and non-monetary rewards – Attitudes – Theories of attitudes – Job satisfaction and its effect on employee performance – Personality – Determinants – Theories.

BLOCK IV

Group behaviour – Group dynamics – Leadership – Theories and styles – Conflict and negotiation – Organisation culture – Organisation effectiveness.

BLOCK V

Organisation change – Manager as a change agent – Organisation Development – O.D. interventions – Organisation Behaviour in global scenario – Future trends in Organisation Behaviour.

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Essentials of Management	-	Koontz O Donnell & Weihrich
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Organisational Behaviour	-	Stefen. P. Robbins
Organisational Behaviour	-	Fred Luthans
Organisational Behaviour	-	Newstrong & Keith Davis
Organisational Behaviour	-	K. Aswathappa

BLOCK-I

Managerial Economics – Meaning, Nature and Scope – Managerial Economics and Business decision making – Role of Managerial Economist – Demand Analysis – Fundamental Concepts of Managerial Economics – Meaning, Determinants and Types of Demand – Elasticity of demand – Demand forecasting and forecasting methods.

BLOCK-II

Supply: Meaning and determinants – production function – Isoquants – Expansion path Cobb – Douglas function – Cost concepts – Cost – output relationship – Economies and diseconomies of scale – Cost functions.

BLOCK-III

Market Structure – Various forms – Equilibrium of a firm – Perfect competition – Monopolistic competition – Oligopolistic competition – Pricing of products under different market structures – Methods of pricing – Factors affecting pricing decision – Differential pricing – Government Intervention and pricing.

BLOCK-IV

The concept of profit: Profit planning, control and measurement of profits. Profit maximisation – Cost volume profit analysis – Investment Analysis.

BLOCK-V

National Income – Accounting – Consumption and investment – Business Cycle and unemployment – Inflation and deflation, Balance of Payments – Monetary and Fiscal policies.

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Principles of Macro Economics - L. Rangarajan
Managerial Economics - M.S. Subramaniam

BLOCK - I

Accounting - Definition and Scope of Accounting - Concepts - Accounting Standards - Double entry system of Accounting - Preparation of Journal, Ledger - Errors and rectification - Preparation of Trial Balance, Profit and Loss Account - and Balance Sheet Financial Accounting and Cost Accounting - Managerial Uses - Difference.

BLOCK - II

Financial Statement Analysis - Nature of Financial Statements - Limitation of Financial Statements - Analysis of Interpretation - Types of Analysis - Tools of Analysis - Trend Analysis - Common size statements - Comparative statements.

Ratio Analysis - Liquidity - Profitability - Turnover - Proprietary Ration - Interpretation of Ratios - Application to Decision Making - Uses and Limitation - Inter-firm, Intra firm comparisons

BLOCK - III

Fund flow statements - Meaning and importance - Statement of Changed in Working Capital - Calculation of funds from Operation - Preparation of fund Flow statement - Uses and Limitation of Fund flow statement.

Cash flow statement - Uses - Preparation of cash flow statement - Difference between fund flow and Cash flow analysis

BLOCK - IV

Marginal costing and Break-Even analysis - Concept of Marginal Cost - Contribution - Applications of Marginal Costing - Cost - Volume - Profit relationship - Budget and Budgetary Preparation of Various - Cash Budget - Control - Types of Budgets - Master Budget - Zero Based Budgeting.

BLOCK - V

Standard Costing and Variance Analysis - Fixation of Standard costs for Materials, Labour and Overhead Variances - Comparison between Budgeting and Standard Costing - Responsibility Accounting - Meaning and Objectives - Types of Responsibility Centres.

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| Advanced Studies in Cost Accounting | - | Das Gupta |
| Management Accounting & Financial Accounting | - | S. N. Maheswari |
| Advanced Cost Accounting | - | Prasad |

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QUANTITATIVE TECHNIQUES

BLOCK I

Set Theory – Set Operations (only through Venn Diagram) – Series – Arithmetic, Geometric Series – Concept of Interest – Annuity Formula – Matrix Theory – Matrix Operations.

BLOCK II

Basic Concepts of differentiation and integration – Concepts of Marginal, average and total cost – Economic Order Quantity, Break Even Analysis.

Presentation of Statistical Data – Tables and Graphs – Frequency Distribution – Histogram – Cumulative Frequency Curves.

BLOCK III

Data Analysis – UniVariant ungrouped and grouped Data – Measures of Central Tendencies – Measures of Dispersion – Bivariate Analysis – Correlation and regression.

BLOCK IV

Probability – Definition – Addition and Multiplication rules (only) – Simple business application problems – Probability distribution – Binomial. Poission and normal distribution – Simple problem applied to Business.

BLOCK V

Index numbers – Simple and weighted index numbers Concept of Weights – Business Index numbers – CPI, WPI

Time series, variation in time series, trend - Cyclical and random – Use of Time series for business forecasting.

REFERENCES

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Basic Statistics	-	B.L. Agarwal
Practical Business Statistics	-	F.E. Coxtton & D.J. Cow

MSP 14

MANAGEMENT INFORMATION SYSTEMS

BLOCK I

Information system: Managers' view – Concepts of systems and Organisations – Strategic uses of Information Technology.

BLOCK II

Computer System Resources: Computer Hardware and Computer Software – File and DBMS – Distributed System – Internet and Office Communications.

BLOCK III

Application of Information System to functional Business Areas: Operational Information System – Tactical and Strategic Information System – Decision support system and expert system.

BLOCK IV

Planning and development of Information system: Information system planning – System Analysis and design – Alternative application development approaches.

BLOCK V

Management of Information systems: Organisation of Information System's and end user computing – Security and ethical issues of Information System's.

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H. Alsol |
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BLOCK I

Marketing – Meaning – functions – Approaches to the study of marketing – Marketing segmentation – Systems approach – Features of industrial, consumer and services marketing – Marketing information system.

BLOCK II

Marketing environment – External factors – Demographic factors – Internal factors – Marketing mix – 4ps' in marketing.

Industrial Buyer Behaviour – Nature of Industrial Buying – Objectives in Organizational Buying – Product Analysis for identifying information needs of key influencers – Interpersonal dynamics of Industrial buying behaviour - Psychological Factors on decision making – Conflict and Resolution in Joint Decision Making – Supplier Choice and Evaluation. Marketing Research: Meaning - Objectives – Procedures

BLOCK III

Product Management – New Product –Meaning –Product mix product planning and Development – Product policies – product line decisions – product positioning and targeting –managing product life cycle product failures –branding and packaging.

Pricing –Meaning-Pricing factors – Objectives and policies – pricing methods and Procedure.

BLOCK IV

Physical Distribution Mix: Distribution channel policy –Choice of channel – Channel Management –Conflict and cooperation in channels – Middlemen functions - Logistics Promotion Mix decision –Advertising role – Budgeting copywriting, media selection measuring Advertising effectiveness – Sales promotion tools and techniques, personal selling –salesman qualities –sales force determination – determining sales territory, fixing sales quota and target, public relations on role and methods.

BLOCK V

Services Marketing – Concept, distinctive features – Positioning in services marketing – Pricing issues in services marketing – Advertising & Sales Promotion management in services marketing – Relationship Building with customers – Application of services marketing - Marketing of shipping services, port services.

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Fundamentals of Marketing	-	William J. Stanton
Marketing	-	V.S. Ramasamy & Namakumar
Marketing Management	-	Philip Kotler
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Fundamentals of Marketing	-	Cundiff, Still & Govani

BLOCK I

Finance functions – Its Nature and Scope-Relationship with other functions- Role of Financial Management – Profit vs. Wealth- Time value of money concept- Indian financial system- Sources of long term finance-Equity Shares, Preference shares, Debentures, borrowing from lending institutions- short term financing through money market, Gilt edged securities- International sources of Financial Instruments.

BLOCK II

Capital budgeting- Concept- Significance- Methods of appraisal- Pay back method, Average return, Net present value, Internal rate of return, decision Tree, Stimulation, Sensitivity analysis and CAPM methods- Capital rationing- Simple Problems.

BLOCK III

Cost of Capital- Significance-Concept-Cost of debt, Equity, Preference share Capital, Retained earnings,Weighted average cost of Capital- EBIT- EPS analysis- Operating leverage- Financial leverage-Combined leverage.

BLOCK IV

Capital Structure- Determinants-Optimal Capital Structure- Capital Structure theories- Net income approach- Net operating income approach - MM approach – Dividend policies- Types – Dividend theories - Valuation under Gordon and Walther Theory - Dividend irrelevance - MM theory - Factors affecting dividend decisions.

BLOCK V

Working Capital Management-Definition -Types-Working Capital for Policies - Factors affecting working Capital requirements - Management of cash – optimum level of cash - stochastic models, Miller and Orr model- Management of receivables -Print policies, Period, Terms - Collection Policies-Inventory Management-Inventory Level- Inventory Management Techniques.

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Financial Management & Policy - V.K. Bhalla
Financial Management - S.N. Maheswari
Financial Management - Kulkarni & Sathya Prasad

BLOCK I

Human Resource Management: Meaning, Nature, Objectives, Scope and Functions the Philosophy and Policy of the HRM - Department Structure and Functions –Managerial and Operating Functions – HRM as a Profession –Environmental Influence of HRM.

BLOCK II

Human Resource Planning: Manpower Planning – Strategy consideration of Planning – Job Analysis – Job Specification – Job Description – Approaches to Job Design – Job Simplifications – Job Enlargement – Job Rotation – Job Enrichment – Absenteeism and Labour Turnover.

Recruitment & Selection: Recruitment Policy - Problems - Source of Recruitment – Recruitment Practices in India – Selection – Placement and Induction –Promotions and Transfers – Demotions and Separations.

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Training & Development: Training – Need and Importance – Steps in Training Programme – Evaluation of Training Programmes – Concept of Management Development Programme – Techniques of Training and Development – Group Discussion- Conferences and Seminar – Case Studies – Role Playing – Business Games – Sensitivity Training – Stages of Career Development.

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Wage & Salary Administration: Compensation Plan – Job Evaluation – Individual – Group – Incentives – Bonus – Fringe Benefits – Performance Appraisal – Meaning - Need and Importance – Objectives – Methods and Modern Techniques of Performance Appraisal – Requisite of Good Appraisal Plan – Problems in Performance Appraisal.

BLOCK V

Quality of working life – Issues in Quality of Working life – Obstacles in QWL – Quality Circles –Management By Objectives.

Trade Union – Structure, Objectives, Policies, Growth of Trade Union in India – Joint Consultation and Employee Participation in Management – Collective Bargaining - Case Studies.

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BLOCK I

Introduction to Operations Research – Linear programming – Graphical solution – Simplex method — concept of duality –Special cases in linear programming – Shadow prices.

BLOCK II

Transportation model – initial basic feasible solution – North West corner rule method – Vogel’s Approximation method – Least cost method - Optimum solution – MODI Method - Simple problems — Assignment problem – Hungarian model.

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Queuing theory - Elements of Queuing system – Characteristics of Queuing System – Single channel Single server system – Single channel multi server system – Application.

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Network Analysis – Rules for constructing a network – Different time calculations – Resource leveling – Resource smoothing – Merits and demerits of CPM & PERT – Decision Tree – Minimax and Maximax Criteria – Their Implications.

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Game theory – Saddle point - Algebraic method – Arithmetic method – Graphical method - L.P.P. Method – Applications of Game theory -Simulation – Monte Carlo Simulation – Application.

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S.C.Sharma |
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and Problems | - | Dharani Venkatakrisnan |

BLOCK I

Research: Meaning – Scope and Significance – Types of Research – Research Process -Problems in Research – Significance of Research in Social Sciences – Identification –Selection and formulation of problem – Review of Literature -Research Hypothesis –Meaning – Sources – Types – Formulation of Research Design – Features of Good Design – Factors affecting Research Design – Evaluation of Research Design.

BLOCK II

Sampling Design: Senses Method and Sampling Method – Principles of Sampling – Methods of Sampling –Probability and Non-Probability Sampling Methods – Selection of a sample – Size – Criteria of Good Sample Design. Scaling Techniques: Meaning, Types of Scale - Scale Construction Techniques.

BLOCK III

Data Collection: Types of Data – Sources of Data – Primary Data and Secondary Data - Data Collection Methods – Observation – Survey – Questionnaire – Interview Schedule - Effective in Interview Techniques and Limitations of Interview –Constructing Questionnaire – Format of Good Questionnaire – Advantages and Limitations of Schedules and Questionnaire – Pilot Study. Analysis and Processing of Data: Meaning – Editing – Coding and Tabulation –Diagrams.

BLOCK IV

Tests of Significance – Assumption about parametric and non-parametric tests – Parametric Tests –Chi Square, T-Test, F-Test and Z Test. Non-Parametric Tests UTests– Kruskal Wallis – Introduction to ANOVA – One Way –Two Way –Multivariate Analysis –Correlation and Regression only - No Problems.

BLOCK V

Report Writing: Significance-Tests in Report Writing –Layout of report – Types of Reports – Oral Presentation –Mechanics of writing Research Report –Norms for using tables – Charts and Diagrams – Appendix – Index and Bibliography.

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& Commerce

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BLOCK I

Operations management – Meaning, Importance and Objectives – Systems View of Operation Management – Functions of Operations Management – Types of production Systems.

BLOCK II

Production Planning Controls – Aggregate planning – Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP II – Capacity Requirements Planning – ERP Packages.

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Inventory Control – Functions & Types of Inventory – Safety Stock – Service Level – Inventory control system – Economic Order Quantity Models – Batch Production, Quantity Discounts – Just In Time – Bottlenecks in Implementing Just In Time in Indian Industries.

BLOCK IV

Inspection in Quality control – Purpose – Control charts for measuring variables – Control chart for measuring attributes – Acceptance sampling, Acceptance Quality Limit LTPD – Quality Circle – Total Quality Management – Six sigma concept – ISO 9000 concepts – ISO 14000 concepts.

BLOCK V

Ergonomics – Meaning – Importance – Work study – Time study – Motion study – Standard time – Time study analysis – Job designs

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BLOCK I

Entrepreneur – meaning – Importance – Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development – its importance – Role of entrepreneurship – Entrepreneurial Environment.

BLOCK II

Evolution of entrepreneurs – entrepreneurial promotion Training and developing motivation: factors – Mobility of entrepreneurs – Entrepreneurial change – Occupational mobility – Factors in mobility – Role of consultancy organizations in promoting entrepreneurs – Forms of business for – entrepreneurs.

BLOCK III

Project Management: Sources of business idea – Project classifications –identifications – formulation and design – Feasibility analysis – Preparation of Project Report and presentation Financial analysis – Concept and Scope – Project cost estimate – Operating revenue estimate – Ratio analysis – Investment Process – B E analysis – Profit analysis – Social cost benefit analysis – Project Appraisal methods – Project Report presentation.

BLOCK IV

Project Finance: Sources of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial bank – Appraisal of bank for loans. Institutional aids for entrepreneurship development – Role of DICs, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau – Approaching Institutions for assistance.

BLOCK V

Setting small scale industries – location of enterprise – Steps in setting SSI unit – Problems of entrepreneurs – Sickness in small industries – Reasons and remedies – Incentives and Subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship.

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BLOCK I

Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature of contract – Performance of contract – Discharge of contract – Remedies for breach of Contract - Quasi contracts. Indemnity and guarantee – Bailment and Pledge.

BLOCK II

Law of Partnership : Introduction – Formation – Kinds of Partners – Authorities, Rights and Liability of Partners – Dissolution of Firm. Companies Act 1956: Nature and kinds of companies – Formation of company – Management – Meetings.

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Sale of Goods Act: Sale and Agreement to sell. Condition and Warrantee, Transfer of Ownership – Performance of Contract of Sale – Remedies for Breach of Contract – Sale by Auction. Negotiable Instruments Act: Kinds of Negotiable Instruments – Parties' to Negotiable Instrument – Negotiation, Presentment for Payment – Dishonour, discharge of Negotiable Instrument.

BLOCK IV

Law of Agency : Definition, Kinds of Agents – Agents' Authority – Rights of Agents, Rights and Duties of Principal, Liabilities of Principal – Termination of Agent.

Law of Insurance : Contract of Insurance – Fundamental principles – Life Insurance, Fire Insurance and Marine Insurance – IRDA Act, 1999 – Regulations – 2000, 2002.

BLOCK V

Laws regarding regulation of Industries – Industrial Licensing – Industries (Development & Regulations) Act 1951 – MRTP Act – Foreign Exchange Management Act, 1992 – Consumer Protection Act, 1986.

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Mercantile Law	-	N.D. Kapoor
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Industrial & Labour Law	-	Malhotra
Labour Law	-	Mishra

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Overview of Strategic Management: Strategic Planning and Strategic Management – Strategic Management process – Mission – Vision and Objectives.

BLOCK II

Environment and Resources Analysis: Environment Analysis – Industry Analysis – Competitive Analysis – Internal Analysis – SWOT Analysis.

BLOCK III

Strategy Formulation and Choice: Corporate level strategy – Global Strategy – Business level strategy – Strategic Analysis and choice.

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Strategy Implementation: Activating strategies – Structural Implementation – Behavioural Implementation – Functional and Operational Implementation.

BLOCK V

Strategy Evaluation and Control: Overview – Strategic control process – Operational control – Techniques – Dupont control model – Quantitative and qualitative tools – Porters Approach for globalization – Future of Strategic Management.

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BLOCK I

International Business Environment : International business – An overview – Concept of international business – Classification of international business – factors influencing international business – Economic and policy environment – Regulation of international business.

BLOCK II

Multinational Corporations (MNCs): Concept, strategy and organization – Marketing management – Technology and MNCs – UN Code of conduct of MNCs. Economic Integration and Training Blocks: Structure of various regional economic agreements such as ASEAN, SAARC / SAPTA, NAFTA, EC - their procedure and impact on the trading activities of the member states.

BLOCK III

Foreign Collaborations and Joint Ventures: Industrial policy and foreign direct investment – Kinds of collaboration and joint ventures – Negotiating foreign collaboration / joint venture – Drafting of agreement – Restrictive clauses in the foreign collaboration / joint venture – UN Code of conduct of transfer of technology –Indian joint ventures abroad.

BLOCK IV

World Trade Organisation: Origin and development – UNCTAD World Trade Organisation (WTO) – Structure, functions and areas of operations – Dispute settlement under WTO – Anti-dumping duties – Countervailing duties –Environmental aspects in international trade – Trade Related Aspects of Intellectual Property Rights – Competition and trade in services.

BLOCK V

Settlement of International Commercial Disputes: International commercial arbitration– International institutions – Drafting of arbitration agreements – Procedure for international commercial arbitration.

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