

**TWO YEAR FULL – TIME
MASTER IN BUSINESS ADMINISTRATION (MBA)**

Revised Structure and**Syllabus for Master of Business Administration (M.B.A)****M.B.A. Part I (First Year) Revised from the Academic Year 2012-13.****M.B.A. Part II (Second Year) Revised from the Academic Year 2013-14.****Objectives**

The basic objectives of an M.B.A. course are-

1. To provide competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business.
2. To impart the students latest and relevant knowledge from the field of management theory and practice.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To impart/ develop the right kind of values and attitude to function effectively in Managerial/ administrative positions.

(II) Eligibility for Admission

1) Candidate should have passed with minimum 50% marks in aggregate (45% marks in case of backward class candidates from Maharashtra State only) in any full time Bachelor's Degree of minimum 3 years duration in any discipline recognized by Association of Indian Universities.

2) Scored 30 or more marks in the MAH/MMS – CET and appeared for GD and PI conducted by the Competent Authority of Maharashtra State.

OR

Scored 30 or more marks or equivalent score of 30 marks or more in GMAT/CAT/JMET/MAT/ATMA and appeared for GD and PI.

The above eligibility is subject to change, as per rules published in the brochure of Director of Technical Education, Maharashtra State or rules prescribed by the Pravesh Niyamtran Samitti or any other competent authority, from time to time.

Course Structure for Master's Degree Course in Business Administration from Academic Year 2012-13 onwards

	Semester – I		Semester – II
Paper No.	Subjects	Paper No.	Subject
1	Perspectives of Management	9	Marketing Management
2	Accounting for Management	10.	Financial Management
3	Managerial Economics	11	Human Resource Management
4	Organisational Behaviour	12	Production and Materials Management
5	Statistical Methods	13	Economic Environment for Business
6	Managerial Communication- I	14	Managerial Communication – II
7	Legal aspects of Business	15	Research Methodology
8	I. T. for Management	16	Operations Management
	Semester – III		Semester – IV
17	Corporate Planning & Strategic Management	25	Entrepreneurial Development & Project Management
18	Management Accounting	26	Excellence in Management
19	Business Ethics		
	Elective – I		Elective – I
20	Paper – I	27	Paper – III
21	Paper – II	28	Paper – IV
		29	Paper – V
	Elective – II		Elective – II
22	Paper – I	30	Paper – III
23	Paper – II	31	Paper – IV
24	Project Report & Viva – Voce	32	Paper – V

Electives

Student has to select any 2 from the following electives in Semester III and Semester IV

1. Marketing Management
2. Financial Management
3. Human Resource Management
4. International Business
5. System Management
6. Production and Materials Management
7. Agriculture & Co-operative Mgt.

Note – One Semester consist of 15 weeks.

Per week 4 hours are allotted for each subject.

Out of 4 hours, 3 hours for Teaching/learning and 1 hour for Internal evaluation- assignments, seminar, exercises related to library and computer, projects, etc.

Practical Training and Project Work-

Each student shall have to undergo a practical training for a period of not less than 50 days during the vacation at the end of First Year. Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Director of the institute before 15th November. The project Report shall be assessed both internally (50 marks) and externally (50 marks). For external evaluation there will be a viva voce at the end of third semester. Such viva-voce shall be conducted by a panel of three referees appointed by the University of which two referees will be external and one internal referee.

Student can undertake project in any organisation or do independent research under the guidance of institute faculty/expert. Permission of Director/Principal is necessary before taking the independent research. A student has to submit the synopsis of the research work to the Director. Director will assign the guide from the available faculty for such independent research. Such research need to be certified by the guide and Director/Principal.

Evaluation

Each paper will be of 100 marks, out of which 70 marks are reserved for University Evaluation based upon comprehensive written examination and 30 marks are reserved for Internal evaluation by the individual Institutes.

• Seminar/ Group Exercises (4) -	10 Marks
• Case Studies (Min.2 – Max.4)	10 Marks
• Assignments (2) –	05 Marks
• Exercises – Library/Computer Practical/Project	05 Marks
Total -	30 Marks

The faculty in consultation with the Director/Principal will declare the scheme of internal assessment at the beginning of the Semester for each subject.

Assessment

The final assessment of the student shall be made in terms of an internal assessment and an external assessment (University).

Solapur University (Revised Syllabus of MBA from June 2012)

- (a) The internal and external assessment will constitute separate heads of passing and they will be shown separately in the marks sheet.
- (b) The external assessment shall be based upon the external written examination to be held at the end of each semester.
- (c) The project Report and viva shall constitute one head of passing.
- (d) Reassessment of Internal Marks –In case of those students who have secured less than passing percentage of marks in the internal evaluation for the paper or declared failed by the university, the concerned Institute should administer a separate internal test for 30 marks in the subsequent semester for such subject. The results of such test may be communicated to the University as the Revised Internal marks and University has to consider revised internal marks while declaring the result.

Examinations

The M.B.A. examination will be held in four semesters. The student will not be allowed to appear for the examination unless his attendance is minimum 75%.

- a) A candidate failing in all subjects of Semester I, may be allowed to keep the term for Semester II
- b) A candidate seeking admission to III semester shall not have failed in more than six subjects of I & II Semester put together.
- c) A candidate failing in six subjects of Semester I, Semester II and Semester III taken together may be allowed to keep the term for Semester IV.
- d) A candidate will not be awarded degree unless he/she has passed all semester examinations.

Standard of passing

Every student must secure 40% marks in both University Examination as well as Internal Evaluation and together 50%.

The class shall be awarded to the student on the basis of aggregate marks obtained by him/her in Semester I, II, III and IV. The award of Class is as follows:

- (i) Aggregate 70% and above First Class with Distinction.
- (ii) Aggregate 60% and above but less than 70% First Class
- (iii) Aggregate 50% and more but less than 60% Second Class.
- (iv) Below 50% Fail.

Additional Specialization:-

A student who has passed the M.B.A. Examination of this University with any two electives may be allowed to appear for the M.B.A. examination again, in any other one elective, by keeping terms for the third and fourth semester for that special group i.e. for papers comprising of 500 marks, by paying (40%) of the Tuitions Fees for that academic year

Question Paper Pattern:

The duration of external question examination is three hours.

- Student has to attempt 5 questions. Total Marks 70
- Q.No. 1 will consist of Case Study/Case Let having 14 marks. Q1 is compulsory

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- Q.No. 2, 3 & 4, (short notes), attempt any two questions of 14 marks each
- Q.No.5,6 and 7 (broad questions) attempt any two questions of 14 marks each

There will not be any case study in Statistics Methods, Operations Management, Accounting for Management, Financial Management and practical papers of Finance Specialisation. Practical problems should be asked in Q. No. 1 of these papers.

MBA I - SEM I**PAPER I Perspectives of Management**

1. Management : Definition, Characteristics, Levels of Management, Process of Management, Contribution made by Frederick Taylor- Scientific management, Henri Fayol – Modern management. Prof. C.K. Pralad -Pyramid concept, Peter Drucker- MBO.

2. Development of Management Theory : Dynamic Engagement Approach -Six different themes in management theory -New organizational environment, Ethics and social responsibility, Globalization and management, Inventing and reinventing organizations, Culture and multiculturalism, Quality.

3. Planning : Definition, Importance, Objectives, Planning process,

4 Organising : Definition, Importance, Design of organization structure - concept, Departmentation, Span of management, Forms of organization structure -Functional, flat,Project-amoebic , Matrix etc. Work from home , Outsourcing ,Virtual Organisations. Power and Authority - Concept, Delegation of authority, Centralization and decentralization, Conflict and Co-ordination.

5. Staffing : Staffing as a Management function. Directing – Directing as a function of management, Direction and supervision.

6. Motivation : Concept, Theories of motivation -Maslow theory of human needs, Mc Gregor's theory X & theory Y,William Ouchi- Theory Z and Edwin A. Locke- Goal setting.

7. Leadership: Leadership styles (Autocratic style Democratic style and Laissez-faire style). The managerial grid. Hersey and Blanchard's situational leadership model, Leadership style and the work situation: The Fiedler model, A path-goal approach to leadership.

8. Controlling : Concept , management by exception, steps in controlling, Design of effective control system.

Reference Books

1. Management- By James A.F. Stoner, R. Edward Freeman & Daniel R. Gilbert.
2. Management- Global Perspective By Heinz Welhrich & Horolad.
3. Management By Martin C. Cathrol.
4. International Management: Concepts & Cases – Manab Thakur,
5. Principles of Management – Tripathi P.C. and Reddy
6. Management By Peter Drucker.
7. Management & Organisation By Louis A. Allen.
8. Management Today- Gene Burton & Manb Thakur.
9. Management Principles and Guidelines – Thomas Duening & John Ivancevich – biztantra.
10. Principles of Management – Ramaswamy
11. Principles of Management – Natarajan
- 12 Principles & Practice of Management – L.M. Prasad

PAPER II - Accounting for Management

1. Financial Accounting: Need for accounting, Internal & External users of accounting information, Accounting concept & conventions.
2. Accounting Process & system: Nature of accounting transactions journal entries & posting of ledger, Cash book and other subsidiary books.
3. Depreciation – Concept, Straight Line Method (SLM) and Written Down Value Method (WDM), Change in method of depreciation
4. Bank Reconciliation Statement
5. Trial Balance & Final Accounts: Rectification of errors, Preparation of trial balance, Final accounts- Trading, Profit-Loss A/c, Balance sheet, Introduction to Computerised Accounting system. Overview of Tally.
- 6 Cost Accounting: Meaning, objectives, scope, importance & advantages of cost accounting, distinguish between financial & cost accounting.
- 7 Elements of Cost: Basic concepts- Material, Labour & Overheads. Preparation of Cost Sheet.
- 8 Inventory Valuation Policy – FIFO, LIFO, Simple average and weighted average methods

Reference books

1. Advance Accountancy : M. C. Shukla & T.S. Grewal
2. Advance accountancy : S.C. Jain & K. L. Narang
3. Financial Accounting : Dr. Guruprasad Murthy
4. Cost and Management Accounting - S.M.Inamdar
5. Management Accounting - Dr. Mahesh Kulkarni
6. Double Entry Book Keeping - T.S.Grewal
7. Principles and Practice of Cost Accounting – Ashish K. Bhattacharya
8. Management Accounting 3rd Ed. - Khan & Jain
9. Theory & Problems in Management & Cost Accounting - Khan & Jain
10. Cost Accounting – Jawahar Lal
11. Management Accounting - Dr. A. P. Rao

MBA Part I Sem I
PAPER III – Managerial Economics

1. Managerial Economics – Meaning, features, scope and significance of Managerial Economics, Decision Making – factors, importance, Risk in Business Decision, Risk adjustment.
2. Demand analysis, forecasting of demand, Methods, Elasticity of demand. Types and importance.
3. Production Function. - COBB – Douglas production function, Short run and long run production function, least cost combination, laws of return to scale, Cost of production, AC and MC, U shape average cost curve
4. Market structure- Classification, price and output determination in Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly.
5. Pricing Practices – Cost plus pricing. Incremental pricing. Pricing in Capitalism, Communism/ Socialism. Dual pricing.
6. Inflation – Types – effects - Need for Government Intervention in Markets. Price Controls. Support Price.
7. Distribution of National Income- Profit, Theories of profit, Cleark, Schumpeter and Knight's theory of profit. Break Even Analysis.
8. Macro Economics – Business cycle – theories – Monetary & Non-Monetary theories, Schumpeter and Hawtray's theory- Monetary and Non-monetary control.

Reference books

1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
3. Managerial Economics – G.S. Gupta, T M H, New Delhi.
4. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi.
5. Managerial Economics –Joel Dean, Prentice Hall, USA.
6. Managerial Economics –H L Ahuja, S Chand & Co. New Delhi.
7. Managerial Economics – D.M.Mithani
8. Modern Economics – H.L.Ahuja
9. Managerial Economics – Pererson

MBA Part I Sem I
PAPER IV – Organisational Behaviour

1. Organisational Behaviour - Definition, levels of OB, Approaches to OB, factors affecting individual behaviour – Environmental factors, Personal Factors.

2. Individual Behaviour - Attitude – Definition, types of attitudes, Cognitive dissonance theory. Learning – Meaning, learning theories – classical & operant conditioning. Reinforcement. Perception – Definition, Perceptual Process, Factors influencing perception.

3. Group Behaviour - Definition and Classification of Groups, Formal and informal groups, why do people join groups, Group dynamics - Group cohesiveness. Stages of group development.

4. Group Decision making & Work teams.– Group decision making process, How do groups make decision – advantages & disadvantages, strategies to improve group decision making. Work Teams – Team Vs Group, Problem Solving Teams, self managed work teams, Cross functional teams, creating effective teams, Virtual teams.

5. Organisational change – Definition, Forces for change – External & Internal forces. Change Process – Unfreezing, changing, Refreezing. Resistance to change – Individual & organisation resistance. Managing resistance to change.

6. Organisational culture – Meaning and Definition, cultural dimensions - Levels, Culture creation, Cultural artifacts, Strategies for sustaining culture, Changing organizational cultural.

7. Organisational Conflict – Meaning , concept, functional and dysfunctional conflicts, Levels of conflicts, intra personal and interpersonal conflicts, conflict process.

8. Stress Management – Meaning, Importance, Understanding Stress and its consequences, potential sources of stress, Factors causing stress, Managing Stress.

Reference Books.

1. Organisational Behaviour – P.G.Aquinas (Excel books).
2. Organisational Behaviour – Robbins (Prentice Hall)
3. Organisational Behaviour – Dr.S.S.Khanka (S.Chand)
4. Organisational Behaviour – K. Ashwathappa (Himalaya Publishing).
5. Organisational Behaviour – Suja R.Nair (Himalaya Publishing).
6. Organisational Behaviour – Luthans (McGraw Hill)
7. Organisational Behaviour – Rao & Narayana (Konark publishers)

MBA Part I Sem. I
PAPER V – Statistical Methods

- 1. Arranging data to convey meaning** - Tables, Graphs and Frequency Distribution, Application in the business
- 2. Measures of Central Tendency** – Arithmetic Mean, Median, Mode –Characteristics. Graphical methods for Median and mode, Missing frequency problems
- 3. Measures of Dispersion** – Introduction, Range, Quartile, Mean Deviation, Standard Deviation, combined standard deviation Coefficient of Variation. Problems
- 4. Correlation** – Karl Pearson coefficient & Rank correlation – Partial & Multiple Correlation, Problems
- 5. Regression** - . Simple and Multiple Regression (Linear) – Equation and prediction-Problems
- 6. Association of Attributes:** Yule’s coefficient & Coefficient of colligation.
- 7. Probability** – Concepts, Permutations and Combinations Bayes’ theorem.-Problems
- 8. Probability Distributions** - Binomial, Poisson and Normal-Applications and Problems

Reference books

1. Fundamentals of Statistics - S.P.Gupta
2. Complete Business Statistics – Aczel, Amir D
3. Business Statistics – S.C Gupta and Indra Gupta
4. Comprehensive Statistical Methods – P.N.Arora, Sumeet Arora, S.Arora
5. Statistical and Quantitative Methods – By Ranjit Chitale
6. Business Statistics for Contemporary Decision Making – Black
7. Statistics Concepts and Applications – Pal N.
8. Statistical Techniques in Business and Economics – Lind Douglas
9. Statistics and Quantitative Techniques – Dhaygude M.S.
10. Mathematics and Statistics for Management – Mittal
11. Statistics for Management - Levin

MBA Part I Sem I
PAPER VI - Managerial Communication - I

1. Managerial communication: Meaning – importance - process of communication - channels of communication - forms of communication - 7’c of effective communication - Barriers to communication - Guidelines to overcome communication barriers.

2. Feedback in communication: kinds of feedback – effective feedback – effects of feedback – improving feedback

3. Oral communication : Fundamentals of oral communication

Listening: Hearing and Listening – process of listening - what is active listening? – Types of listening – Barriers to Listening – 10 thumb rules of good listening – Effective listening strategies

4 Public speaking: Preparation of speech - Techniques of effective speech – Commemorative speeches (Elocution, Extempore, Welcome speech, Vote of thanks, Commemorative Occasions, Condolence) – Speakers appearance and personality - Practicing delivery of the speech

5. Non verbal communication: Body language, Gestures, Postures, Facial expressions, Dress code, Para language, Significance of space.

6 Meeting: purpose – golden rules of meeting – preparation for a meeting – Conduct of meeting – Following up the meeting - failures in meeting - Notices - Agenda and Minutes.

7. Reports: purpose - process - types of reports - format of report - structure of formal report - writing strategies.

8. Communication Technology: Email, Teleconferencing, Videoconferencing, groupware, fax, intranet, internet, Fliers, Brochures, Newsletters, SMS, Blogs, Twitter, Websites, Social media, Communicasting, Datacasting, Facebook.

Internal Assessment

1. Public speaking exercise in the form of debate, elocution, extempore and prepared speeches.
2. Students will submit one business documents of each of the following:
 - Minutes of meeting
 - Report

Reference books

1. Foundations of Business Communication- An Integrative Approach- Dona J Young (McGraw Hill Publication).
2. Business Communication : Concepts, Cases And Applications - P D Chaturvedi, Mukesh Chaturvedi (Pearson Education)
3. Basic Business Communication – Lesikar, Flatley (TMH)
4. Effective Technical Communication - M Ashraf Rizvi (TMH)
5. Business Communication Today– Bovee Thill Schatzman (Pearson & Education)
6. Business Communication Today - Bovee, Thill & Schatzman (Pearson)
7. Business Skills - Nageshwar Rao and Rajendra Das (HPH)
8. Managerial Communication – Rai (HPH)
9. Business Communication – Building Critical Skills – Kitty O Locker, Stephen K Kaczmarek (Tata McGraw Hill)
10. Communication – C S Rayudu (HPH)
11. Business Communication - Pradhan H, Pradhan N S (HPH)
12. Integrated Business Communication – In a Global Market Place - Bonnye E S, Marilyn S S, Laurence S (Wiley Publication, India)
13. Business Communication - Asha Kaul (Eastern Economy Ed.)
14. Effective Business Communication – Murphy
15. Professional Communication - Konera

MBA Part I Sem I
PAPER VII – Legal Aspects of Business

1. Administration of law & legal system in India.- Introduction to legal aspects of Business in general.

2 Indian Contract Act (1872):

- a) Definition (Sec.2)
- b) Essential elements of a valid contract.
- c) Competency to enter in contracts (Sec. 11 & 12).
- d) Consent – Free consent, Coercion, undue influence, fraud, mis-representation, mistake (sec 13-23).
- e) Void Agreement (sec 24-30)
- f) Consequences of breach of contract (sec73-75).

3. Companies Act :

- a) Definition & characteristics of a company.
- b) Company distinguished from partnership.
- c) Kinds of Companies.
- d) Provisions relating to incorporation & Memorandum of Association , Articles of Association , Prospectus.

4 Companies Act:

- a) Capital Structure, Shares & Debentures
- b) Management & administration
- c) Meetings & proceedings
- d) Directors, Boards powers & restrictions thereon.
- e) Prevention of oppression & mis-management.
- f) Winding up.

5. Negotiable Instrument Act 1881

- a) Characteristics of negotiable instrument
- b) Promissory Notes, Bill of Exchange & Cheque.
- c) Negotiation (sec 46to 60)
- d) Special rules of evidence.(sec118 to 122)
- e) Crossing of cheque & dishonor of cheque (sec138 to 142)

6. Consumer Protection Act 1986.

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

7. Industrial Dispute Act 1947

- a) Definition of Industry, Industrial dispute (Bangalore water supply v/s A. Rajjappa AIR 1978 SC 548) Lay off, Lock out, retrenchment, wages & workmen.
- b) Provisions relating to strikes & lockouts
- c) Unfair practices on the part of the employers, trade unions of employees & workmen.

8. Information Technology Act 2000: Existing Privacy Protection, IT Laws and Security**Reference books**

- 1. Bare Acts- Govt. or Private publication
- 2. Indian contract Act- Mulla
- 3. Business Law- Gulshan Kapoor
- 4. Commercial Law including company & industry law- Sen and Mitra
- 5. Elements of Merchantile Law- N.D. Kapoor
- 6. Indian Companies Act- Ramayya.
- 7. Information Technology Act 2000

MBA Part I Sem I
Paper VIII – IT For Management

1. Introduction to IT and Computers: - Concept of Data and Information, Concept of Information Technology, IT application in Management. Basic Computer Organization, Hardware: CPU, RAM, ROM, Storage Devices, Input/output Devices, Software: Types of software.

2. Introduction to Internet: Definition, Brief History, Email, World Wide Web, Internet Service Providers, Use of Internet for Business

3. Software and Data Management: System Software, Application Software, Programming Software, DBMS: Introduction, Functions and Advantages of DBMS and RDBMS.

4. Information System Development: Computers in Management, Operational Information Systems in Business, Information System Software, Information needs at different organization levels, Major types of information system in organization and relationship between them, Contribution of information systems to pursue competitive strategies, Building Information System- Overview of system development life cycle Role of data in Information System.

5. Information Systems Resource Management : Computer System Management, Managing Information Resources, Computer Security, Crime and Ethics

6. E-Commerce - Concept, Types and Applications of E-Commerce, E-market, M- Commerce.

7. ERP- Definition, basic features, Benefits, Modules, Implementation of ERP, Introduction to SAP

8. Application Software Packages-

MS-Word- Overview: Page Setup, Margins, Tabs, Header and Footer, Saving Document. Formatting the Text, Adding Columns, Tables, Mail merge

MS-Excel- Overview, Working with spreadsheet, Formatting Cells, Formulas and Functions: Arithmetic Functions, Text Functions and Financial Functions, Graphs, Conditional Formatting, Sorting and Filtering Data, Micro

MS PowerPoint- Overview, Working with themes, Charts, Graphics and Tables, Animation: Using Animation for entry, exit, motion and emphasis, Custom Animation, Transition of Slide

Reference books

1. Computer Today- Suresh K. Basandra- Galgotia Publications Pvt. Ltd.
2. Computer Fundamentals- P.K.Sinha and Priti Sinha-BPB Publication
3. MIS Text & Cases-Jawadekar W.S.-TMGH Publication
4. MIS: Managing the digital firm-Laudan K.C.-TMGH Publication
5. E-Commerce-David Whitley TMGH Publication
6. E-Business & E-Commerce David Chaffey Pearson
7. Internet for Everyone Leon Alexis Leon Teenworld
8. Learning guide to The Internet Allen Douglas. W. BPB Publication
9. Enterprise Resource Planning: ERP Milind M.Oka Everest Publication House
10. Enterprise Resource Planning Leon Alexis TMGH Publication
11. Enterprise Resource Planning: Concept and Practice Vinod Kumar Garg and N.K. Venkitakrishna PHI
12. Comdex Computer Kit: Windows XP with Office 2007 Vikas Gupta dreamtech press

MBA Part I Semester II
Paper IX – Marketing Management

1. Marketing Concepts - Introduction to marketing – Nature and scope of marketing, the core concepts of marketing. Concept of marketing (Production concept, Product concept, Selling concept, Marketing concept, Societal concept) Holistic Marketing Orientation.

2. Marketing Environment: Analyzing needs and trends Macro Environment - Political , Economic, Socio-cultural and Technical Environment – PEST analysis. Micro Environment – Industry & Competition. Concept of Market Potential & Market Share

3. Understanding Consumer. Definition ,Determinants of consumer behavior, importance, factors influencing consumer behavior, buying process , Concept of customer relationship management . Brand Equity- Definition, Concept, Building brand Equity.

4. Market segmentation: Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP.

5. Marketing Mix: Definition of each of the Four P's. Components of each P. (Product-Product and product life cycle, New Product development process ,Price - Pricing methods, objectives, price determination policies, Promotion – Concept, Promotional Mix Place - Importance ,Channel design and decision, Channel Management decision) Extended 7Ps for services. Significance in the competitive environment.

6. E-Commerce marketing practices. Concepts – Retailing, Wholesaling and Logistics, Network Marketing, Direct marketing -Impact of technology & Internet on distribution.

7. Marketing Research – Meaning and Nature of Marketing Research. Applications , Limitations Threats to Marketing Research, Evaluation and Control of Marketing Research, Process of marketing research .

8. Marketing Ethics and social responsibility - Citizen and public actions to regulate marketing (Consumerism, environmentalism, public actions to regulate marketing,)

Reference Books

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Fundamentals of Marketing - Stanton
3. Marketing Management – Rajan Saxena
4. Marketing Management - V.S.Ramaswamy and S.Namakumari
5. Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, 6th ed.
6. Case Studies in Marketing - Indian context - R.Srinivas
7. Principles and Practice of Marketing –Philip Kotler
8. Marketing Management – S.A. Sherlekar
- 9 Marketing Management – A South Asian Perspective –Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha.
10. Marketing Research – G.C. Beri
- 11 Marketing Research – Suja Nair – Himalaya

MBA Part I Semester II
Paper – X – Financial Management

1. Financial Management – An overview – Finance and related Disciplines, Meaning, objectives and scope of Financial Management, Organisation of Finance Function, Emerging Role of Finance Manager in India.

2. Financial Statement Analysis- Techniques : Trend Analysis, Common Size Statements, Ratio Analysis : Classification of Ratios –Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios, computation and comparison of ratios.

3. Cost-Volume-Profit Analysis - Assumptions, Contribution, PV Ratio, BEP, Margin of Safety, Angle of Incidence, Simple problems on decision making, limitations of CVP Analysis

4. Capital Budgeting – Nature and Significance, Time value of money, Returns- Profit and Cash Flow Approach, - Methods of evaluating Capital Budgeting – Pay Back Period, ARR, NPV and Profitability Index.

5. Working Capital Management – Nature of Working Capital Management, Need for working capital – operating cycle, estimation of working capital requirement, financing of working capital

6. Long Term Financing - Equity shares, Debentures/Bonds, Term Loans, Hybrid Financing- Preference shares, Convertible Debentures, Venture Capital, Introduction to GDR/ADR.

7. Dividend Policy- Determinants, Procedural and Legal formalities involved in the payment of dividend, Bonus Shares, Stock Split.

8. International Financial Management – Similarities and differences between Domestic and International Financial Management, Reasons for going Global, Foreign Exchange Markets, Foreign Exchange Dealings

Reference books

1. Financial Management – I.M.Pandey
2. Financial Management – Khan & Jain
3. Financial Management – Prasanna Chandra
4. Financial Management – N.M.Wechlekar
5. Financial Management – S.C.Kuchal
6. Financial Management & Policy – R.M.Shrivastava
7. Financial Management – S.M. Inamdar
8. Financial Management- P.V. Kulkarni
9. Financial Management – G. Sudarsana Reddy
10. Financial Management - Bhalla.
11. Financial Management & Policy - R.M.Srivastav

MBA Part I Semester II**Paper – XI Human Resource Management**

1. Human resource management: Concepts, objectives, Scope, Difference between P.M & H.R.M. Functions – Managerial and operative functions, Significance of HRM.
2. Job analysis & design: Concepts & uses to Job analysis, Job description and job specification. Preparation to job description and job specification, Flexible job environment. Concept of job design, Methods of design.
3. Job evaluation : Meaning, Objectives. Methods to job evaluation, Advantages & problems to job evaluation.
4. Recruitment & Selection: Recruitment – Definition, Objectives, factors affecting recruitment and sources of recruitment, Traditional and modern sources. Selection- definition, Selection procedure, Concepts to Induction and placements.
5. Training and Performance appraisal : Objectives, Need of training, Steps in training, Training methods – On the job and Off the job. Concept to PA, Methods to appraisals – Traditional and Modern methods.
6. Compensation Management: Components of Remuneration, Factors affecting wage and salary levels, Types of wages, Concepts to Incentives and fringe benefits.
7. Career planning & development : Concepts to career, career planning and succession planning. Career anchors and Career stages.
8. Recent Trends in HRM : Human resource Audit & Accounting Research, Employees for lease, Moon Lighting by employees, Dual career groups, Flextime and Flex work, Virtual organisation – Concepts, Types, Advantages and disadvantages.

Reference books

1. Human Resource Management – Gary Dessler.(Pearson)
2. Human Resource Management – S.S.Khanka (S.Chand & Co.)
3. Human Resource Management – V.S.P.Rao (Excel books)
4. Human Resource Management – Stephen Robbins.(PHI)
5. Essential of Human Resource Management – P.Subha Rao (HPH)
6. Human Resource Management & Personnel Mgt. – Aswathappa (TataMcgraw Hill)

MBA Part I Semester II
Paper – XII - Production and Materials Management

1.THE PRODUCTION FUNCTION – Nature & scope, activities, interface with other functional areas like Marketing, Purchasing, Finance, Personnel, Maintenance, R & D, concept of productivity.

2.TYPES OF PRODUCTION SYSTEMS – Intermittent and continuous, job, batch, mass and flow production systems, assembly lines balancing, Plant Layout – Product, process, fixed position and combination layouts. Flow lines cellular layout, U- shaped cells, workstation.

3.PRODUCTION PLANNING & CONTROL – Objectives, various functions of PP & C, Elements of scheduling, Master scheduling, priority planning, facility loading, sequencing problem of scheduling. Production control activities, various control techniques.

4.QUALITY CONTROL – Quality control, importance, inspection, Introduction to total quality management, cost of quality.

5 MAINTENANCE - Objectives, types of maintenance, breakdown and preventive maintenance

6.MATERIAL MANAGEMENT CONCEPT – Primary and secondary objectives, its importance in present context, scope and activities of materials management and organization.
Stores Functions- Storage equipment's, material handling in stores & stores layout.

7. INVENTORY MANAGEMENT – Type of inventory management systems, Fixed Order quantity and periodic review system, selective control of inventory – ABC Analysis, VED Analysis.

8.EMERGING MANUFACTURING TRENDS: Just in time, Flexible manufacturing system, lean manufacturing system, supply chain management, Network analysis with PERT/CPM.

Reference books

1. Operation management – Buffa
2. Operation management – Worth
3. Operation management – Chunawala, Patel.
4. Production and Operations management- R. Panneerselvam, Eastern Economy Edition
5. Operations Management and Control – Dr. Biswaji Banerjee
6. Production and Operations Management – S.N.Chary
7. Production and Operations Management – K.Aswathappa, K.Sridhar Bhat
8. Handbook of Materials Management – P.Gopalakrishnan

MBA Part I Semester II
Paper XIII - Economic Environment for Business

1. Environment - Concept, composition and importance in Indian Economy, Major problems of Indian Economy, Economic planning - 10th five year plan.
2. Agricultural Development – Role of Agriculture in Indian Economy, Agricultural Marketing, Price policy, support price, agricultural labour, water management, food security.
3. Industrial Development – Industrial Growth, Role and problems of small scale and large scale industries. Public, private sector, Industrial sickness, industrial policy since 1991. Liberalisation, Privatisation and Globalisation Implementation and effects on Indian Economy.
4. RBI and Monetary Policy, Reforms in Banking sector, Core Banking.
5. International Trade- composition, foreign Exchange spot rate, market rate. Rupee convertibility.
6. Balance of Payment- problems, disequilibrium in the BOP methods to correct adverse Balance of payment - Devaluation WTO and India.
7. International Environment – Need and policy of Government of India towards foreign capital - MNCs – Role - Drawbacks – FEMA.
8. International institutions – IMF, Problems of International liquidity solutions, IBRD, EEC, SAARC.

Reference books

1. India's Economic Future – V.V. Bhanoji Rao
2. Liberalisation and Globalisation of Indian Economy – K.R. Gupta
3. Indian Economy – Rudder Datt and K.P.M Sundharam
4. Indian Economy – S.K. Mishra and V.K. Puri
5. Indian Economy – A.N. Agarwal
6. International Economics – D.M. Mithan
7. Business Environment – Francis Cherunilum
8. International Economics – Krugman F.R.
9. Economic Environment of Business – S.K.Misra

MBA Part I Semester II**Paper XIV - Managerial Communication II**

1. Employment Communication- Presentation: Role of Business Presentation – Advantages and disadvantages of Oral Presentation – Process of making a business presentation – Planning the presentation – Organizing the Presentation – Video Presentation - Visual aids for Business Presentation – Audience handouts – Developing visual aids – Practicing the presentation – Delivering the presentation

2. Managerial Writing : Purpose of writing, clarity in writing, principles of effective writing

Memorandum : meaning – letters v/s memo – characteristics of effective memos - form and structure of memo

3 Business Letters : form and structure, style and tone - Routine letter (Inquiry letter, letters placing orders, complaint, Claim and adjustment letters) – Sales letter – Banking correspondence – circular – agency correspondence – quotation – acknowledge execution – collection letters

Job related communication: Biodata – Curriculum Vitae – Resume - Writing resume – Job Application Letters - Covering letter, Placement – Campus, Consultancy firms, Job Portals.

4. Group Discussions: Nature of group discussion – Characteristics of successful group discussion – Strategies – techniques for individual contribution

5. Job Interviews : Interview process – Characteristic of Job Interview – Types of interviews- Pre interview techniques - Interview Questions – Answering Strategies – Frequently asked interview questions – Projecting a positive image – Alternative Interview Formats

6. Etiquettes: Etiquettes in social as well as office settings – Email Etiquettes – Telephone Etiquettes

7. Media Communication : Press conference – Press release - Internet press release – Video Conferencing .

8. Business Communication and the Global Context : Introduction – concept of culture – Direct and Indirect communication styles - problems of cultural differences – Views and Practices concerning factors of human relationships – Problems of Language

List of Assignment

1. Students will present to a group from the following ideas:
 - Multimedia based presentation
 - Appearing for mock interview
 - Group discussion on current affairs/ business issues

Reference books

1. Foundations of Business Communication- An Integrative Approach- Dona J Young (McGraw Hill Publication).
2. Business Communication : Concepts, Cases And Applications - P D Chaturvedi, Mukesh Chaturvedi (Pearson Education)
3. Basic Business Communication – Lesikar, Flatley (TMH)
4. Effective Technical Communication - M Ashraf Rizvi (TMH)
5. Business Communication Today– Bovee Thill Schatzman (Pearson &1. Education)
6. Business Communication Today - Bovee, Thill & Schatzam (Pearson)
7. Business Skills - Nageshwar Rao and Rajendra Das (HPH)
8. Managerial Communication – Rai (HPH)
9. Business Communication – Building Critical Skills – Kitty O Locker, Stephen K Kaczmarek (Tata McGraw Hill)
10. Communication – C S Rayudu (HPH)
11. Business Communication - Pradhan H, Pradhan N S (HPH)
12. Integrated Business Communication – In a Global Market Place - Bonnye E S, Marilyn S S, Laurence S (Wiley Publication, India)
13. Business Communication - Asha Kaul (Eastern Economy Ed.)
14. Effective Business Communication – Murphy
15. Professional Communication - Konera

MBA Part I Semester II**Paper XV – Research Methodology**

1. Foundations of Research: Meaning, Objectives, Motivation, Utility. Application of Research in Business Decisions. Research Process. Qualitative research – Quantitative Research, -Uses and applications.

2 .Problem Identification & Formulation – Management Question – Research Question – Investigation Question –, Concept of Independent & Dependent variables, Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing Process & Importance.

3.Research Design: Concept and Importance - Features of a good research design –Types of Research Designs- Exploratory Research Design ,Descriptive Research Designs; Experimental Design:-Concepts importance and types.

4. Measurement: Concept of measurement– what is measured? Problems in measurement in management research - Characteristics of Sound measurement -Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.

5. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking.

6. Types of Data: Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.

7. Sampling: Census Vs Sampling, Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size.

8. Data Analysis, Interpretation and Report Writing: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association, Layout of a Research Report

Reference books

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
- 3 Research Methodology - C.R.Kothari
4. Research Methodology – Aditham Bhujanga Rao
5. Research Methodology - . R Panneerselvam
- 6 Business Research Methods, William G Zikmund,
- 7.Business Research Methodology, J K Sachdeva.
- 8.Research Methodology for Researchers in Commerce and Management - Rajeswari K, Jayalaskhmi M, Palaneeswari T.
9. Research Methodology - Bhandarkar and Wilkonson
10. Research Methodology - Sadhu and Singh

MBA Part I Semester II
Paper XVI – Operations Management

1. **Introduction to OR** – Concepts, Phases of OR, Application potential to diverse Problems in business & industry, scope & limitations.
2. **Linear Programming** – Formulation. Graphical solution, Maximization and minimization problems.
3. **Transportation** – Applications, North-west corner method, Least cost method, Vogel's Approximation method, Maximization and minimization problems, Unbalanced problems, MODI Method
4. **Assignment Problems** – Hungarian method for minimization, Maximization problems, Unbalanced problems, Problems with restrictions.
5. **Queuing Theory** - Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO)- Problems
6. **Markov Chains & simulation techniques.** Short term and steady state market share, Monte Carlo Simulation method
7. **Games Theory** - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy
8. **Decision Theory** - Decision making under risk (EMV criteria), EVPI, VPI and Decision making under uncertainty- Laplace, Hurwicz Alpha criteria, Maximin, minimax criteria, Minimax Regret Criteria.

Reference books

1. Quantitative Techniques Vol. 1 and 2 - L.C.Jhamb
2. Statistics and Quantitative Techniques - M.G.Dhaygude
3. Quantitative Techniques - N.D.Vohra
4. Operation Research- An Introduction- Taha.
5. Operation Research for management- Shenoy, Srivastav.
6. Operation Research –P.K. Gupta &D.S. Hira.
7. Principles of Operation Research- Harvey- M Wagner.
8. Production and Operations Management – S.N.Chary
9. Operations Management – Krajewski, Ritzman, Malhotra
10. Modern Operations Management – Buffa
11. Operations Management Control – Banerjee
12. Operations Management - Chase