

School of Studies in
Management MBA (FT) Syllabus

2017-19 (CBCS System -Only for SoS)



Jiwaji University Gwalior



MBA (FULL TIME)

Syllabus and Scheme
(FOR SoS IN MANAGEMENT ONLY)

2017-19

MASTER OF BUSINESS ADMINISTRATION SYLLABUS AND EXAMINATION SCHEME
(FOUR SEMESTER PROGRAMME)

School of Studies in Management MBA (FT) Syllabus

2017-19 (CBCS System -Only for SoS)



MASTER OF BUSINESS ADMINISTRATION (FULL-TIME)

(FOUR SEMESTER PROGRAMME)

CHOICE BASED CREDIT SYSTEM

INTERNAL ASSESSMENT = IA; END-TERM ASSESSMENT = ETA

COURSE STRUCTURE AND SCHEME OF EXAMINATION

Semester – I

| Paper Code | Course | C/E/S | L | T | P | Credit | IA+ETA |
|--------------|---|-------|-----------|---|----------|-----------|----------|
| MBA 101 | Principles & Practice of Management | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 102 | Managerial Economics | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 103 | Accounting for Managers | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 104 | Organizational Behaviour | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 105 | Business Statistics | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 106 | Business Environment | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 107 | Communication & Computer Application for Management | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 108 | Seminar | Core | - | - | 1 | 1 | 100 + 00 |
| MBA109 | Assignment | Core | - | - | 1 | 1 | 100 + 00 |
| MBA 110 | Comprehensive viva-voce (Virtual Credit) | Core | - | - | 4 | 4 | 00 + 100 |
| Total | | | 21 | | 6 | 27 | |

Semester – II

| Paper Code | Course | C/E/S | L | T | P | Credit | IA+ETA |
|------------|---|-------|---|---|---|--------|---------|
| MBA 201 | Marketing management | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 202 | Business Legislations | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 203 | Research Methodology | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 204 | Operation Research | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 205 | Financial Management | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 206 | Human Values-Elements of Indian Culture | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 207 | Human Resource Management | Core | 3 | - | - | 3 | 40 + 60 |

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| | | | | | | | |
|----------------|---|------|-----------|---|----------|-----------|----------|
| MBA 108 | Seminar | Core | - | - | 1 | 1 | 100 + 00 |
| MBA109 | Assignment | Core | - | - | 1 | 1 | 100 + 00 |
| MBA 110 | Comprehensive viva-voce (Virtual Credit) | Core | - | - | 4 | 4 | 00 + 100 |
| Total | | | 21 | | 6 | 27 | |

Semester – III

| Paper Code | Course | C/E/S | L | T | P | Credit | IA+ETA |
|----------------|---|------------------|-----------|---|----------|-----------|----------|
| MBA 301 | Total Quality Management | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 302 | Entrepreneurship and Small Business Management | Generic Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 303 | Specialization Group I Elective*01 (MK01/FM01/HR01) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 304 | Specialization Group I Elective*02 (MK02/FM02/HR02) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 305 | Specialization Group II Elective*01 (MK01/FM01/HR01) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 306 | Specialization Group II Elective*02 (MK02/FM02/HR02) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 307 | Seminar | Core | - | - | 1 | 1 | 100 + 00 |
| MBA 308 | Assignment | Core | - | - | 1 | 1 | 100 + 00 |
| MBA 309 | Summer Training viva-voce (Virtual Credit) | Core | - | - | 4 | 4 | 00 + 100 |
| Total | | | 18 | | 6 | 24 | |

* Students have to choose a major and a minor specialization out of available specializations.

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Semester – IV

| Paper Code | Course | C/E/S | L | T | P | Credit | IA+ETA |
|--------------|--|------------------|-----------|---|----------|-----------|----------|
| MBA 401 | Strategic Management | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 402 | Information Management Systems | Core | 3 | - | - | 3 | 40 + 60 |
| MBA 403 | Specialization Group I Elective*03 (MK03/FM03/HR03) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 404 | Specialization Group I Elective*04 (MK04/FM04/HR04) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 405 | Specialization Group I Elective*03 (MK03/FM03/HR03) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 406 | Specialization Group I Elective*04 (MK03/FM03/HR03/IB03) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 407 | Open Specialization –Elective (Any one of the two - OP1/OP2) | Centric Elective | 3 | - | - | 3 | 40 + 60 |
| MBA 408 | Seminar | Core | - | - | 1 | 1 | 100 + 00 |
| MBA 409 | Assignment | Core | - | - | 1 | 1 | 100 + 00 |
| MBA 410 | Research Project Report Viva-Voce (Virtual Credit) | Core | - | - | 4 | 4 | 00 + 100 |
| Total | | | 21 | | 6 | 27 | |

Elective Courses

| Specialization Group | Marketing (MK) | |
|----------------------|---|--------------|
| 1. MBA MK 01 | Consumer Behaviour | III Semester |
| 2. MBA MK 02 | International Marketing | III Semester |
| 3. MBA MK 03 | Retail Management | IV Semester |
| 4. MBA MK 04 | Service Marketing | IV Semester |
| Specialization Group | Financial Management (FM) | |
| 1. MBA FM 01 | Indian Financial System | III Semester |
| 2. MBA FM 02 | Security Analysis and Investment Management | III Semester |

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| 3. | MBA FM 03 | Project Management | IV Semester |
| 4. | MBA FM 04 | Strategic Tax Planning and Tax Management | IV Semester |
| Specialization Group | | Human Resource (HR) | |
| 1. | MBA HR 01 | Human Resource and Organizational Development | III Semester |
| 2. | MBA HR 02 | Legal Framework Governing Human Relations – (Part –I) | III Semester |
| 3. | MBA HR 03 | Compensation Planning | IV Semester |
| 4. | MBA HR 04 | Legal Framework Governing Human Relations – (Part –II) | IV Semester |
| Open Electives | | | |
| 1. | MBA OP 1 | Production and Operations Management | |
| 2. | MBA OP 2 | Supply Chain Management | |

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MBA 101 – Principles and Practice of Management

03 Credits

UNIT I

Management: Concept, Nature, Importance; Management: Art and Science, Management as a Profession, Management Skills, Levels of Management; Approaches to Management – Classical approach, Behavioural Approach, Quantitative Approach and Contemporary Approaches; . Social Responsibility of Managers and Ethics in Managing.

UNIT II

Introduction to Functions of Management

Planning and Decision Making: What and Why of Planning; Types of Plans; Planning Effectively; Techniques for Assessing Environment – Environmental Scanning, Forecasting, Benchmarking; Techniques for Allocating Resources – Budgeting, Scheduling, Break-Even Analysis, Linear Programming; Contemporary Planning Techniques – Project Management, Scenario Planning.

Decision Making - The Decision Making Process; Managers Making Decisions : Rationality, Bounded Rationality, Role of Intuition and Role of Evidence Based Management; Types of Decision ; Decision Making Condition – Certainty; Risk and Uncertainty; Decision Making Styles; Decision Making Biases & Errors; Effective Decision Making.

UNIT III

Organizing: Designing Organisation Structure – Departmentation, Chain of Command, Span of Control, Centralisation and Decentralization, Formalization; Mechanistic structures and Organic Structures; Contingency Factors Affecting Structural Choice; Traditional Organisation Designs; Contemporary Organisational Designs; Organising for Collaboration; Contingent Workforce; Today's Design Challenges; Learning Organizations.

UNIT IV

Controlling: Concept, Process; Controlling for Performance – Concept, Measures – Organisational Productivity, Organisational Effectiveness, Industry and Company Rankings; Tools for Measuring Organisational Performance – Feedforward/Concurrent/Feedback Controls; Financial Control; Informational Control; Balanced Scorecard; Contemporary Issues in Control – Adjusting Controls for Cross Cultural Differences, Workplace Concerns, Workplace Violence, Corporate Governance.

UNIT V – Case studies

Suggested Readings:

1. Stoner, F., & Freeman, R. E. (2001). Gilbert jr. *Management*, .
2. Wehrich, H., & Koontz, H. (2005). *Management: A global perspective*. Tata McGraw-Hill.
3. Robbins, S. P., & Coulter, M. (2010). *Management* Pearson.

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MBA 102 – Managerial Economics

02 Credits

UNIT I

Introduction to Economics: Nature and Scope of Managerial Economics, Significance in Decision-Making and Fundamental Concepts; Objectives of a firm. **Demand Analysis-** Law of Demand, Exceptions to the Law of Demand, Determinants of Demand; **Elasticity of Demand-** Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for Managerial Decision Making, Measurement of Elasticity of Demand.

UNIT II

Demand Forecasting: Meaning, Significance and Methods, Supply Analysis: Law of Supply, Supply Elasticity, Analysis and its Uses for Managerial Decision Making; **Production Concepts & Analysis:** Production Function, Single Variable-Law of Variable Proportion, Two Variable-Law of Returns to Scale. Cobbs –Douglas Production Function Cost Concept and Analysis, Short-Run and Long-Run Cost Curves and its Managerial Use.

UNIT III

Market Equilibrium and Average Revenue Concept; **Market Structure:** Perfect Competition, Features, Determination of Price Under Perfect Competition; **Monopoly:** Features, Pricing Under Monopoly, Price Discrimination; **Monopolistic:** Features, Pricing Under Monopolistic Competition, Product Differentiation; **Oligopoly:** Features, Kinked Demand Curve, Price Leadership; **Pricing Strategies:** Price Determination, Full Cost Pricing, Product Line Pricing, Price Skimming, Penetration Pricing.

UNIT IV

National Income; Concepts and Various Methods of its Measurement, Inflation, Types and Causes, Business Cycle, Profit Concept and Major Theories of Profits; Dynamic Surplus Theory, Risk & Uncertainty Bearing Theory and Innovation Theory.

UNIT V – Case studies

Suggested Readings:

1. Damodaran, S. (2010). *Managerial Economics*. India: Oxford University Press .
2. Salvatore, D., & Brooker, R. F. (1993). *Managerial economics in a global economy*. New York: McGraw-Hill.
3. Dwivedi, D. N. (1980). *Managerial economics*. Vikas Publishing House.
4. Baye, M. R., & Beil, R. O. (2006). *Managerial economics and business strategy* (Vol. 5). New York, NY: McGraw-Hill.

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MBA 103 – Accounting for Managers

03 Credits

UNIT I

Introduction to Accounting : Introduction and Scope of Accounting, Meaning, Scope, Functions, Importance, Advantages, Disadvantages of Financial, Cost and Management Accounting, Relation between Financial, Cost and Management Accounting, Concept Conventions and Principles of Accounting, Journal, Ledger, Trial Balance.

UNIT II

Financial Statements and Financial Analysis Financial Statements and Financial Analysis : Meaning, Objectives, Preparation of Final Account - Profit & Loss Account, Balance Sheet (with problems & Adjustments) comparative & common size statement, Ratio Analysis, Trend Analysis.

UNIT III

Financial Analysis & introduction to Emerging Dimensions in Accounting; **Statement of Changes in Financial Position** - Funds Flow Statement - Meaning, Significance, Limitations, Preparation, Cash Flow Statement - Meaning, Significance, Limitations, Preparation as per AS-3 (direct & indirect method); **Introduction to International Financial Reporting Standards (IFRSs)** ; Price Level Accounting & Human Resource Accounting.

UNIT IV

Cost Analysis, Control and Profit Planning Concept Elements and Classification of Cost, Methods and Techniques of Costing, Marginal Costing and Break-Even Analysis, Advantages & Disadvantages of Cost-Volume Profit Analysis; Concept of Responsibility Accounting & Corporate Governance.

Control and Profit Planning Budgeting and Budgetary Control - Concept, Types, Advantages, Disadvantages, Preparation of Budget - Sales, Flexible, Cash Budget, Production Budget, Concept of Zero Based Budgeting and Performance Budgeting, Standard Costing and Variance Analysis-Material and Labour.

UNIT V – Case studies

Suggested Readings:

1. Pandey, I. M. (1985). Elements of Management Accounting. New Delhi: Vikas Publishing House.
2. Maheshwari, S.N. (5th Ed.). *Corporate Accounting*. New Delhi: Vikas Publishing House.
3. Sharma, R. K. and Gupta, S.K. (2008). *Management Accounting*. New Delhi: Kalyani Publishers.

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MBA 104 – Organisational Behaviour

03 Credits

UNIT I

Concept, Nature, Characteristics, Conceptual Foundation, Importance, Models of Organizational Behaviour, Historical Development of OB, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

UNIT II

Perception and Attribution: Concept, Nature, Process, Importance, Management and Behavioural Applications of Perception; **Attitude:** Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity; **Personality:** Concept, Nature, Types and Theories of Personality Shaping, Determinants, Traits Major, Personality Attributes Influencing O.B.; **Learning:** Concept and Theories of Learning.

UNIT III

Motivation: Theories of Motivation: Early and Contemporary views, Three level Work Motivation Model, Motivating a Diverse Workforce. **Leadership:** Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations. **Analysis of Interpersonal Relationship, Group Dynamics:** Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group processes and Decision Making, Dysfunctional Groups.

UNIT IV

Organisational Power and Politics: Concept, Sources of Power, Distinction Between power Authority and Influence, Approaches to Power, Political Implications of power: Dysfunctional Uses of Power.

Knowledge Management & Emotional Intelligence in Contemporary Business Organisation
Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Conflict: Concept, Sources, Types, Functionality and Dysfunctionality Conflict, Classification of Conflict - Intra, Individual, Interpersonal, Intergroup and Organizational; Resolution of Conflict; Meaning and Types of Grievance and Process of Grievance Handling; Stress – Understanding Stress and its Consequences, Causes of Stress, Managing Stress.

UNIT V – Case studies

Suggested Readings:

1. Newstrom, J. W., & Davis, K. (1986). *Human behavior at work*. New York. McGraw-Hill.
2. Luthans, F. (2005) *Organisation Behaviour, 12/E*. McGraw Hill.
3. Robbins, S. P. (2001). *Organizational behavior, 14/E*. Pearson Education India.

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MBA 105 – Business Statistics

03 Credits

UNIT I

Role of Statistics: Applications of Inferential Statistics in Managerial Decision-Making; Measures of Central Tendency: Mean, Median and Mode and their Implications; Measures of Dispersion: Range, Mean Deviation, Standard Deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

UNIT II

Correlation:-Meaning and Types of Correlation, Karl Pearson and Spearman Rank Correlation.
Regression:-Meaning, Regression Equations and their Applications, Partial and Multiple Correlation & Regression.

UNIT III

Probability: Concept of Probability and its Uses in Business Decision-Making; Addition and Multiplication Theorems; Bayes' Theorem and its Applications.

Probability Theoretical Distributions: Concept and Application of Binomial; Poisson and Normal Distributions.

UNIT IV

Estimation Theory and Hypothesis Testing: Sampling Theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

UNIT V – Case studies

Suggested Readings:

1. Beri, G. C. (2005). *Business Statistics, 2E*. Tata McGraw-Hill Education.
2. Render, B. (2006). *Quantitative analysis for management*. Pearson Education India.
3. Gupta, C. B., & Gupta, V. (2009). *Introduction to Statistical Methods*. Vikas Publishing House Pvt Ltd.
4. Levin, R. I. (2008). *Statistics for management*. Pearson Education India.

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MBA 106 – Business Environment

03 Credits

UNIT I

The Concept of Business Environment, Significance and Nature. Environment Scanning: Meaning, Nature and Scope, Process of Environmental Scanning, Interaction between Internal and External Environments, Basic Philosophies of Capitalism and Socialism with their Variants. Concepts of Mixed Economy.

UNIT II

Overview of Political, Socio-cultural, Legal, Technological and Global environment; An introduction to MRTP, Competition Act, FEMA, SEBI, Consumer Protection Act, The Changing Dimensions of these Laws and their Impact on Business.

UNIT III

Philosophy and Strategy of Planning in India; Industrial Policy in Recent Years; Policy with regard to Small Scale Industries; Monetary Policy and Fiscal Policy, Stock Exchange-BSE-NSE. Depository System in India (Options, Futures and Derivatives) RBI-Role and Functions, Banking Structure Reforms; Narasimhan Committee Recommendations, Financial Sector Reforms.

UNIT IV

Consumerism, Social Responsibility of Business Enterprises, New Economic Policy-Globalization, Liberalization and Privatization; EXIM policy; FDI Policy; Multinational Corporation (MNCs) and Transnational Corporations (TNCs); Global Competitiveness.

UNIT V – Case studies

Suggested Readings:

1. Cherunilam, F. (2010). *Business Environment*. Himalaya Publishing House..
2. Misra, S. K., & Puri, V. K. (2004). *Economic Environment of Business*. Himalaya Publishing House.
3. Shaikh, S. (2010). *Business Environment, 2/E*. Pearson Education India..
4. Paul, J. (2010). *Bussiness. Environment*. Tata McGraw-Hill Education.

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MBA 107 – Communication and Computers for Management

03 Credits

UNIT I

Introduction to Business Communication - Meaning, Importance and Process of Communication, Need for Communication, Barriers to Communication, Essentials of effective communication, Media and Types of Communication.

UNIT II

Effective Business Communication : Use of Technology to improve business communication, Intercultural Communication, Communication in teams, Committees Conferences, Business letters and Notice, Speeches, Planning and creating effective power point presentation slides, Mock interviews and Group Discussion.

UNIT III

- Introduction to MS Excel and Understanding Basic Working with it
- Introduction to MS Excel, Quick review on MS Excel Options, Ribbon, Sheets and
- Saving Excel File as PDF, CSV and Older versions
- Copy, Cut, Paste, Hide, Unhide, and Link the Data in Rows, Columns and Sheet
- Using Paste Special Options
- Formatting Cells, Rows, Columns and Sheets
- Protecting & Unprotecting Cells, Rows, Columns and Sheets with or without Password
- Page Layout and Printer Properties
- Inserting Pictures and other objects in Worksheets

UNIT IV

Working with Formulas/Functions

- Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX, ADDRESS, MATCH, OFFSET, TRANSPOSE etc.
- Logical Function: IF / ELSE, AND, OR, NOT, TRUE, NESTED IF/ELSE etc.
- Database Functions: DGET, DMAX, DMIN, DPRODUCT, DSTDEV, DSTDEVP, DSUM, DVAR, DVARP etc
- Date and Time Functions: DATE, DATEVALUE, DAY, DAY360, SECOND, MINUTES, HOURS, NOW, TODAY.
- MONTH, YEAR, YEARFRAC, TIME, WEEKDAY, WORKDAY etc.
- Information Functions: CELL, ERROR.TYPE, INFO, ISBLANK, ISERR, ISERROR, ISEVEN, ISLOGICAL, ISNA,
- ISNONTTEXT, ISNUMBER, ISREF, ISTEXT, TYPE etc.
- Math and Trigonometry Functions: RAND, ROUND, CEILING, FLOOR, INT, LCM, MOD, EVEN, SUMIF, SUMIFS etc.
- Statistical Functions: AVEDEV, AVERAGE, AVERAGEA, AVERAGEIF, COUNT, COUNTA, COUNTBLANK,
- COUNTIF, FORECAST, MAX, MAXA, MIN, MINA, STDEVA etc.

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- Using Data Analysis

UNIT V

Conditional Formatting

- Using Conditional Formatting
- Using Conditional Formatting with Multiple Cell Rules
- Using Color Scales and Icon Sets in Conditional Formatting
- Creating New Rules and Managing Existing Rules

Data Sorting and Filtering

- Sorting Data A-Z and Z-A
- Using Filters to Sort Data
- Advance Filtering Options Pivot Tables
- Creating Pivot Tables
- Using Pivot Table Options
- Changing and Updating Data Range
- Formatting Pivot Table and Making Dynamic Pivot Tables

Pivot Charts

- Creating Pivot Charts
- Types of Pivot Charts and Their Usage
- Formatting Pivot Charts and Making Dynamic Pivot Charts

VBA Macro

- Introduction to VBA Macro
- Recording Macro & Understanding Code Behind
- Editing, Writing VBA Code and Saving as Macro or Add-In
- Adding Add-Ins in Excel

Suggested Readings:

1. Khetarpal, V., & Sehgal, M. K. (2006). Business Communication. Excel Books
2. Pal, R., (1979). *Business Communication*. Sultan Chand and Sons.
3. Chaturvedi, P. D., Chaturvedi, P. D., & Chaturvedi, M. (2011). *Business communication: Concepts, cases, and applications*. Pearson Education India.
4. Lesikar, R. V., Pettit, J. D., & Flatley, M. E. (1999). *Lesikar's basic business communication*. McGraw-Hill College.
5. Leon A and Leon M - *Introduction to Computers* (Vikas, 1st Edition).

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MBA 201 - Marketing Management

03 Credits

UNIT I

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing – Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Market. Concept of Marketing. Management, Marketing – Mix, Function of Marketing Management, Marketing organization, Qualities of Marketing Manager. Marketing Environment, Factor Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

UNIT II

Market Segmentation, Segmenting the Market, Benefit/ Purpose and Limitation of Market Segmentations. Markets Segmentation Procedure, Basic for Consumer/ Industrial Market Segmentation.

Market Targeting – Introduction, Procedure, Product Positioning – Introduction objective, Usefulness.

Differentiating the Product, Product Positioning Strategy, Consumer Behavior- Introduction, Importance & Process.

UNIT III

Marketing – Mix Decisions, Product Decisions, New Product Development – Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product – Mix, Branding and Packaging Decisions, Product Life cycle – Stages and Strategies for Different Stages of PLC.

UNIT IV

Pricing Decision, Pricing Objective, Policies Methods of Setting Price, Pricing Strategies Channels of Distribution for Consumer/ Industrial Product, Factor Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

Promotion : Promotion – Mix Advertising, Sales Promotion Personal Selling, Publicity and Public Relations. A Brief Account Marketing of Service, Rural Marketing, CRM, Electronic Marketing; B2C,B2B and C2C, Direct Marketing through Internet, International Marketing etc.

UNIT V

Case studies related to the entire syllabus

Suggested Readings :

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1. Kotler Philip – Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition)
2. Kotler, Phillip and Armstrong Graw Principles of Marketing (Pearson Education, 11th Edition)
3. Kotler Philip, Keller Kewin Lane, Koshy Abraham and Jha Mithileshwar- Marketing Management : A South Assian Perspective (Pearson Education 12th Edition)
4. Ramaswamy V.S. and Namakuari S- Marketing Management: Planning, Implementation and Control (Macmillian 3rd Edition)

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MBA 202- Business Legislations

03 Credits

UNIT I

Introduction Indian Contract Act. 1872- Meaning of Law, Object of Law, Indian Contract Act, 1872 Definition of Contract Valid Contract, offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of object, Discharge of Contract Remedies for Breach of Contract, Quasi Contract of Agency- Modes of Creating and Agency , Rights and Duties of Agent and Principles, Termination of Agency.

UNIT II

Sale of Goods Act, 1930 Partnership Act,1932, Consumer Protection Act, 1986 Sale of Goods Act, 1930-

Essentials of a Contract of sale , Condition and warranties, Right and Duties of Buyer, Rights of an unpaid seller and Buyer's Beware Partnership Act 1932 Concept of Partnership and its major Provisions – Partnership Deed , Incorporation and Dissolution.

Consumer Protection Act, 1986: Definitions, Objective and Commission and Provisions (District Forum, State Commission and National Commission).

UNIT III

Negotiable Instrument Act. 1881- Definition , Types and Characteristics of Promissory Note, Bill of Exchange and Cheque, Holder and Holder in due Course, Endorsement, Instruments obtained by unlawful Means, Dishonor and Discharge of Negotiable Instruments, Banker and Customer.

Indian Companies Act, 1956- Definition, Characteristics and Kinds of Company, Formation of Company, Memorandum of Association and its Contents, article of Association and its Contents, Prospectus, Registration of Prospectus, Statement in Lieu of Prospectus, Right and Liabilities of Members of Company, Company Management – Appointment of Directors, Powers, Duties and Liabilities of Director and Managing Director.

UNIT IV

Intellectual Property Rights Act- Meaning of IPR, The Patent Act 1970 – Introduction, History, Meaning of Patent, Kinds, Procedure for grant of patent, Right of Patentee, Infringement of Patent. The Copyright Act,1857- Introduction, History, Meaning of Copyright, Registration of Copyright, Infringement of Copyright.

UNIT V

Case studies related to the entire syllabus

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Suggested Readings :

1. N.D. Kapoor – Merchantile Law – Sultan Chand and Sons
2. K.C. Kuchlal, Business Law- Vikas Publishing House Ltd.
3. K.C. Garg Merchantile Law- Kalyani Publishers

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MBA 203-Research Methodology

03 Credits

UNIT I

Introduction: Concept of Research and its Application in Various Function of Management, Types of Research, Types of Business Problem Encountered by the researcher, Problems and Precautions to the Researchers.

Process of Research : Steps Involved in Research Process. Research Design: Various Methods of Research Design.

UNIT II

Collection of Data : Concept of Sample, Sample Size and Sampling Procedure , Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data : Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedules, Types of Questions, Sequencing of Question, Sequencing of Questions, Check Questions. Length of Questionnaire and Schedule, Types of Question, Sequencing of Question, Check Question, Length of Questionnaire Precautions in Preparation of Questionnaire and Collection of Data.

UNIT III

Analysis of Data : Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams used in Data Analysis : Bar and Pie Diagrams and their Significance, use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measurement and Central Tendency, Measure of Dispersion and their Advantage.

UNIT IV

Report Preparation : Types and Layout of Research Report Precautions in preparing the Research Report. Bibliography and Annexure in the Report: Their significance Drawing Conclusion, Suggestions and and Recommendations to the Concerned Person.

UNIT V

Case studies related to the entire syllabus

Suggested Readings :

1. Cooper and Schindler – Business Research Methods (Tata Mc Graw Hill 9th Edition)
2. Saunders – Research Methods for Business students (Pearson Education, 2nd Edition, 2007)
3. Gravetter- Research Methods for Behavioral Sciences (Cengage Learning)
4. Beri G.C- Marketing Research (Tata Mc Graw Hill. 4th Edition)
5. Kothari C.R. - Research Methodology methods & techniques (New Age International Publishers, 2nd Edition, 2004)

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MBA 204-Operation Research

03 Credits

UNIT 1

Operation Research :- Uses, Scope and Applications of Operation Research in Managerial Decision – Making

Decision Making Environments:- Decision Making Under Certainty, Uncertainty and Risk Situations ; Decision Tree Approach and its Applications.

UNIT II

Liner Programming: Mathematical Formulations of LP Models for Product- Mix Problem; Graphical and Simplex Methods of Solving LP Problems; Sensitivity Analysis; Duality.

Transportation Problem: Various Methods of Finding Initial Basic Feasible Solution and Optimal Solution.

Assignment Model : Algorithm and its Applications.

UNIT III

Game Theory : Concepts of Game; Two- Person Zero- Sum Game; Pure and mixed Strategy Game; Saddle Point; Odds Methods; Dominance methods and Graphical Method for Solving Mixed Strategy Game.

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machine, n Jobs and Three Machines, Two Jobs and m- Machines Problems.

UNIT IV

Queuing Theory: Characteristics of M/M/I Queue Model; Application of Poisson and Exponential distribution in Estimating Arrival Rate and Service Rate; Applications of Queue Model for Better Service to the Customers.

Replacement Problem: Replacement of Assets that Deteriorate with time, Replacement of Assets which Fail Suddenly.

Project Management: Rules for Drawing the Network Diagram, Applications of CPM and PERT Techniques in Project Planning and Control; Crashing of Operations

UNIT V

Case studies related to the entire syllabus

Suggested Readings :

1. Vohra- Quantitative Techniques in Management (Tata McGraw- Hill, 2nd Edition), 2003
2. Taha Hamby- Operations Research- An Introduction (Prentice- Hall, 7th Edition)
3. Sharma J.K.- Operation Research (Pearson; 3rd Edition)
4. Kapoor V.K. –Operations Research (S. Chand, 4th Edition)

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MBA 205- Financial Management

03 Credits

UNIT I

Introduction : Concept of Finance Scope and Objectives of Finance, Profit Maximization vs. Wealth Maximization, Functions of Finance Manager in Modern Age, Financial Management Process, Finance Functions: Investment Financing & Dividend, Time Value of Money, Risk and Return Analysis.

UNIT II

Investment Decision: Appraisal of Project; Concept, Process & Techniques Of Capital Budgeting and its Applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – Financial, Operating and Combined Leverage.

UNIT III

Financing Decision: Long Term Source of Finance, Potentiality of Equity Shares, Preference Share, Debentures and Bonds as Source of Long Term Finance; Concept and Approaches of Capital structure Decision: Cost of Capital Meaning & Significance Cost of Equity, Preference share, Debentures and Retained Earnings, Weighted Average Cost of Capital and Implications.

UNIT IV

Dividend Decision : Forms of Dividend Concept of Retained Earnings and Plough Back of Profit, Relevance and Irrelevance

Theories of Dividend Decision: Walter' Model, Gordon's Model and Modigliani Miller Model; Factor Affecting Dividend Decision.

Overview of Working Capital Decision: Concept, Components, Factor Affecting working Capital Requirement, working Capital Management: Management of Cash, Inventory and Receivables; Introduction to working Capital Financing.

Special Topic in Finance: International Financial Management, Financial Planning and Forecasting, Green Finance, Venture Capital Finance, Financial Engineering.

UNIT V

Case studies related to the entire syllabus

Suggested Readings :

1. Pandey I M- Financial Management (Vikas,2004, 9th Edition)
2. Van Home- Financial Management and Policy (Pearson Educaiton, 2003, 12th Edition)
3. Knott G- Financial Management(Palgrave, 2004)

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4. Khan and Jain- Financial Management (TMH, 2044)
5. Prasanna Chandra – Fundamentals of Financial Management (TMH, 2004)
6. R.P. Rustagi- Financial Management (Galgotia, 2000, 2nd Revised Edition)
7. Lawrence J. Gitman – Principles of Managerial Finance (Pearson Education , 2004)

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MBA 206 : Human Values – Elements of Indian Culture

03 Credits

UNIT I

Indian Culture and Value System- Aspects and Specialty, Importance of Values in Indian Culture, Civilization in India.

Qualities of Indian Culture – Dharma, Artha, Kama, Moksha.

Ancient Education Methodologies in India.

Vedic Age, Ramayana and Mahabharata Age, Buddhism Age, Maurya and Gupta Kal- Certain University of Ancient India- Takshila Nalanda, Vikramshila, Varanasi- Valabhi – Udtantarpur, Kashmir.

Women Education in Ancient Indian\.

UNIT II

Rituals (all Sixteen)

UNIT III

Social Life and Imbibing Values:

Food , Clothing, Jewellery, Basic Facilities Entertainment Status of women in Ancient India, Family life.

Political life and Preserving values.

Home- Village, Society, Organization, Council, King, Governing Methodology in Ancient India, Parts of State Minister- Cabinet, Administrative Management, Monarchy- Democracy or Republic Justice & Penance Administration, Defense Management of Ancient India.

UNIT IV

Assimilation of Indian Culture with Foreign Culture and Its Promotion in other Countries, Sports & Entertainment, Fine Arts and Facts Associated to Protect and Preserve Values

UNIT V

Discussion related to cases

Suggested Readings :

1. Sharma K.S. Bharitya Vaghmaya per Divyadrishti
2. Shardendu, Bhartiya Sanskriti Ke Samajik Sopan.
3. Shastri D.S. Bharitya Sanskriti ke Tatva.

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MBA 207 -Human Resource Management

03 Credits

UNIT I

Meaning of Human Resource Management, Evolution of HRM, Function of HRM, Scope and Significance of HRM. Challenges Before HRM in Present – Changing Environment

UNIT II

HR Planning , Job Analysis, Recruitment, Methods and Techniques of Selection. Induction Internal Mobility and Separation of Employees Transfer Promotion, Demotion and Separation of Employees

UNIT III

HRD Concept Objective & Importance Training – Concept, Training Process Methods; Performance Appraisal – Concept, Process, Appraisal Techniques

Meaning Employee Relations- Industrial Relations, Trade Unions Dispute and their Resolution, Collective Bargaining, Employees Welfare a Brief Introduction, Employee Grievances and Their Redressal, Worker's Participation in Management.

UNIT IV

Other Contemporary Issues in HRM- Employee Compensation- Concept, Factors Affecting Employee Compensation, Components of Employee Pay, HR Audit, Human Resource Information System. Strategic HRM- Overview of SHRM Integrating HR Strategy with HR, Corporate & Functional Strategy.

UNIT V

Case studies related to the entire Syllabus.

Suggested Readings:

1. Gary Dressler- A Framework for Human Resource Management Pearson Education Ltd.
2. K. Aswathappa Human Resource and Personnel Management Tata Mc- Graw Publishing.

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MBA 301 – Total Quality Management

Credits – 03

UNIT I

Principles of quality management, Definitions of quality, Quality philosophies of Deming, Juran and Crosby, Concept of cost of quality, Dimensions of quality, Service vs. Product quality, customer focus. Quality and business performance Vision Mission statements and quality policy.

UNIT II

Total Quality Management, Evolution of TQM, TQM models. Human and system components, Continuous improvement strategies, Deming Wheel. Customer concept, Customer satisfaction index, Quality Circle, 5S principle, top management's commitment and involvement. Quality management tools for business applications, Principles and applications of quality function deployment, Failure mode and effect analysis, Taguchi Techniques, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Capability analysis, Reliability prediction analysis total productive maintenance.

UNIT III

Quality imperatives for business improvement, Leadership for quality management, Quality planning, Designing for quality and manufacturing for quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality award, Quality assurance and ISO 9000, QS 9000 Certification ISO 14000.

UNIT IV

TQM implementation strategies, Organizational structure and mindset of Individuals, Motivational aspects of TQM, Change management strategies, Training for TQM, TQM Road Map Quality improvement index, Bench marking, Contemporary issues in quality - Benchmarking, JIT Six Sigma.

UNIT-V

Case Studies

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Suggested Readings:

1. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield-Sacre, Total Quality Management, Pearson Education.
2. Joseph M. Juran and A. Blanton Grodrey, Juran's Quality Handbook, McGraw Hill.
3. D.D. Sharma, Total Quality Management: Principles, Practice and Cases, Sultan Chand.
4. Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh, *The Six Sigma Way*, McGraw Hill.

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MBA-302 -Entrepreneurship and Small Business Management

03 Credits

UNIT I

Evolution and concept of Entrepreneurship, Concept of Entrepreneur, Manager, , individual and corporate entrepreneurs, characteristics of successful entrepreneurs. Need of Entrepreneurship Development, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Entrepreneurship as a career, Entrepreneurship as a style of Management, the Changing Role of the Entrepreneur.

UNIT II

Theories of Entrepreneurship:- Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland· X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen Entrepreneurial Traits, External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial Success and Failure: Reasons and Remedies. Scope of small business activities; place in national economy; institutional support Programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, etc; Entrepreneurship development Programmes and management education for Entrepreneurs

Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs.

UNIT III

Different Aspects of Entrepreneurial Organizations. Entrepreneurship and Management; Training and Development Programme; Evaluation of Entrepreneurship Development; Development of Support System, Need of License, Capital Issues and Legal Environment of Business. Entrepreneurial Planning and Monitoring, Entrepreneurship Development During Planned Economy

UNIT IV

Creating Entrepreneurial Venture -Entrepreneurship Development Cycle. The business plan as an entrepreneurial Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. Project Management-Technical, Financial, Marketing Personnel and Management feasibility Reports, Financial schemes offered by various financial institutions like -Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angle Capitalist.

Role of Central Government and State Government in promoting Entrepreneurship with

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various incentives,

Subsidies, grants etc. – with special reference to ‘Export oriented unites’

Role of the following agencies in the Entrepreneurship Development

1. DIC – District Industrial Center,
2. SISI – Small Industries Services Institute,
3. EDII – Entrepreneurship Development Institute of India,
4. NIESBUD – National Institute of Entrepreneurship and Small Business Development
5. NEDB – National Entrepreneurship Development Board

UNIT V

Case Studies related the entire syllabus

Suggested Readings:

1. Dynamics of Entrepreneurship Development – Vasant Desai.,
2. Entrepreneurship: New Venture Creation – David H. Holt,
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta,
4. Project management – K. Nagarajan,
5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger,

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MBA 401 - Strategic Management

03 Credits

UNIT I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

UNIT II

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

UNIT III

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of Corporate Development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT IV

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

UNIT V

Case studies related to the entire Syllabus.

Suggested Readings:

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. -Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish -Concepts in Strategic

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- Management and Business Policy (Pearson Education, 1st Ed.)
4. Budhiraja S.B. and Athreya M.B. -Cases in Strategic Management (Tata Mc Graw Hill, 1st Ed.)
 5. Kazmi Azar -Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)
 6. Thomson -Strategic Management: Concepts and Cases (Tata Mc Graw Hill)
 7. Cliff Bowman -Business Policy and Strategy (Prentice Hall of India)
 8. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. -Business Policy and Strategy (AITBS)

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MBA 402 - Information Systems Management

03 Credits

UNIT I

An **Overview** MIS – Definition of MIS, MIS as an evolving concept, MIS and other Academic Disciplines, Subsystems of an MIS, Operating Elements of an Information System, MIS Support for Decision Making,

UNIT II

Management Information System Structure Based on Management Activity – Hierarchy of Management Activity, Information Systems for Operation Control, Information Systems for Management Operation Control, Information systems for Strategic Planning.

Based on Organizational Function – Sales and Marketing Subsystems, Production Subsystem, Logistics Subsystem, Personnel Subsystem, Financial and Accounting Subsystem, Information Processing Subsystem, Top Management Subsystem, Synthesis of MIS Structure, Some Issues in MIS Structure.

UNIT-III

Concept of Information: Definition, Information Presentation, Quality Information, Value of Information in Decision Making and Other Value, Age of Information Human as an Information Processor – General Model, Newell Simon Model, Limits and Characteristic of on Human Information Processing Managers as Information Processors

UNIT-IV

System Concepts: Definition, General Model and Types of System, Subsystems, System Stress, System Change, Preventing System Entropy, System Concept and Organization, System Concept Applied to MIS,

Systems Analysis and Design: System Development Life Cycle Stages – Initiation/ Planning, System Analysis, Design, Coding and Testing Implementation and Training, Prototyping, Rapid application Development (RAD), End – User Computing, Object Oriented Programming.

UNIT V

Case studies related to entire syllabus

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Suggested Readings:

1. Gordon B. Davis and Margrethe H. Olson, Management Information Systems – Conceptual Foundation, Structure and Development, McGraw Hill.
2. D. P. Goyal, Management Information Systems, McMillan. E. M. Awad, System
3. System Analysis and Design, E. M. Awad

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MBA-MK - 01: CONSUMER BEHAVIOR

Credits - 03

UNIT I

Introduction to Consumer Behavior: -Nature and Importance of CB, Application of CB in Marketing Consumer Research Process: ,Various Methods and techniques of consumer' research, Consumer Research Process, New developments in the field of consumer research.

UNIT II

Individual Determinants of CB:-Perception: Elements of Perception, Dynamics of Perception, Consumer Imagery, Learning: principles, theories, Personality: Theories, Personality and understanding Consumer Diversity, Brand Personality, self and Self Image, Attitude: Structural model of attitude, attitude formation & change, Motivation: needs/motives & goals, dynamic.

UNIT-III

Group Determinants of CB:-Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. Family: Functions of family, family decision making, family life cycle (FLQ, Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process

UNIT-IV

Communication and Persuasion:-Components of Communication, the Communication Process, Designing Persuasive Communication

Consumer Decision making Process:-Problem recognition, Information Search and Evaluation, Outlet Selection and Purchase Post purchase behavior, Customer Satisfaction and Customer Commitment

Models of CB: -Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input Process Output Model Industrial Market& and Consumer

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Behavior-Meaning, scope and characteristics of industrial fr.arken, Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process.

UNIT – V

Case Studies related to entire syllabus.

Suggested Readings:

1. Loudon D.L. and Bitta Della - Consumer Behaviour (Tata Mc Graw Hill, 4th Ed.)
2. Schiffman Leon G. and Kanuk Leslies Lazar - Consumer Behaviour (Pearson / Prentice Hall, 9th Ed.)
3. Hawkins: Best and Coney - Consumer Behaviour (Tata Mc Graw Hill, 9th Ed.)

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MBA MK 02- International Marketing

03 Credits

UNIT I

Overview of World Business and Framework of International Marketing:

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

World Market Environment:

Political Environment-Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk.

Legal Environment-Legal Systems, Legal Form of Organization, Multiplicity of Legal Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

Cultural Environment-Culture and its Characteristics, Influence of Culture on (a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

UNIT II

Planning for International Marketing:

Marketing Research ,Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations , Management Contracts, Turnkey Operations, Free Trade Zones

UNIT III

International Marketing Decisions - I:

Product Policy and Planning-Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy-Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment International Channels of Distribution – Channel Members, Channel Management,

Retailing in International Scenario, International Physical Distribution

UNIT IV

International Marketing Decisions -II:

International Promotion Strategies-Promotion Mix, Promotion and Communication, Selling, International Sales Negotiations

International Advertising – Patterns of Global Advertising, Global Advertising

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Regulations , Advertising Media, Standardized International Advertising
International Organizational Control

UNIT V

Case studies related to the entire syllabus

Suggested Readings :

1. Onkvisit .S,Shaw.J -International Marketing (Pearson, 3rd Ed.) Cherunilam F -
International Trade and Export Management (Himalaya, 2007)
2. Varshney R.L, Bhattacharya B -International Marketing Management (Sultan Chand &
Sons, 9th Ed.)

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MBA MK-03 - Retail Management

03 Credits

UNIT I

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.

UNIT II

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies Used in retailing.

Choosing a Store Location: Trading Area Analysis, Site Selection,. Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising And Atmospherics.

UNIT III

Managing Retail Business: Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

UNIT IV

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internationalization Process, Culture, Business and International Management.

UNIT V

Case studies related to the entire syllabus

Suggested Readings:

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1. Newman A.J. and Cullen P -Retailing : Environment and Operations (Vikas, 1st Ed.)
2. Berman B and Evans J.R -Retail Management (Pearson Education, 9th Ed.)
3. Michael Levi M and Weitz BW -Retailing Management (Tata McGraw Hill, 5th Ed.)
4. Dunne Patrick M., Lusch Robert F. and Griffith David A -Retailing (Cengage Learning, 4th Edition)
5. Cox Roger and Brittain Paul -Retailing: An Introduction (Pearson Education, 5th Ed.)
6. Newman and Cullen -Retailing (Cengage Learning, 1st Ed.)
7. Vedmani G. Gibson -Retail Management -Functional Principles & Practice (Jaico Publications, 1st Ed.)

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MBA-MM-04 Service Marketing

03 Credits

UNIT I

Basics of Services:

Service Sector and Economic Growth, Service Concept, Characteristics And Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.

UNIT II

Marketing Mix in Services Marketing:

Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

UNIT III

Service Management Process; Internal, External and Interactive marketing strategies
Consumer Behavior in Service Encounter; Demand Management in Services.

UNIT IV

Managing Service quality and Productivity

Concept, Dimensions and process; Service Quality Models (Gronnos and Parsuraman)
Application and Limitations, Productivity in Services.

Applications of Service Marketing and CRM

Marketing of Financial, Hospitality, Health, Educational and Professional Services,
Marketing

For Non-Profit Organizations and NGOs; Relationship Marketing(CRM)and Customer
Satisfaction Measure.

UNIT V

Case studies related to the entire syllabus

Suggested Readings:

1. M.K. Rampal and S.L. Gupta: Service Marketing Concepts, Applications and Cases
2. Zeithmal, Bitner, Service Marketing (SIE), 4e Tata Mcgraw Hill
3. Hoffman, Marketing of Service 1st 2008 Cengage Learning
4. Lovelock, Wright, Principles of Service marketing and Management Prentice hall
5. Nimit Chowdhary, Service Marketing, McMillan India
6. H.V. Verma, Services Marketing: Test and Cases, Pearson Education.

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MBA-FM 01 - Indian Financial System

03Credits

UNIT-I

Framework of Indian Financial System

Financial System – Significance, Components, Designs, Nature and Role. Financial System & Economic Development

Financial Markets – Money and Capital Market, recent trends in Indian Money Market and Capital market, Derivative Market.

UNIT-II

Factoring and Forfeiting – Distinctive functions of factors, Types, Difference between factoring and forfeiting, Legal aspects, Advantages, Factoring V/s. Bills Discounting, International Factoring.

UNIT-III

Consumer Finance and Lease Financing

Bills Discounting – Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills. **Credit Cards** – Functioning of Credit Cards.

Lease Financing : Meaning and Types, Financial **EVALUATION** from Lessor & Lessee Point of view, Economic Aspect of Lease.

Hire Purchase : Meaning and Legal Aspect/Position. Hire Purchase V/s. Lease Finance, Hire Purchase V/s. Installment payment.

UNIT-IV

Financial Intermediaries

Insurance : **introduction**, Significance, , IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund and Pension Plans Today.

Mutual Funds : Significance Types & Organization, Association of Mutual Funds in India, UTI

Disinvestment of PSUs

Credit Rating : Need, Rating Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, Standard & Poor's fifth rating.

UNIT V

Case studies related to the entire Syllabus

Suggested Readings :

1. S. Guruswamy, Financial Market and Instruments, Thomson.
2. M.Y. Khan, Financial Services, Tata Mc-Graw Hill.
3. L.M. Bhole, Financial Institutions & Markets, Tata Mc-Graw

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MBA FM 02 :Security Analysis and Investment Management

03 Credits

UNIT I

Introduction Concepts of investment-Financial and Non-Financial Forms of Investment – Objectives of Financial Investment, Types of Instruments, Financial Markets – Primary and Secondary Markets Major Players and Instruments in Secondary Market -Functioning of stock Exchanges, Trading and Settlement Procedures at NSE & BSE. Functions of SEBI, International Stock Exchange

UNIT II

Utility Analysis Analysis of Risk & Return, Types of Risk, Valuation – Bond and Fixed Income Instruments Valuation –Bond Pricing Theorems, Duration of Bond and Immunization of Interest Risk, Term Structure of Interest Rate, Determination of Yield Curves, Capital Allocation Between Risky & Risk Free Assets-Utility Analysis

UNIT III

Investment Analysis Fundamental & Technical Analysis of equity stock, Concept of Intrinsic value, Objectives and beliefs of fundamental analysts., Economy-Industry-Company framework, Economic Analysis and Forecasting, Theory of Technical analysis, Points and Figures Chart, Bar Chart, Contrary Opinions Theory, Confidence Index RSA, RSI, Moving Average Analysis, Japanese Candlesticks. Behaviors of Stock Market Prices – The Market Mechanism, Testable Hypothesis About Market Efficiency, Implications of Efficiency Market Hypothesis For Security Analysis and Portfolio Management, Asset pricing theories CAPM &Arbitrage Pricing Theories.

UNIT IV

Modern Portfolio Theory Asset Allocation Decision. Dominant & Efficient Portfolio – Simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio management – International Diversification.

Portfolio performance evaluation Sharp & Treynor & Jensen's Measure, Portfolio Revision – Active and passive strategies & formula plans in portfolio revision. Mutual funds-types, performance evaluation of mutual funds, functions of Asset Management Companies.

UNIT V

Case studies related to the entire Syllabus

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Suggested Readings:

1. Investment Analysis & Portfolio Management – Reilly – 8/e –Thamson / Cengage Learning.
2. Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI
3. Investment science – David G.Luenberger. Oxford.
4. Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003

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MBA FM 03: Project Management

03 Credits

UNIT I

Project Management

Meaning of Project Management, Forms of Project Organization, Project Planning, Project Control, Human aspects of Project Management, Project Life Cycle, Pre-Requisites for Successful Project Implementation and Its Stages, Role and Responsibilities of Project Managers.

UNIT II

Generation and Screening of Project ideas

Generation of ideas, Monitoring the Environment, Corporate Appraisal, Scanning for Project ideas, Preliminary Screening, SCBA – Rationale and Approaches to it (UNIDO and L.M. approach).

UNIT III

Project Formulation and Network Techniques

Project Formulation – Marketing, Technical, Financial Aspects of Project Formulation, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, CPM Model.

UNIT IV

Project Review and Administrative aspects –

Initial Review, Performance Evaluation, Administrative Aspects of Capital Budgeting, Evaluating the Capital Budgeting system of organization and , Economic life of Projects.

Financial Analysis –

Cost of Project, Means of finance, Working Capital requirement and Its Financing, Profitability Projections and Projected Cash Flow Statement and Balance Sheet.

UNIT V

Case studies related to the entire Syllabus

Suggested Readings:

1. Prasanna Chandra – Project Planning Analysis Selection Implementation and Review – Tata Mc Graw Hill Publishing Co. Ltd.
2. H.P.S. Pahwa – Project Reports and Appraisals – Bharat Law House.
3. Vasant Desai – Project Management – Himalaya Publishing House.
4. Bhavesh M. Patel – Project Management – Vikas Publishing House.,
5. K.R. Sharma - Project Management, National Publishing House.

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MBA-FM 04 - Strategic Tax Planning and Tax Management

03 Credits

UNIT I

Introduction

Concept of income and its components, concepts of tax planning-Tax avoidance, Tax evasion, Tax Management, Tax Planning With Reference to location, Nature of Business, Forms of Business Organization.

UNIT II

Tax planning – Financial management Decisions and managerial Decisions

Taxes planning in respect of Capital Structure Decision, Dividend policy, inter corporate Dividend, Bonus Share, own or lease, Make or Buy decisions, repair, Replacement, Renewal, Renovation of an Assets, Shut Down or Continue Decision.

UNIT-III

Computation of Total Income

Tax liabilities of Companies, Minimum Alternate Tax, Dividend Tax, and Dividend Tax on Mutual funds, Double Taxation Avoidance Agreements, Fringe Benefit Tax and Taxation of International Transactions.

UNIT IV

Tax provision

Tax provision relating to FTZ, Infrastructure sectors, backward areas, Tax incentives to exporters

Tax Management

Return of Income and Assessment procedure, Tax Deducted at Source, Tax Collection of Source, Advance payment of tax, Collection and Recovery of Tax, Refund of tax, Appeals and Revisions, Income Tax Authorities and Their Powers.

UNIT V

Case studies related to the entire Syllabus

Suggested Readings:

1. V.P.Gaur, corporate tax planning and management-Dr. H.C. Mehrotra
2. Law and practice-Dr. GirishAhuja and Dr. Ravi Gupta

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MBA-HRM-01- Human Resource and Organizational Development

03 Credits

UNIT I

HRD Concept & Definition, Goals of HRD, Importance of HRD, History of HRD in India, HRD Departments and their Tasks, Qualities of HRD Professionals, Present Status of HRD In India.

UNIT II

Interventions of HRD – Role – Concept & Analysis, Performance Management System, 360 Degree ,Feedback, Training and Development.

UNIT III

Interventions of HRD – Potential Appraisal, Competency Mapping, Career Planning and Development, Mentoring, Assessment Centers.

UNIT IV

HRD Audit – Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India. Organization Development – Concept and Definition, Objectives, Process of OD, Interventions of OD- Sensitivity Training, Survey Feedback, Process Consultation Team Building, Intergroup Development, Appreciative Inquiry,

UNIT V

Case studies related to the entire Syllabus

Suggested Readings:

1. TV Rao and Udai Pareek ,Designing and Managing HR Systems, Oxford & IBH Publishing Co. Pvt. Ltd.
2. Gareth R Jones ,Organizational Theory, Design and Change 5th Edition ,Pearson Educations
3. Wendell L. French and Cecil H. Bell ,Organizational Development 6th Edition ,Prentice

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MBA-HRM 02- Legal Framework Governing Human Relation (Part –I)

03 Credits

UNIT I

The factories Act, 1948 – Major provisions of factories Act with licensing , Registration Health Safety and welfare ,working hours of Adult, Penalties and procedure

UNIT II

Trade Union Act,1926 – Definition of a trade union ,Registration of trade union, Right and Duties of Registered Trade Union, Regulation, Penalties.

UNIT III

The Industrial Dispute Act ,1947- Concept ,Settlement of Industrial dispute –Procedure, Power Duties of and Authorities .Strikes and lockouts ,retrenchment and lay off provisions.

UNIT IV

The Employee Provident Fund ACT,1952

Industrial Employment (standing orders) Act,1946- Certificate ,applicability , interpretation

Appeal , Disciplinary Action Grievance Procedure.

The Apprentices Act,1961

UNIT V

Case studies related to the entire Syllabus

Suggested Readings:

1. P.K. Padhi , Labour and Industrial Law , Prentice Hall of India Ltd.
2. P.L. Malik ,Handbook of Industrial Law ,Eastern Book
3. N.D. Kapoor ,Handbook of Industrial law , Sultan Chand & Sons
4. Sinha, Sinha & Shekhar , Industrial Relation, Trade Union and Labour Legislation ,Pearson Education,Ltd.
5. Ratna Sen , Industrial Relation in India , MacMillan India.
6. Dr. V. G. Goswami ,Labour and Industrial Law ,Central Law Agency.

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MBA HRM 03- Compensation Planning

03 Credits

UNIT I

Introduction

Compensation- Concept, ,Factor Affecting Employee Compensation , Dimensions, New Trends In Compensation Management, The 3-P Compensation Concept, components of remuneration

UNIT II

Wages And salary administration at Macro (national) Level

Economic Objectives of Wage Policy, Social Objectives, Key Considerations, Wage Concept , Minimum Wages & ILO Five year plans and wage Policy, Pay Commissions, Wage Boards, Adjudication, Pay Revision in Public Sector – Issues and Considerations.

Industry's compensation Policy (Micro Level).

Compensation Strategy at Micro(company)level, Concept of Internal Equity and External Parity

UNIT III

Job Evaluation

Methods and Systems of Job Evaluation, Job Pricing, Designing Pay Ranges and Bands. Compensation Structure –Indian practices.

Salary Progression, Methods of Payment

UNIT IV

Concept of Reward

Financial and Non Financial Compensation System

Incentives

Merits and Demerits of Incentives, Types of Incentives- Individual & group

Fringe benefits - Need ,Objective, types

Wage Laws in India

Performance & Skill based pay systems

Voluntary Retirement scheme

Managerial/ executive remuneration

UNIT V

Case studies related to the entire syllabus

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Suggested Readings:

1. George T Mulkovich & Jerry M. Newmann, Compensation Planning , Mc Graw Hill Publishing Co
2. B.D. Singh , Compensation and Reward Management, Excel Books.
3. N.D. Kapoor , Hand Book of Industrial Law , Sultan Chand and Sons.

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MBA-HRM 04-LEGAL FRAMEWORK GOVERNING HUMAN RELATION (PART –II)

03 Credits

UNIT I

Employee State Insurance Act, 1948

UNIT II

The Payment of Wages Act, 1936

The Minimum Wages Act, 1948

UNIT III

The shops & Establishment Act,

The Workmen's Compensation Act 1923

UNIT IV

The Payment of Bonus Act, 1965

The Payment of Gratuity Act, 1972

The Waterfront Benefit Act, 1961

UNIT V

Case studies related to the entire syllabus

Suggested Readings:

- 1 P.K. Padhi, Labour and Industrial Law, Prentice Hall of India Ltd.
- 2 P.L. Malik, Handbook of Industrial Law, Eastern Book
- 3 N.D. Kapoor, Handbook of Industrial Law, Sultan Chand & Sons
- 4 Sinha, Sinha & Shekhar, Industrial Relation, Trade Union and Labour Legislation, Pearson Education, Ltd.
- 5 Ratna Sen, Industrial Relation in India, MacMillan India.
- 6 Dr. V. G. Goswami, Labour and Industrial Law, Central Law Agency.

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MBA OP 1 - Production and Operations Management

03 Credits

UNIT I

Operations Management – An Overview, Definition of Production and Operation Management Production Cycle Classification of Operations, Responsibilities of Operation Manager, New Product Development, Product Design Plant Location, Layout Planning.

UNIT II

Forecasting as a Planning Tool, Forecasting Types and Methods, Exponential Smoothing, Measurement of Errors Monitoring and Controlling Forecasting Models, Box – Jenkins Methods. Productivity and Work Study, Methods Study Work Measurement

UNIT III

Production Planning Techniques, Routing Decisions, Line of Balance Scheduling Types & Principles Master Production Schedule, Inventory Management- Objective Factor, Process, Inventory Control Techniques – ABC, VED, EOQ, SED, FSN, Analysis

UNIT IV

Basic Concepts of Quality Dimensions of Quality Juran's Quality Trilogy Taguchi Techniques, Deming's 14 Principles, PDCA Cycle Quality Circle, Quality Improvement and Cost Reduction- 7QC Tools and 7 New QC Tools, ISO 9000-2000 Clauses Coverage QS 9000 Clauses, Coverage Six Sigma

UNIT V

Case Studies related to the entire Syllabus.

Suggested Readings :

1. Adam Jr Everett E. R.J. Production and Operation Management (Prentice- Hall 2000, 5th Edition)
2. Chary – Production and Operation Management (Tata McGraw- Hill, 1997, 9th Edition)
3. Hill T- Operation Management (Palgrave, 2000)
4. Johnston Retial- Cases in Operation Management (Pitman, 1993)
5. McGregor D- Operation Management (McGraw- Hill, 1960)
6. Morton – Production and Operations Management (Vikas)
7. Haleem A- Production and Operations Management (Galgotia Books, 2004)
8. Bedi Kanishka – Production & Opeation Management (Oxford University Press 2nd Edition)

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MBA OP2 - Supply Chain Management

03 Credits

UNIT 1

Introduction Basic Concept & Philosophy of Supply Chain Management Essential Features , Various Flows (Cash, Value and Information) Key Issues in SCM, Benefit

UNIT- II

Logistics Management: Logistics as part of SCM, Logistics Costs, Different Models, Logistics Sub- System, Inbound and Outbound Logistics, Bullwhip Effect in Logistics Distribution and Warehousing Management.

Purchasing & Vendor Management: Centralized and Decentralized Purchasing Function of Purchase Department and Purchase Policies, Use of Mathematical Model for Vendor Rating / Evaluation, Single Vendor Concept, Management of Stores Accounting for Materials.

UNIT III

Inventory Management : Concept Various Cost Associated with Inventory, Various EOQ Models, Buffer Stock (Trade- off between Stock out working Capital Cost) Lead Time Reduction, Reorder Point/ Reorder Level Fixation , Exercises – Numerical Problem Solving, ABC, SDE/ VED Analysis Just in Time & Kanban System of Inventory Management.

UNIT IV

Recent Issues in SCM : Role of Computer/ IT in Supply Chain Management, CRM Vs SCM, Benchmarking- Concept, Features and Implementation, Outsourcing- Basic Concept, Value Addition in SCM- Concept of Demand Chain Management.

UNIT V

Case studies Related to the Entire Syllabus

Suggested Readings :

1. Reghuram G.(I.I.M.A.)- Logistics and Supply Chain Management, 1st Edition)
2. Krishnan Dr. Gopal Material Management, (Pearson, New Delhi, 5th Edition
3. Agarwal D.K. –A Text Book of Logistics and Supply Chain Management Macmillan 1st Edition
4. .Sahay B.S.- Supply Chain Management (Macmillan, 1st Edition)