

**COURSE STRUCTURE**  
**SPECIALIZATION IN HRM YEARLY SCHEME OF EXAMINATION**  
**MBA COURSE I YEAR (Common Papers)**

<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>EXAMINATION DURATION</b>
MBA - 101	Business Environment	3 Hrs
MBA - 102	Organization Behaviour	3 Hrs
MBA - 103	Managerial Economics	3 Hrs
MBA - 109	Financial Management	3 Hrs
MBA - 110	Indian Ethos for Management	3 Hrs
MBA - 111	Fundamental of Information Technology	3 Hrs

**SPECIALIZATION IN HRM YEARLY SCHEME OF EXAMINATION – MBA COURSE I YEAR (HRM)**

<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>EXAMINATION DURATION</b>
MBAHRM - 104	Industrial Relation & Labour Law	3 Hrs
MBAHRM - 105	Organisation Development & Change	3 Hrs
MBAHRM - 106	Compensation System Administration	3 Hrs
MBAHRM - 107	Human Resource Planning	3 Hrs
MBAHRM - 108	Human Resource Development	3 Hrs

**SPECIALIZATION IN MM YEARLY SCHEME OF EXAMINATION- MBA COURSE I YEAR (MM)**

<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>EXAMINATION DURATION</b>
MBAMM - 104	Consumer Behaviour	3 Hrs
MBAMM - 105	Sales & Promotion Management	3 Hrs
MBAMM - 106	Service Marketing	3 Hrs
MBAMM - 107	Management of Marketing, Communication & Advertisement	3 Hrs
MBAMM - 108	Retail Management	3 Hrs

**SPECIALIZATION IN FM YEARLY SCHEME OF EXAMINATION- MBA COURSE I YEAR (FM)**

<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>EXAMINATION DURATION</b>
MBAFM - 104	Security Analysis & Portfolio Management	3 Hrs
MBAFM - 105	Financial Institution & Services	3 Hrs
MBAFM - 106	International Financial Management	3 Hrs
MBAFM - 107	Working Capital Management	3 Hrs
MBAFM - 108	Management Control System	3 Hrs

**SPECIALIZATION IN OM YEARLY SCHEME OF EXAMINATION – MBA COURSE I YEAR (OM)**

<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>EXAMINATION DURATION</b>
MBAMO - 104	Production Planning & Control	3 Hrs
MBAMO - 105	Total Quality Management	3 Hrs
MBAMO - 106	Purchase & Material Management	3 Hrs
MBAMO - 107	Inventory Management	3 Hrs
MBAMO - 108	Technology Management	3 Hrs

**SPECIALIZATION IN RM YEARLY SCHEME OF EXAMINATION – MBA COURSE I YEAR (RM)**

<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>EXAMINATION DURATION</b>
MBARM - 104	Rural and Agricultural Development	3 Hrs
MBARM - 105	Rural Marketing	3 Hrs
MBARM - 106	Supply Chain Management in Agriculture	3 Hrs
MBARM - 107	Cooperative Management	3 Hrs
MBARM - 108	Rural Society	3 Hrs

# **SYLLABUS MBA FIRST YEAR COMMON PAPER FOR ALL SPECIALIZATION**

**Duration : 3Hrs.**

**MBA-101**

**Marks (Max. 70, Min. 21)**

## **BUSINESS ENVIRONMENT**

Business Environment- Nature, components and significance. Factors effecting environment of Business. Economic factors its components. Cultural, Political, Social, Sovereignty, Technological factors and their impact on business. Legal environment and external factors influencing Business environment. International Business Environment, challenges.

Indian Economic Systems - Assessing current state of business environment in India, Economic planning with reference to public, private and cooperative sectors. Various Industrial Policies of India with special emphasis on new industrial policy with various amendments. Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary policies.

Economic Reforms: Liberalisation, Privatisation and globalization and their Impact. Competition Act and its impact on Indian business. Foreign Direct Investment in India, Impact of WTO in India, Public Sectors: Rationale and Role played by them since independence. Disinvestment- Meaning and various loopholes in and challenges to disinvestment programme, Multi National Enterprises and their role in India.

Small Scale Enterprises: Meaning, Importance to the Indian economy, problems and various incentives given to these.

International Trade: Various Trade Reforms announced in India in recent times. Balance of Payments, Foreign Direct Investment- Importance, policy and current position of India. EXIM Policy. World Trade Organisation and its impact on Indian Business.

# SYLLABUS MBA FIRST YEAR

## COMMON PAPER FOR ALL SPECIALIZATION

Duration : 3Hrs.

MBA-102

Marks (Max. 70, Min. 21)

### ORGANIZATION BEHAVIOUR

Management: Basic Concept, Nature, purpose and scope of management, Functions of Management, Managerial Skills and roles, Levels of Managers, Evolution of Management, Historic foundation of Management, Scientific, Administrative and Bureaucratic Management, Global Management, Henry Fayol's 14 principles

Planning: purpose, Types of plans, planning process, Management by objectives, Strategic Management, premising and forecasting; Decision-Making, Global planning

Organizing – Nature, Organizational design and structure, Departmentation, Coordination, differentiation and integration, centralization and de-centralization, Delegation, Global Organizing, Coordination functions in Organization, Authority & power – concept & distinction, Line and staff organizations.

Controlling: Concept, process of controlling, planning-control relationship, Types of Control, Control Techniques, Staffing: Human Resource Management and Selection Global Controlling and Global Challenges - Direction Function - Significance

Organisational Behaviour: - History, evaluation, The nature and determinants of organisational behaviour, need for knowledge of OB, contributing disciplines to the field, OB Model, Organizational Behavior responses to Global and Cultural Diversity

Individual Behaviour: Biographical characteristics, Ability, Learning, Values, attitudes & Job satisfaction, Personality, Personality Formation, Locus of control, perception, Myers Briggs Type Indicator, Emotions, Affective events theory, Emotional Intelligence, Emotional Intelligence as a managerial tool, Attribution theory

Work Motivation : Early Theories (Mc. Gregory's Theory X & Y, Abraham Maslow's Need Hierarchy Theory Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory, Alderfer's ERG Theory, Adam's Equity Theory & Vroom's Expectancy Theory, Goal Setting Theory) & Application of Motivation Theories.

Group Behaviour : Groups in Organisations, Formal Group & Informal Group, Stages of Group Development, Group Cohesiveness, Group Decision Making, Group Effectiveness, Understanding Teamwork : Types of Teams, Creating Effective teams, Current issues in organizational communication

Leadership: Basic Approaches, Contemporary Issues in Leadership. Transactional Analysis, conflict, power and politics.

Organisation culture, Organisational Change, Issues in Organisation Behaviour and Management, Ethics in Organisation Multiculturalism and Cross Culture & Stress Management: Stress - Nature, sources, Effects, influence of personality, managing stress.

# SYLLABUS MBA FIRST YEAR

## COMMON PAPER FOR ALL SPECIALIZATION

Duration : 3Hrs.

MBA-103

Marks (Max. 70, Min. 21)

### MANAGERIAL ECONOMICS

Definition, scope and nature of Managerial Economics, Methods of economic study, Central problems of an economy. Market Structure – Meaning, Classification and characteristic of market.

Demand and supply: Meaning and determinants of demand, Law of demand and elasticity of demand: Price, income and cross elasticity, Theory of consumer's behaviour: Marshallian approach and Indifference curve. Meaning and determinants of supply; Law of supply and elasticity of supply, relation between price and quantity supplied.

Theory of production and cost: Meaning and factors of production; Law of production: law of variable proportions and returns to scale, Concepts of costs: Short run and long run cost, Average and marginal costs, total, fixed and variable costs, Pricing practices and strategies, Price and output determination under: Various forms of markets; Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Price determination in these markets. Price discrimination, transfer price, price war.

Concepts of National Income, Different methods of measuring national income, National Income in India, Growth of national income and per capita income in various plans. Expenditure methods, Agriculture, Industry and Services role in the development of the Indian Economy, their problems and growth. Indian Economy: Different aspects, Population, Poverty, Unemployment, And Infrastructure: Energy, communication, transportation, Health and Education. Inflation, Budget and Fiscal deficits.

Economic Reforms in India: Features of economic reforms since 1991, Privatization, Liberalization, Globalisation and Disinvestment. Meaning of Money and its functions, Banking: Reserve Bank of India: Role and functions, Monetary Policy in India. Functions and Role of Commercial Banks.

# SYLLABUS MBA FIRST YEAR

## COMMON PAPER FOR ALL SPECIALIZATION

Duration : 3Hrs.

MBA-109

Marks (Max. 70, Min. 21)

### FINANCIAL MANAGEMENT

**1. Meaning of Financial Management :** Types of Finance, Scope of Finance Management, Importance of Financial Management, Inter-relation Among Financial Decisions, Functional areas of Modern Financial Management, Functional Areas of Modern Financial Management, Concept of time value of Money, Techniques of Valuation.

**2. Redemption of Preference Shares and Debentures :** Redemption of Preference Shares and Debentures, power to issue redeemable preference shares, methods of redemption of fully paid-up shares, redemption of preference shares by fresh issue of shares, redemption of preference shares by capitalization of undistributed profits, capital redemption reserve (CRR) account, journal for accounting entries, redeemable preference shares are equity

**3. Obstacles for Capital Budgeting :** Principles of Capital Budgeting, principles of capital budgeting, steps of capital budgeting, meaning of ranking of capital budgeting, classification of investment proposals, capital budgeting appraisal methods, types of investment risk

**4. Risk and Return :** Concept of Risk and Return, Diversification of Risk, Unsystematic Risk, in a Contemporary Mode.

**5. Cost of Capital :** Cost of Capital, concept of cost of capital, Classify the cost, the computation of specific cost of capital, marginal cost of capital, the various weighting approaches and the weighted average cost of capital, cost of debentures/debt/public deposits, cost of debentures

**6. International Finance Management :** International Finance Management, meaning and importance of international finance management, nature and scope of IFM, international financial management and domestic financial management, cost and availability of international financial flows, balance of payments (BOP), preparation of balance of payment, relationship between BOP and national economy.

**7. Foreign Exchange Market :** Foreign Exchange Market, the transactions of foreign exchange market, arbitrage and speculation in foreign exchange market, foreign exchange trading spreads, exchange arithmetic, spread, premium and discount, international bond financing, financial structure of foreign subsidiaries of MNCs

**8. Short Term Financial Markets :** Eurodollars, Euro Currencies, Euro Notes and Multinational Banking Market Efficiency, Efficiency of Money Markets

**9. Long Term Financial Markets :** Equity and Bond Investments, Equity and Bond Financing, Eurobonds and Foreign Bonds, Multi-currency Bonds, Bank Financing

**10 Dividend Policy :** Dividend Policy, dividend policy, profit of management, factors influencing dividend policy, forms of dividends, advantages of issue of bonus share, factors influencing dividend policy, stock splits, Differentiate between bonus issue and stock split, Walter's model, Understand Modigliani- miller model, practical aspects of dividend policy,

**11.Financial Ratio Analysis :** Financial Ratio Analysis, need of financial ratio analysis, meaning of ratio, advantage of ratio analysis, advantages of ratio analysis for shareholders, limitations of ratio analysis, liquidity ratio, capital structure and leverage ratio, asset management ratio or turnover ratio, performance ratio, activity ratio and profitability ratios

**12.ABC Analysis :** ABC Analysis, e economic order quantity (EOQ), order point problem, two-bin technique, ABC classification, HML classification, VED classification, FSN classification, SDE classification, order cycling system, Just in Time (JIT)

**13. Inventory Management :** Inventory Management, scope of inventory management, type of control required, cost of holding inventories, inventory control models and responsibility, control devices, inventory management and evaluation

**14. Cash Management :** Cash Management, the concept of cash management, motives for holding cash, factors determining the cash balance, cash system

**15. Managing Cash Flows :** Managing Cash Flows, managing cash flow, accelerating cash collections, Miller and Orr model, Baumol model, investment of surplus funds, Select investing (avenues) securities, marketable securities, working capital finance, approaches for financing current assets, approaches for financing current assets, aggressive approach, tradeoff between profitability and risk

# SYLLABUS MBA FIRST YEAR

## COMMON PAPER FOR ALL SPECIALIZATION

Duration : 3Hrs.

MBA-110

Marks (Max. 70, Min. 21)

### INDIAN ETHOS FOR MANAGEMENT

- 1. Indian ethos for management** - Introduction, Need, purpose & relevance of Indian Ethos; Salient feature Holistic Approach for Managers in Decision Making. Basic principles of management as per ancient Indian wisdom and insight - work life in Indian philosophy.
- 2. Indian ethos for the work life** - Introduction, Indian values for the work place - Respect for elders- Respect for hierarchy and status - Rights and duties - Quality of work life in Indian philosophy - The concept of ethics in work life according to Bhagavat Gita.
- 3. Business Ethics** – Introduction, Definition of ethics - Objectives of ethics - Business ethics - Business ethics and profits - The Unitarian view - The separatist view and the integration view - Nature of ethics in business.
- 4. Morality and Law:** Introduction, How Are Moral Standards Formed, Religion and Morality, Morality, Etiquette and Professional Codes, Importance of Ethics & Moral standards Ethics & Moral Decision Making
- 5. Management and Business ethics:** Introduction, Characteristics of business ethics - Need for business ethics - Agreements against business ethics - Evolution of business ethics as a field of study. Business Ethics and society, Society expectations from business
- 6. Business Environment:** Introduction, meaning of business environment, factors affecting environment of business, economic factors, economic components and its impact on business, legal environment, external factors influencing business environment, international business environment
- 7. Language of Business Responsibility:** Introduction, employee's employer rights and responsibilities, employment discrimination, equal employment opportunity and affirmative action, organizational politics, Indianism and Indian management
- 8. Business Ethics in HRM:** Introduction, role of ethics in Human Resource, role of ethics marketing production and IT, finance and operation

**9. Corporate Governance:** Introduction, board of directors, chief executives officers (CEO), corporate planning staff, consultants, board committees, importance of corporate governance, approaches to managing a company's ethical conduct

**10. Managing Ethical Approaches:** Introduction, unconcerned or nonissue approach, damage control approach, compliance approach, ethical culture approach, company's ethical strategies

**11. Ethical Business Behavior:** Introduction, Role of legislation & other bodies in enforcing ethical business behavior - Relationship between law and ethics - Role of the Govt. of India in enforcing ethical behavior - Indian business laws and their impact on ethical business behavior

**12. Ethical Issues related with Advertisements:** Introduction, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of Swadhrama.

**13. Corporate Social Responsibility:** Introduction, Nature, Scope & Importance; Relationship between ethics & corporate excellence - Corporate mission statement - Code of ethics Organizational culture- Total quality management

**14. Gandhian approach in Management & Trusteeship:** Introduction, Gandhiji's doctrine of Satya & Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

**15. Indian Constitution:-** Introduction, History, Fundamental rights, Unity in diversity.



# SYLLABUS MBA FIRST YEAR

## COMMON PAPER FOR ALL SPECIALIZATION

Duration : 3Hrs.

MBA-111

Marks (Max. 70, Min. 21)

### FUNDAMENTAL OF INFORMATION TECHNOLOGY

- 1. Computer Basics :** Evolution of Computers, Classification of Computers, The Computer System, Applications of Computers, of Computers, Limitations of Computer, Limitations of Computers, Types of Computers
- 2. Computer Organization and Architecture :** Central Processing Unit. Communication among Various Units. Instruction Format. Instruction Format. Inside a Computer. Data Representation In Computers Coding Schemes
- 3. Computer Memory and Storage :** Memory Hierarchy. Ram Dom Access Memory. Read Only Memory. Ram, Rom and CPU Interaction. Types of Secondary Storage Devices. Magnetic Tape. Magnetic Disk. Types of Magnetic Disks Optical Disk. Types of Optical Disks. Magneto-Optical Storage Devices. Universal Serial Bus, Mass Storage Devices.
- 4. Input Output Media :** Input Device Typing Input Devices Pointing Input Devices Scanning Input Devices Audio Visual Input Devices Output Devices Soft Copy Verses Hard Copy Output Monitor Printers Electrostatic Technique Special Purpose Output Equipments
- 5. Operating System :** Operating System: Definition Classification Evolution of Operating System Broad categories of Operating Systems Function of Operating Systems
- 6. Microsoft Windows XP :** Features of Windows XP. Starting Windows XP Professional The Desktop. My Computer. Working with Files and Folders. Windows Explorer Windows Help and Support Centre. Searching In Windows XP. Carrying out a Basic Search: System Utilities In Windows XP Control Panel Control Panel
- 7. Desktop Publishing Software :** Microsoft publisher PageMaker Corel Draw Adobes Photoshop
- 8. Information Technology Basic :** Information Technology Information Technology Present Scenario IT Role of Information Technology Information Technology and the Internet

**9. Multimedia Essentials :** Multimedia: Definition Building Blocks of Multimedia  
Multimedia System Multimedia Applications Virtual Reality

**10. Computer Programming and Language :** Algorithm Flowchart Decision Tables Pseudo code Program Control Structures Programming Paradigms Characteristics of a Good Program Programming Languages Generations of Programming Languages Features of a Good Programming Language

**11. Computer Software :** Define software The type of software. The open source software The integrated development environment Understand need of software

**12. Data Communication and Computer Networks :** Data Communication. Transmission Media. Modulation Multiplexing. Switching. Network Computer. Network Topologies. Communication Protocol. Network Devices

**13. Internet :** Internet-Brief History Web page Website Browsers URL Hypertext IS Web server application e-mail Instant messaging Internet telephony Videoconferencing

**14. Personal Computer (PC) :** Algorithm Personal computer The uses of a personal computer Components of personal computers The evolution of PCs The development of processors Architecture of Pentium IV The configuration of a PC The distributed computer system The parallel computing

**15. Computer Security :** Computer Security. Malicious Programs. Cryptography. Digital Signature. Firewall. User Identification and Authentication. Data Backup and Recovery. Security Awareness and Policies

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN FINNANCIAL MANAGEMENT-FM)

Duration : 3Hrs.

MBAFM-104

Marks (Max. 70, Min. 21)

## SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

**Introduction to Security Analysis :** Concept of Securities - Objectives of Security Analysis - Types of Securities. Listing of securities cost of investing in securities, mechanism of investing, Valuation of Securities: Valuation Theories of Fixed and Variable Income Securities - Valuation and Market Price- Security Credit Rating. Markets and brokers, investment companies, market indices and return, government securities, non security forms of investment, real estate investment, investment instruments of the money market.

**Risk and Return :** Concepts of Risk & Return - Diversification of Risk – Efficient Market Theory.

**Stock Market Analysis :** Fundamental Technical Approach, Types, Functions, Listing, Different Stock Exchange in India, Market Index, Recent Developments in the Indian stock Market.

**Introduction to Portfolio Management :** Concept of Portfolio, Composition of Portfolio Management, Objectives of Portfolio Management, Portfolio Theory : Optimum Portfolio Selection Problem , Markowitz Portfolio Theory - Mean Variance Criteria (MVC) - MVC and Portfolio Selection - Portfolio Selection.

**Portfolio Models :** Sharp Single Index Model – (APM Model - Factor Model ) - Arbitrage Pricing Theory, Efficient Market Theory and portfolio, Tracing the efficient portfolio. Portfolio Mixes : Investment in Liquid Asset, Portfolio of Two Risky Securities, A Three Security Portfolio – The relationship between the Unleveraged and Leveraged Portfolio, Bond Portfolio Management.

**Investment & Portfolio Strategies :** Portfolio Investment Process, Corporate Investment & Portfolio. Practical problems in security analysis and portfolio management.

**Portfolio Management in India :** Portfolio Consultancy - National & International Portfolio mixes.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN FINNANCIAL MANAGEMENT-FM)

Duration : 3Hrs.

MBAFM-105

Marks (Max. 70, Min. 21)

## FINANCIAL INSTITUTIONAL & SERVICES

**Financial System :** An Overview, The role and importance of financial institutions and their services. Formal and Informal Financial Systems, The Indian Financial System, Components of the Formal Financial System - Financial Institutions, Financial Markets, Financial Instruments, Financial Services, Financial Regulators, Functions of the Financial System, Financial Markets, Financial System and Economic Growth

**Evolution of Financial Institutions in India :** Background, Pre-reforms Period, Post Reforms Period, Challenges Ahead

**Development Financial Institutions in India :** Evolution of Development Financial Institutions, Organisational Structure, Financial Institutions, All India Financial Institutions, State Level Financial Institutions

**Banking Institutions:** Development of Banking in India, Functions of Commercial Banks, Scheduled Commercial Banks, Public Sector Banks, Private Sector Banks, Foreign Banks in India, Regional Rural Banks, Cooperative Banks, Reforms in the Banking Sector

**Non Banking Financial Companies:** Definition, Types of NBFCs, Growth of NBFCs, Regulation of NBFCs, Supervision and Control

**Housing Finance Companies:** Need for Housing Finance, Housing and Urban Development Corporation (HUDCO), State Housing Finance Societies (SHFSs), Housing Development Finance Corporation Ltd (HDFC), National Housing Bank, Economic Development and Housing Finance, Growth Trends in Housing Finance

**Mutual Funds:** Definition of Mutual Fund, Advantages of Mutual Funds, Types of Mutual Fund Schemes, Functional Classification of Mutual Funds, Portfolio Classification of Mutual Funds, Geographical Classification of Mutual Funds, Other Classifications of Mutual Funds, Organisation of a Mutual Fund, Association of Mutual Funds in India (AMFI), Control and Supervision, Unit Trust of India (UTI), Growth and Performance of Mutual Funds in India

**Insurance Companies:** History of Insurance in India, Opening up of the Insurance Sector, Role of the Insurance Regulatory and Development Authority (IRDA), Life Insurance, General Insurance, Health Insurance, Insurance Intermediaries

**Financial Regulators:** Need for Financial Regulation, Reserve Bank of India, Securities and Exchange Board of India (SEBI), National Bank for Agriculture and Rural Development (NABARD), Insurance Regulatory and Development Authority (IRDA)

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN FINNANCIAL MANAGEMENT-FM)

Duration : 3Hrs.

MBAFM-106

Marks (Max. 70, Min. 21)

## INTERNATIONAL FINANCE MANAGEMENT

**International Finance Management** - Nature and Scope, Structure of International Financial Markets, International Finance Management and Domestic financial management, Cost and availability of international financial flows, Balance Of payments, significance, Preparation of BOP statement, Link between BOP and the economy.

International Monetary System, Gold standard, IMF and World Bank Exchange Rate mechanism – factors influencing exchange rate, Purchasing power parity and Interest Rate parity theorems.

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

Foreign Exchange Market – Transactions – Spot, Forward, Futures, Options And Swaps, Arbitrage and speculation in Foreign exchange market.- Exchange arithmetic, Spread, premium and Discount, international bond financing; determining financial structure of foreign subsidiaries of MNCs

Foreign Exchange Exposure – managing transaction, translation and operating Exposure, Techniques for covering the foreign exchange risk - Internal and external techniques of risk.

International financial market instruments, International Equities, ADR and GDR, Foreign Bond and euro- bond- Short-term and medium term instruments.

# **SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN FINNANCIAL MANAGEMENT-FM)**

**Duration : 3Hrs.**

**MBAFM-107**

**Marks (Max. 70, Min. 21)**

## **WORKING CAPITAL MANAGEMENT**

Working Capital Management: Theories and approaches, concept of working capital ;importance of working capital, factors influencing Planning of working capital investment: introduction, need, determinants, computation of working capital.

Financing and control of working capital-introduction, sources of finance including accruals, trade credit, Working Capital advance by commercial banks, regulation of bank finance, public deposits, ICDs, short term loans from FIs, right debentures for Working Capital, commercial papers and factoring. Working Capital & banking policy (Tandon, Chore, Marathe committee reports.)

Inventory management: scope, Type of control required, cost of holding inventories, inventory control models and responsibility, Control devices, Inventory Management & Evaluation.

Receivable management: Objectives, benefits, cost, credit policies, Evaluation of the credit applicant, credit terms, collections from accounts receivable.

Cash Management: Scope, motives for holding cash, factors determining the cash balance, Cash system; Cash flow; Types of collection systems, Cash concentration strategies;; disbursement tools, investment in marketable securities; types of marketable securities, Forecasting for Cash flows: methods of financial forecasting, Sources of uncertainly in cash forecasting, hedging cash balance uncertainties, hedging via interest rate, futures & options on futures.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN FINNANCIAL MANAGEMENT-FM)

Duration : 3Hrs.

MBAFM-108

Marks (Max. 70, Min. 21)

## MANAGEMENT CONTROL SYSTEM

**Management Control :** Concept, Nature, Scope and Implementation, Purpose and Importance, Impact of Inadequate Controls, Management Control Process, Requirement of effective Control System, Organisation Structure, Organization Climate.

**Mechanism of Management Control Process :** Types of Control, Information needs in the Management Control Process, Overview of Management Control Techniques i.e. Budgetary Control, Standard Costing, Financial Ratio Analysis, Internal Audit, Performance Budgeting, Zero base budgeting, Budgetary planning and procedures, Flexible Budgeting, Statistical Quality Control, PERT, CPM.

**Management Control Structure :** Responsibility Center, Responsibility Accounting, Cost Center, Profit center, Investment center, Inter-divisional transfer pricing, measurement of divisional performance, Evaluation of Performance – qualitative and quantitative.

**Aspects of Management Control :** Motivation and Morale, goal congruency, Management Reporting System, Strategic Planning and Management Control, participative and responsive management.

**SYLLABUS- MBA FIRST YEAR  
(WITH SPECIALIZATION IN HUMAN RESOURCE MANAGEMENT-HRM)**

**Duration : 3Hrs.**

**MBAHRM-104**

**Marks (Max. 70, Min. 21)**

**INDUSTRIAL RELATION & LABOUR LAW**

**INDUSTRIAL RELATIONS :** Concept & Scope, History, Understanding Industrial Relations. Approaches of Industrial Relations, Perspectives of Industrial Relations - Conflict model Vs. Collaboration model

**TRADE UNIONS :** History of Trade Unions –Structure - Organisations – Problems Trade Unions - Theories, functions, methods Trade Unions ACT 1926 Management of Trade Unions in India

**COLLECTIVE BARGAINING (CB)** The nature, advantages & disadvantages of CB. CB in India Workers Participation in Management Evolutions, objectives of WPM, Their impact on Quality of Work Life and Industrial Relations, WPM in India

**LABOUR LEGISLATION :** Introduction, Rights and obligations of employees Factories Act 1948, Contract labour Act 1970, Industrial Disputes act 1947, Settlement of Disputes – Procedures The minimum wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965 Labour Court, Industrial Tribunal. National Tribunal; Role of Judiciary & its impact on industrial relations. The Payment of Gratuity Act 1972 ESI Act 1948 The Employee Provident Fund Act & Miscellaneous Act 1952 The Workmen Compensation Act The Maternity Benefit Act 1961

**DISCIPLINE AND DISPUTES :** Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.



**SYLLABUS- MBA FIRST YEAR  
(WITH SPECIALIZATION IN HUMAN RESOURCE MANAGEMENT-HRM)**

**Duration : 3Hrs.**

**MBAHRM-105**

**Marks (Max. 70, Min. 21)**

**ORGANISATION DEVELOPMENT & CHANGE**

Organisation Development – definition – history of Organisation Development – values, assumptions and beliefs in Organisation Development. Foundations of Organisation Development, models and theories, systems theory participation and empowerment – teams and team work – parallel learning structures.

Organisation Interventions – classifications: teams interventions – inter group and third party peace making interventions – comprehensive Organisation Development interventions. Theory and Practice on change and changing; The Nature of Planned Change; The Nature of Client Systems: Group Dynamics, Inter group Dynamics and Organizations as Systems.

Managing the Organisation Development process – action research: a process and approach, history and varieties of action research. Operational Components of Organisation Development: Diagnostic, Action and Process – Maintenance Components.

Implementation and Assessment of Organisation Development. Implementation conditions for failure and success in Organisation Development efforts; Assessment of Organisation Development and change in organizational performance; The impact of Organisation Development Structure interventions and applicability of Organisation Development – training experiences – T-groups – behavioral modeling – life and career planning – coaching and mentoring – instrumental training.

Power, Politics and Organisation Development – research on Organisation Development – future and Organisation Development. Some key considerations and issues in Organisation Development: Issues in consultant – client relationship; Mechanistic & Organic systems and contingency approach; The failure of Organisation Development.

**SYLLABUS- MBA FIRST YEAR  
(WITH SPECIALIZATION IN HUMAN RESOURCE MANAGEMENT-HRM)**

**Duration : 3Hrs.**

**MBAHRM-106**

**Marks (Max. 70, Min. 21)**

**COMPENSATION SYSTEM ADMINISTRATION**

**Wage & Salary Administration :** Nature and Scope, wage determination process, Factors Influencing wage and Salary Administration. Wage – Theories of Wages, Types of Wages – Time rate, piece rate, debt method, Wage differentials.

**Planning for Improved Competitiveness :** Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems.

**Incentives and Fringe Benefits :** Incentives – Definition, Types of Incentives, Individual incentives: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organization Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits Individual Group Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing Employee stock ownership, Gain Sharing.

**Incentives and Retirement Plans :** Basic Pay, Provisions for Dearness allowance – Calculation of total compensation package, various methods of compensating cost of living Neutralization factors. Executive Compensation Plan, Retirement Plan.

**Social Security Laws :** Laws Relating to Workmen’s Compensation, Employee’s State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of these Laws. Equal Remuneration Act Working of Different Institutions related to Reward system like Wage Boards, Pay Commissions.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN HUMAN RESOURCE MANAGEMENT-HRM)

Duration : 3Hrs.

MBAHRM-107

Marks (Max. 70, Min. 21)

## HUMAN RESOURCE PLANNING

- 1. Introduction to Human Resource Management:** Introduction, Definition and importance of HRM, Objectives of HRM, Scope of HRM, Functions of HRM, Difference between HRM and Personnel Management, Limitations of HRM.
- 2. Human Resource Planning:** Introduction, HRP- Definition, meaning, characteristics and features, Importance of HRP- factors affecting HRP, Process of HRP, Levels of HRP, Methods of Demand Forecasting, Problems or barriers to HRP, Guidelines for effective HRP.
- 3. Strategy Planning:** Introduction, Strategy formulation – the elements of strategy, the strategy formulation process, alliances and acquisitions, strategy formulation tools and techniques, plan implementation.
- 4. Job Analysis:** Introduction, Concept and objectives & uses of Job analysis, Process and methods of job analysis, Job description and job specification, Role analysis,
- 5. Job Design:** Introduction, Concept of job design (job rotation, job enrichment & job enlargement), Methods and process of job design.
- 6. Recruitment & Selection:** Introduction, Recruitment meaning & definition, Objectives of recruitment, Factors affecting recruitment, Process of recruitment, centralized vs. decentralized recruitment Modern techniques of recruitment, Selection meaning and definition, Factors affecting selection decision Selection procedure: Tests, Interview
- 7. Placement and Induction:** Introduction, Importance of proper induction, Induction process, Induction programme, Placement and its process, Induction as an integrated part of training.
- 8. Career Planning:** Introduction, Concept of career, career planning and succession planning, Career Stages, Elements of career development programmes, Steps in Career development system, Advantages, limitations of career planning & development,
- 9. Training and Development:** Introduction, Meaning, importance, objectives of Training, Training Need Assessment or identification, designing training programmes, Training Methods (on the job and off the job methods), Evaluation of training programmes.
- 10. Internal Mobility:** Introduction, Internal mobility need & purpose, Meaning & objective of promotion. Types, purpose & benefits of promotion, Meaning & objectives of transfer, Reasons, types, benefits & problems of transfer, Demotion: reasons & principles.
- 11. External Mobility:** Introduction, meaning, types, Absenteeism- Meaning, types, causes, calculation, minimizing absenteeism, Employee attrition-meaning, reasons, calculation of attrition rate, retention strategies, managing separations and right sizing-voluntary and involuntary separations

**12. Performance Appraisal:** Introduction, Concept & objectives of performance appraisal, Use of performance appraisal, Problems in performance appraisal, Essentials of effective performance appraisal system, Methods of performance appraisal, Graphic rating scale, Ranking method, Checklist method, Essay method, Confidential Report, Critical Incident method, Assessment centres, MBO, Process of performance appraisal (system).

**13. Collective Bargaining:** Introduction, Features, Pre-requisite of Collective Bargaining, Agreement at different levels, Workers Participation in Management, Objectives for Successful Participation.

**14. Wage & Salary administration:** Introduction, Objectives of wage & salary administration, Overview of state regulation of wages (minimum wages act, payment of wages act, wage boards, equal remuneration act payment of bonus act), Principles of wage & salary administration, Components of wage & salary administration, Factors affecting wages, Methods of wage payments.

**15. Measurements in Human Resource Planning:** Introduction, Human Resource Information System, Human Resource Accounting, HR Audit. Quality of work life (QWL): Meaning, origin, development and various approaches and to QWL, techniques for improving QWL. Quality circles: concept, structure, role of management quality circle in India.

**SYLLABUS- MBA FIRST YEAR  
(WITH SPECIALIZATION IN HUMAN RESOURCE MANAGEMENT-HRM)**

**Duration : 3Hrs.**

**MBAHRM-108**

**Marks (Max. 70, Min. 21)**

**HUMAN RESOURCE DEVELOPMENT**

**Human Resource Development :** Concepts, Definition, Challenges & Goals of HRD, Evolution, HRM & HRD.

**HRD Function :** HRD department structure, functions, and staffing, HRD professionals- Roles and Competencies

**Developing HR Strategies :** HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems.

**HRD & Diversity :** HRD for culturally diverse employees. Developing global managers. HRD systems for International managers.

**Applications of HRD :** HRD Climate. HRD for managing organizational change. HRD for Workers

**HRD Audit :** Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN MARKETING MANAGEMENT-MM)

Duration : 3Hrs.

MBAMM-104

Marks (Max. 70, Min. 21)

## CONSUMER BEHAVIOUR

**Introduction to consumer Behavior :** Diversity of consumer behavior - Concept and need for studying consumer behavior and marketing management, factors influencing consumer buying behaviour, consumer buying process.

**Consumer Modeling :** The economic model - Learning model- psychoanalytic model – The sociological model- The Howard Sheth model of buying behavior - The Nicosia model- The Engel-Kollat-Blackwell Model. Individual Determinants of Consumer behavior- Perception, Meaning of perception- the perceptual process- Factor responsible for perceptual Distortion, Learning -what is Learning?- components or elements of learning process.

**Individual Determinant of Consumer Behavior :** Personality- Meaning and Nature- Characteristics of Personality- Stages in the development of personality, personality influences and consumer behavior - self-concept or self-image. Attitude and behavior- The concept of Attitude-Relationship between Attitude and behavior- Factors involved in Attitude formation- Motivation- What is Motivation? Needs And goals- The Dynamic Characteristic of Motivation.

**Influence of Social class :** Definition and meaning of social stratification -factors responsible for social stratification -characteristic features of social classes- Social influence on consumer behavior. Group Dynamics and Consumer Reference Groups- Definition and Meaning of Group- Reasons For formation of group -Types of Groups relevant to consumer behavior - Family life cycle- Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group.

**Consumer Satisfaction and Relationship Marketing :** Customerisation- Working towards enhancing Customer satisfaction-Sources of customer dissatisfaction- Relationship marketing Meaning Understanding the economics of customer retention- Market emphasis in relationship marketing.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN MARKETING MANAGEMENT-MM)

Duration : 3Hrs.

MBAMM-105

Marks (Max. 70, Min. 21)

## SALES & PROMOTION MANAGEMENT

**Introduction to Sales Management :** Scope and Importance; The Evolving Face of Personal Selling, Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting, Sales Territory Design.

**Sales Personnel and Evaluation :** setting and formulating personal selling objectives, Recruitment and Selection of sales personnel, developing and conducting Training for Sales Personnel, supervision of salesmen, Sales personnel Motivation, Compensation plans, objectives and Quotas for sales personnel, Evaluating Sales Performance, Information Technology in Sales Management.

**Marketing Channels :** An overview of marketing channels, structure, functions and relationship, Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement), Channel Strategy and Design, Selection, Motivation and Evaluation of Intermediaries, Managing Channel Dynamics, Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

**Distribution System and Logistics :** Physical Distribution System, Objectives and Decision Areas, Customer Service Goals, Logistics Planning, An overview of Transportation, Warehousing and Inventory Decisions, Efficient Supply Chain Management (SCM), Integration of Sales and Distribution Strategy.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN MARKETING MANAGEMENT-MM)

Duration : 3Hrs.

MBAMM-106

Marks (Max. 70, Min. 21)

## SERVICE MARKETING

**Introduction to Services Marketing :** role of services marketing; Characteristic of Services, Classification of Services, Consumer behaviour in service encounters: customer interaction, purchase process, needs and expectations of customers; positioning services in competitive markets: search for competitive advantage; market segmentation, positioning vis-à-vis competitors,

**Creating the Service Product :** identifying and classifying supplementary services, planning and branding service products, new service development; Services Market Mix, Service Product Planning, Branding and communication; Role of communication in service marketing, internal communication, Service Pricing Strategy, effective pricing, objectives and foundations for setting prices; Service Distribution, options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries

**Service Processes :** service process redesign, customer misbehaviour; balancing demand, capacity: fluctuations in demand, capacity constrain, Planning the service environment: Dimensions of service environment; Managing people for service advantage: Service leadership and culture

**Managing Relationship & Building Loyalty :** customer-firm relationship, analyzing and managing customer base; Customer Management Relationship System in services marketing; customer feedback and service recovery: customer complaining behavior, Devising Financial Services Marketing Mix Strategies with special reference to Credit Cards, Home Loans, Insurance and Banking.

**Effective Service Recovery :** Principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality, defining, measuring and improving service productivity; organizing for service leadership: search for synergy in service management, creating a leading service organization

**Services in Global Perspective :** International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organising for global marketing.



**MANAGEMENT OF MARKETING, COMMUNICATION & ADVERTISEMENT**

1. **Marketing Communication:** Marketing Communication Process: Source, encoding, Medium, Decoding, Response & Feedback, Noise
2. **Communication:** External and Internal Flow of Communication, Internal Communication, External Communication. Steps in Communication Process, the Communication Process. Different Types Communication Systems. Interpersonal Communication, Elements of Interpersonal Communication, Impersonal Communication.
3. **Integrated Communication in Marketing:** Integrated Marketing Communications and Persuasive Communication, Persuasive Communication, Channels of Communication Format, Informal, Graphics, Barriers to Communication
4. **Promotion Mix:** Meaning and Nature of Promotion Mix. Components of Promotion Mix. Direct Marketing, Types of Direct Marketing. Benefits of Direct Marketing. Benefits of Promotion.
5. **Advertising:** Meaning and Nature of Advertising. Objectives of Advertising. Importance of Advertising. Classification of Advertisement. Consumer Advertising
6. **Advertising to Business and Professions:** Non-product Advertising, Function of Non-product Advertising, Purpose of Non-product Advertising, Organization of Advertising Department.
7. **Advertising Agency Management:** Advertiser's Role in Organizing for Advertising. Centralized System, the Goals of Centralization, Advantages of Centralization. Decentralized System, The Goals of Decentralization, Advantages of Decentralized System. In-House Advertising Agency. Advertising Agencies. How Advertising Agencies Developed? Full-service Agencies. Structure of the Advertising Agency. Types of Agencies. Agency Compensation. Agency Evaluation. Client-agency Relationship.
8. **Advertising Campaign:** Planning and Managing Advertising, Managing Advertising, Planning Advertising. Appraisal of Advertising Opportunity, Types of Advertisement. Analyze and Target Market, Target Markets Research and Analysis, Types of Target Marketing. Set Advertising Objectives, Types of Objectives. Advertising Budget, Cost-oriented Advertising Budgets. Media and Creative Strategy. Pre-test Methods. Post-Test Techniques.
9. **Advertising Business-** Ad agency, Types of agency- Functions and Selecting an Ad Agency- Agency- client relationship
10. **Budgeting:** Advertising Budget: Approaches to Budgeting, Priority-based Budgeting, Decision Conferencing, Planning Programming Budgeting System, and Performance Based Budgeting. Factors Affecting Allocation of Advertising Budget. Marketing Strategies, Direct Costs , Strategic Approach, Market Structure, Product Characteristics. Market Segmentation, Reasons for Market Segmentation, Major Variables. Bases for Market Segmentation, Advantages of Market Segmentation, Markets can be Segmented Using Several Bases. Brand Positioning. Developing a Positioning Strategy

11. **Media:** Types of Media, Mass Media and Print Media, Electronic Media, Media Advantages and Disadvantages. Market Analysis and Identifying the Target Market, Finding and Evaluating Customers, Market Segmentation, Target Market Example. Establishing Media Objectives. Identifying Your Social Media Objective, Social Media Marketing Objectives. Developing and Implementing Media Strategies, Implementing a Strategy, Making the News and Getting Attention, The Media Mix, Target Market Coverage, Geographic Coverage, Scheduling. Media Rating Qualitative Aspects of Media Vehicle Source. Determining the Relative Cost of Media. Evaluation and Follow up. Media Characteristics.

12. **Media Evaluation:** Television, Advantages and Disadvantages of Televisions, Limitations of Television, Buying TV Time. Spot Television, Spot Cable Advertising. Syndication. Sponsorship, Benefits of TV Sponsorship for Brands Revealed. Cable Television, Working of Cable Television, Hybrid Fiber Coaxial Systems. Audience Measures. Radio, Advantages and Disadvantages of Radio, Limitations of Radio, Characteristics of Radio, Working of AM/FM Radio, Concept of Modulation.

13. **Other Marketing Communication Media-** Public Relations- Personal Selling-Online Marketing- Event management- Movies and Documentaries

14. **Newspapers:** Types of Newspapers, Different Types of Newspaper Advertising , Types of Display Advertising, Advantages of Newspapers, Limitations of Newspapers, Purchasing Newspaper Space. Magazines, Consumer Magazines, Advantages of Magazines. Circulation and Readership. Purchasing Magazine Advertising Space.

15. **Sales Promotion:** Nature of Sales Promotion, Sales Promotion Strategy, Objectives of Sales Promotion. Increases in Sales Volume. Launch New Products and Increase Trial. Advertising and Personal Selling Efforts. Classification of Sales Promotion

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN MARKETING MANAGEMENT-MM)

Duration : 3Hrs.

MBAMM-108

Marks (Max. 70, Min. 21)

## RETAIL MANAGEMENT

**Retailing** : Introduction to Retailing, Meaning, definition and features of retailing, functional activities of retailing, Retail Market, Global Retail Market, Development of retail in India, Challenges, Supply Chain & Logistic.

**Classification of Retailers** : Retail Models & theories of retail development, Environmental Theory, Conflict Theory, Retail Life Cycle, Business Models, Factors influencing retail shopper, pricing policy, size of outlet and customer contact.

**Retailing Strategies** : Introduction, Strategic Plan & Analysis, Retail Value Chain, Franchising/ Licensing advantages & disadvantages. Franchising in India, Retail Store Location, Meaning of location, level of location decision and factor affecting the choice of market area or store location.

**Store Design and Layout** : Meaning of design and layout, exterior and interior design decision, importance of store layout, factors to be considered while designing the layout.

**Merchandise Management** : Introduction, evolution, Role & Responsibilities, Merchandise planning, process and its implementation, forecasting, The Merchandise Mix, Overview of evaluating Merchandise performance.

**Human Resource Management for Retailing** : A brief discussion of HRM functions for retail store

**Retail Communication and Promotion** : Retail marketing mix, Methods of communicating with the customers, Advertising, Design of Shop windows, Sales Promotion methods of sales promotion, Role of Lighting and fixtures, Retail Logistics, need for supply chain management.

**Customer Relationship Management** : Meaning and importance of customer relationship Management, Customer Relationship Management programmes.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN OPERATION MANAGEMENT-OM)

Duration : 3Hrs.

MBAOM-104

Marks (Max. 70, Min. 21)

## PRODUCTION PLANNING & CONTROL

**Production Planning & Control :** Role of Industrial Revolution, Scientific Management, Human Relation Movement, Computers & Advance Technology in Production Process, Definitions of Production Management and Production Planning, Objectives, Scope, and Importance of Production Planning and Control, Limitations of Production Planning and Control, Comparing Production Planning with Production Control, Establishing a Production Planning and Control Department

**Production Procedure :** Introduction, Methods of Production, Types of Production Procedures, Process Production, Selection of Manufacturing Process

**Plant Layout and Production Planning and Control :** Principles of Plant Layout, Factors affecting Plant Layout, Types of Layout

**Production Order :** Concept, Objectives and Functions, Tools of the Production Order, Process Analyses Charts, Charts for the Analysis of Equipment Utilization, Master Scheduling

**Master Materials Planning :** Definition of MRP, Demand Dependency, Objectives & Limitations, Evaluation of MRP, System Components

**Production Scheduling :** Definition of Production Scheduling, Objectives of Scheduling, Scope & Types, Techniques of Scheduling, Gantt Chart, Forward & Backward Scheduling, The Run Out Approach, requirement of Scheduling, Inputs of Scheduling, Loading and Scheduling Devices, Gantt Charts, Techniques of Scheduling

**Quality Control :** Definition of Quality Control, Objectives and Advantages of Quality Control, Statistical Quality Control (SQC), Control Chart, Types of Control Chart

**Maintenance Management :** Types, Breakdown or Corrective Maintenance Management, Preventive Maintenance, Routine Maintenance, Predictive Maintenance, Planned Maintenance, Total Productive Maintenance (TPM)

**Inspection:** Definition, Objectives, Its Steps, Functions & Types, Inspection Vs. Quality Control, Centralized or Crib Inspection, Decentralized or Floor Inspection

**Measurement of work :** Definition of Work Measurement, Objectives, Elements of Work Measurement, Types of Elements, Benefits of Work Measurement, Techniques of Work Measurement: Time Study, Time Study Method, Synthesis method of Work Measurement, Predetermined Motion Time Systems (PMTS), Analytical Estimating, Work Sampling.

# **SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN OPERATION MANAGEMENT-OM)**

**Duration : 3Hrs.**

**MBAOM-105**

**Marks (Max. 70, Min. 21)**

## **TOTAL QUALITY MANAGEMENT**

**Introduction to Quality Control** - Concept of total Quality, Cost of Quality, Evolution of total Quality management, Components of Total Quality loop, principles of TQM, organizational changes for adopting TQM.

Concepts on Statistical Quality Control, Theory of Sampling Inspection, Methods of Inspection and Quality appraisal.

Quality Management Systems, Lead Assessment, Selection of ISO and Model and Implementation of ISO9000 standards, Basic approach of ISO 9000 and TQM principles and objectives Applicability and areas of coverage of ISO - 9000 standards.

Strategic tools and techniques for TQM, Quality function Deployment (QFD), Failure Mode and Evaluation analysis (FMEA), Quality circle, Zero-defect programme, concurrent engineering, Taguchi's Quality loss function Affinity Diagram K J method, Q-7 tools, benchmarking, Business programme reengineering, principles and tools, six-sigma.

Functional Linkage of Quality with reliability and maintainability, Failure analysis (FTA /FMEA) optimum maintenance decisions Total Production Maintenance (TPM), quality audits, Performance evaluation of TQM.

**SYLLABUS- MBA FIRST YEAR  
(WITH SPECIALIZATION IN OPERATION MANAGEMENT-OM)**

**Duration : 3Hrs.**

**MBAOM-106**

**Marks (Max. 70, Min. 21)**

**PURCHASE & MATERIAL MANAGEMENT**

**INTRODUCTION TO MATERIALS MANAGEMENT :** Nature and Scope of Materials Management, Organization of Material function, Materials Planning, Classification, Codification , Standardization, Simplification, Value Analysis/ Value Engineering, Make-or-buy decisions, Quality control

**WARE HOUSE MANAGEMENT :** Warehousing Management, Purchasing cycle, Purchase budget, purchase research, Materials handling, Vendor rating, Vendor Analysis and Vendor Selection, Contract management, Functions and purchase department.

**LEAGAL ASPECTS :** Legal aspects of Buying, spare parts management, material requirement planning, capacity management, Waste and Scrap disposal

**FORECASTING :** Forecasting, Product & Processes, Just-in-time Manufacturing, TQM, Incoming material quality.

**COST EFFECTIVENES AND PERFORMANCE MANAGEMENT :** Cost-effectiveness & performance Management, Material management Information System, Stores Management, Stores organization, Receiving and store keeping, Stock verification, stores layout and location.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN OPERATION MANAGEMENT-OM)

Duration : 3Hrs.

MBAOM-107

Marks (Max. 70, Min. 21)

## INVENTORY MANAGEMENT

**Inventory :** Introduction, Functions of Inventories, Types of Inventories, Classification of Inventories, Factors affecting Inventory Control, Advantages and Dis-advantages of Inventory.

**Inventory Management and Control :** Objectives, Inventory Control concept, Inventory Costs concept, Inventory Control Techniques: ABC analysis, HML analysis, FSN, VED Analysis, Material Requirement Planning (MRP), MRP Objectives & Methods, MRP System Components, Limitations and Advantages of MRP.

**Requirement of Material :** Safety or Buffer Stock, Standard order Quantity, Factors affecting Stock levels, Maximum and Minimum Level, Re-order Level, Perpetual Inventory System, Lead Time, Economic Order Quantity (EOQ) with & without shortage, BASIC EOQ Model, EOQ under Fluctuating Demand, Feedback Inventory Information System, Economic Production Quatity, FOQ and FOC System.

**Inventory Control Models :** Static and Dynamic control Models, Lead-Time Analysis.

Material Management & Warehouse Management, Equipment choice, Just In Time (JIT) and Inventory Management, Inventory Checking and Accounting, ERP and Inventory Management, Store Management: Objectives, Receiving Procedures and Control, Identification of Materials, Storing of Materials, Stores Location and Layout, Stores Documentation, Preservation, Issue Control, Stock Valuation & Verification.

Operation Research in Inventory Control, Application of Linear Programming, Application of Computers to Inventory Management & Control, Traffic: Transportation cost, Model of transportation, Shipp ing terms, Transportation Strategy and Cost Reduction, Loss and damage of Freight Demurrage.

# SYLLABUS- MBA FIRST YEAR (WITH SPECIALIZATION IN OPERATION MANAGEMENT-OM)

Duration : 3Hrs.

MBAOM-108

Marks (Max. 70, Min. 21)

## TECHNOLOGY MANAGEMENT

**Introduction to Technology Management :** Basic Concept and meaning of technology, Evolution and growth of technology, role and significance of Technology management, Impact of technology on society and business, Forms of technology: process technology and product technology.

**Competitive Advantages Through New Technologies :** product development, from scientific breakthrough to marketable product, Science and technology policy statements of government Technology and Socioeconomic planning, Role of Government in Technology Development, Linkage between technology, development and competition, Managing research and development (R&D), Managing Intellectual Property.

**Technological Forecasting :** Need, Role, Methodologies of forecasting, Various Forecasting Methods, Exploratory, Intuitive, Extrapolation, Growth Curves, Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram.

**Technology Strategy :** concept, types, key principles, framework for formulating technology strategy, Technology Generation, Technology Development.

**Technology Assessment Methods :** Technology Evaluation, Technology Choice, Technological Leadership and Follower ship, Technology Acquisition. Meaning of Innovation and creativity, innovation management, Mode appropriate Technology, Diffusion of Technology Strategy, Rate of Diffusion, Innovation Time & Cost.

**Technology transfer :** Technology Transfer processes, Models of Transfer, Modes of Transfer, Search strategy, transfer package, agreements technology absorption, Concepts, Constraints, Management of Absorption, Govt initiatives.

**Human Aspects in Technology Management :** Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure, Technological Change and Industrial Relations, Technology Assessment and Environmental Impact Analysis.



**ACCOUNTING FOR MANAGERS**

1. **Fundamental of Accounting**, Basic Accounting Review: Accounting terms, conceptual framework, and conventions and accounting equation, Balance sheet and profit and loss account for non corporate and corporate entities.

2. **Understanding Corporate Financial statements**: its types, nature, attributes, uses and limitations, Corporate profit & loss account, Capital and Revenue expenditures and receipts, understanding and constructing corporate cash flow statements, Financial reports: Auditors report, Corporate governance report, Directors reports.

3. **Financial Statement Analysis** - Concept and objectives, Financial Statement Analysis Tool kit of Multi step income statement, Horizontal analysis, Common-size financial statements, Comparative statements, Trend analysis, Earning per share analysis, Ratio analysis, Aanalysis of Fund Flow Statement, Cash Flow statement.

4. **Techniques of Cost Control** - Preparation of budgets and their control, zero base budgeting, Standard costing and variance analysis. Responsibility Accounting,

5. **Management Applications**: Marginal costing and CVP Analysis, pricing decisions, Decision involving alternative choices, Activity based and Target Costing, Contemporary issues in Management Accounting: life cycle costing, Quality costing, Kaizen costing, Throughput costing, Blackflush Costing.

6. **Asset Valuation** - Valuation of Tangible Fixed Assets, Depreciation on fixed Assets, valuation of assets under finance lease and intangible assets, asset impairment, Valuation of inventories, valuation of investments.

7. **Financial statement analysis and interpretation** - Types of Analysis - Objectives - Tools of Analysis - Ratio Analysis: Objectives, Uses and Limitations - Classification of Ratios: Liquidity, Profitability, Financial and Turnover Ratios - Funds Flow Analysis and Cash Flow Analysis: Sources and Uses of Funds, Preparation of Funds Flow statement, Uses and Limitations.

8. **Book-keeping and Accounting** — Accounting - Branches of Accounting - Concept and Role of Financial Accounting and Management Accounting - International Accounting Standards. Financial Accounting - Concepts and Conventions - Double Entry System - Preparation of Journal, Ledger and Trial Balance - Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Groups interested in Accounting Information - Introduction to Tally Package.

9. **Capital and Revenue Expenditure and Receipts** - Depreciation - Meaning - Causes -Methods of Calculating Depreciation: Straight Line Method, Diminishing Balance Method and Annuity Method.

10. **Standard costing** – organization and establishing a standard costing system. Variance Analysis- Classification of variances, Material cost, Labor cost, Overhead cost and sales variances. Causes and Disposition of variances. Inflation Accounting – concept, impact of inflation on corporate financial statements. Techniques of inflation accounting – Replacement cost and Current purchasing power. Human Resource Accounting – Concept and Approaches.

11. **Activity-Based And Target-Based Costing**, Concept of Activity-based Costing, What's in ABC?, Uses of Activity-based Costing, ABC Model, Target Costing, The Basic Process, When are Costs Set?, Tools and Techniques, First, Price, Then, Cost, Finding Paths to the Targets, Maintaining Cost.

12. Responsibility Accounting, Responsibility Centers, Cost Center, Revenue Center, Profit Center, Investment Center, Controllability Concept, Accounting Concepts, Advantages and Disadvantages of Responsibility Accounting, Case: Out to Lunch Cuisine Inc.

13. Zero-base Budgeting (ZBB), Steps involved Zero-base Budgeting, Benefits of Zero-base Budgeting, Criticism of Zero-based Budgeting.

14. Return on Assets Ratio, Return on Capital Employed, Turnover Ratios, Activity Turnover Ratio, Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, DUPONT Analysis.

15. Short-term Solvency Ratios, Current Assets Ratio, Acid Test Ratio, Super Quick Assets Ratio, Capital Structure Ratios, Leverage Ratios, Coverage Ratios, Profitability Ratios, Gross Profit Ratio, Net Profit Ratio, Operating Profit Ratio.

**QUANTITATIVE TECHNIQUES**

**1. Quantitative Techniques** – Introduction, Concept Model Building for Business Decisions, Role and Scope, Need, Matrix Algebra determination, Linear Programming – Assumptions – Formulation of Linear Programming Problems – Solutions – Graphic Method – Simplex Method, Two Phase method, Elementary ideas about Duality.

**2. Statistical Decision Theory** – Meaning and Scope, Elements of statistics Probability, Probability Distribution, Decision Framework – Decision Under Uncertainty – Expected Monetary – Expected Opportunity Loss -Expected Value of Perfect Information – Uses of Incremental Analysis, Correlation and Regression, Derivatives, Rules of Differentiation, The Chain rule, Second order Derivative, Theory of Extreme

**3. Decision Theory**, Decisions under Uncertainty – Pay – Off Matrix, Criterion of Maximum, Min., Maxmin, Minmax, Maxi Max Criterion, Hurwicz Criterion, Decision Making under risk Bayesian approach, Decision Tress- Applications, Game theory – Types of Games., Two person zero sum games, Mix Strategy, Decision Tree.

**4. Assignment Problems** – A Variant of the Transportation Problem, Complete Enumeration Method, Transportation Method, Simplex Method, Hungarian assignment Method(Ham) – Unbalanced Assignment Problems – Constrained assignment problems, Unique Versus Multiple Optimal Solutions, Maximization Case, Dual of the Assignment Problem

**5. Demand Forecasting** – Purpose of Forecasting Demand, Steps involved in Forecasting, Extrapolation Techniques of Demand Forecasting, Time Series, Seasonal Indices, Method of Simple Average, Ratio, To Trend Method, Moving average Method, Method of Link Relatives.

**6.Expected Value with Perfect Information (EVPI)**, Use of Subjective Probabilities in Decision- making, Use of Posterior Probabilities in Decision-making.

**7.Theorems on Expectation**, Joint Probability Distribution, Marginal Probability Distribution, Conditional Probability Distribution Expectation of the Sum or Product of two Random Variables, Expectation of a Function of Random Variables

**8. Decision Analysis under Certainty**, Decision-making under Uncertainty, Decision-making under Risk.

**9. Inventory model**, Need of Inventory Control, Advantages of Material Controls, Essential Factors of Material Control ABC Analysis Technique, Process of Inventory Control, Minimum Stock Level, Maximum Stock Level, Ordering Level or Re-order Level, Average Stock level, Danger Level.

10. **Simulation**, Advantages and Disadvantages of Simulation, Monte Carlo Simulation, Simulation of Demand Forecasting Problem, Simulation of Queuing Problems, Simulation of Inventory Problems.

11. **Production Decision**, The Production Function, Production Function: One Variable Input Case: Short-Run Analysis, Law of Variable Proportion of Diminishing Marginal Returns, The Three Stages of Production, Optimal Use of the Variable Input, The Production Function with two Variable Inputs: Long-Run Production Function.

12. **Perfect Competition**, Monopoly & Monopolistic Competition, Meaning of Perfect Competition, Features of Perfect Competition, Large Numbers of Sellers and Buyers, Product Homogeneity.

13. **Profit Analysis**, Meaning & Nature of Profit, Gross Profit and Net Profit, Normal Profit and Supernormal Profit, Accounting Profit and Economic Profit, Theories of Profit, Risk and Uncertainty Theory of Profits, Profit as a Reward for Market Imperfection and Friction in Economy, Innovation Theory of Profits Profit Planning & Forecasting.

14. **Investment Analysis**, Meaning and Significance of Capital Budgeting, Techniques or Methods of Investment Evaluation, The Payback Period Method, The Average Rate of Return on Investment, The Net Present Value (NPV) Method, The Internal Rate of Return (IRR) Criterion, The Profitability Index Criterion, Public Investment Decisions.

15. **National Income**, Definition of National Product, Income and Expenditure, Measures of aggregate income, Gross and Net Concept, National and Domestic Concepts, Market Prices and Factor Costs, Gross National Product and Gross Domestic Product, GNP as a Sum of Expenditures on Final Products, GNP as the total of Factor Incomes, Net National Product, NNP at Factor Cost (or National Income), Personal Income, Disposable Income.

**MARKETING MANAGEMENT**

**1. Introduction to Marketing Management-** Nature and importance of marketing. The marketing concept, philosophies of Marketing Management. Role & scope of marketing management in India, The Marketing Environment, Indian Market Environment

**2. Marketing Strategy & Planning –** Strategic Management, Marketing Planning, Competitive Marketing Strategy, Product Life Cycle Strategy and New Product Development Strategy

**3. Consumer Behaviour:** Consumer Buying Behaviour, Factors influencing buyer behavior, Consumer Psychology - Industrial Buyer behavior Vs. Domestic Buyer behavior, Consumer value and satisfaction, Market Measurement & Forecasting, Market segmentation-meaning, levels, basis of segmentation, concept of niche marketing.

**4. Fundamentals of Product Management,** Introducing New Products, Product Life Cycle, Competitive Strategies, Branding Decision, Pricing Decision, Designing pricing strategies and programs, pricing techniques, Advertisement and Sales Promotion Budgets for Promotion

**5. Managing Marketing Channels,** Types of channels, meaning & importance, channels strategies, Logistics and Supply Chain Management, Retailing and Wholesaling, managing retailing.

**6. Promotion:** Advertising- meaning and importance, types, media decisions, promotion-mix. Marketing appeals and tactics. Promotional vehicles. Interactive advertising formats. New marketing models (CPM, CPC, and CPA). Direct Marketing Sales Promotion (push versus pull study).

**7. Market Evaluation and Controls -** Types, process, obstacles to marketing control - Marketing Audit - Marketing Ethics.

**8. Market Potential:** Company Potential, Company Sales Forecast, Forecasting Methods, Qualitative Methods, Quantitative Methods.

**9. New Product Development And Adoption Process,** Developing New Products, Connotations of the Term 'New Product', Organizing for New Product Development, Idea Generation, Idea Screening, Concept Testing, Business Analysis, Product Development, Test Marketing, Commercialization, New Product Adoption Process, Adoption Decision, Factors Affecting New Product Adoption Rate, Time Factor and Diffusion Process, Innovators, Early Adopters, Early Majority, Late Majority.

**10. Managing Marketing Communication:** Marketing Communications, What is communication?, External Flow, Internal Flow, Communications Process, Barriers to Communication, Barriers at the source, Barriers in Encoding, Barriers in Transmission, Barriers in Decoding, Communications Objectives (Marketing communication Models), Hierarchy Models, Hierarchy-of effects Model, Innovation-adoption Model, Information processing Model, Implications for Managers, Persuasive Communication, Message Design, Message Appeals, Message structure, Message Source.

**11. Communications Media:** Types of Communications Systems, Budget Allocation to Marketing communications, Arbitrary Allocation, Percentage of Sales Method, Competitive Parity Method, Objective and Task method, Experimental Approach, Marketing Communications Mix

**12. Advertising:** Sales Promotion, Personal Selling, public relations and Publicity, Direct Marketing, Selection of Promotional Mix, Product Characteristics, Market Characteristics, Pull and Push Strategies, Integrated Marketing Communications, Communications Feedback.

**13. Scanning and Analysing Environment:** Demographic Environment, Economic Environment, Competitive Environment, Socio-cultural Environment, Political - Legal Environment, Technological Environment.

**14. Information about Factors that Affect Marketing:** Marketing Information Systems (MIS), Databases, Internal Records, External Sources, Computer Networks and Internet, Data Mining and Data Warehousing, Marketing Intelligence Systems, Marketing Research Process, Defining Marketing Research.

**15. E-Marketing,** Fundamental Concept of Web Marketing, Role of Internet in a Marketing Setting, internet, WWW, E-marketing, E-commerce, Why the Internet is a Valuable Tool in Marketing?, Benefits of a Company using the Internet in Marketing, Developing an Internet Marketing Strategy, Enumerating the Objectives, Selecting the target Audience, Determining the Website Attributes, Taking Internet-based Marketing-mix Decisions, Implementing the internet Marketing Strategy, Current Challenges and Future Prospects for E-marketing, Challenges of Using the Internet in Marketing, Future of E-marketing.

**HUMAN RESOURCE MANAGEMENT**

1. **Human Resource Management:** Introduction, Scope, Objectives and importance of HRM, Evolution of HRM, HRM Environment in India, Challenges of HRM, Personnel Management vs HRM

2. **Human Resource Planning**—Concept and Process, need of HR Planning, linking Human Resource Planning with strategic Planning, Job analysis – job description and job specification, Recruitment and Selection, recruitment – sources and method, selection process – tests and interviews, Induction. Job changes – transfers.

3. **Training and Development:** Introduction and importance of training, Training Phases, Types of training, methods of training, Establishment, Establishment of training objectives, Design of training programme, evaluation of training programme, executive development – need and techniques; career planning and development

4. **Performance Appraisal** - Introduction, Process, Methods, 360 degree Feedback system, Internal Mobility promotions, Transfer demotion, separations, Discipline and Grievance – Discipline meaning, Indiscipline, the Grievance procedure

5. **Employee Compensation and Maintenance:** Concept, and Objectives, components, Compensation Management, Job Evaluation: Concept, Methods and its Limitations.

6. **Maintenance:** Overview of Employee Welfare, Health & Safety, Workers' Participation in Management, Employee Empowerment – concept and process.

7. **Developing Human Resources:** Concept of Human Resource Development, Objectives of HRD, Need of Human Resource Development, Scope of HRD, HRD Practices in Indian Organization, Case: HRD Scheme: A one of Contention.

8. **Employee Outsourcing:** Induction And Placement Employee Outsourcing, Pros and Cons of Employee Outsourcing Case: Offshore Outsourcing India, Employee Induction and Placement, Importance, Challenges.

9. **Performance Management System:** Performance Management System, Performance Planning, Performance Monitoring, Appraisal and Counseling, Case: Policies and Performance Appraisal, Potential Appraisal, Steps to be Followed while Introducing a Good Potential Appraisal System, Assessment.

10. **Safety And Health, Work Place:** Safety and Health, Measure to Promote Employee Health at Workplace, Employee Safety at Workplace, Industrial Health, Legal Provisions regarding Health, Industrial Safety, Legal Provisions regarding Safety (Sec. IIIV to IV0), Case: TB Surveillance Programme at AngloGold.

11. **Management Development:** Concept of Management Development, Definition of Management Development, Importance of Management Development, Techniques of Management Development, Decision-making Skills, Interpersonal Skills, Job Knowledge, Organizational Knowledge, General Knowledge, Specific Individual Needs, Other Off-the-Job Methods, Case: Unwanted Promotion, Training and Development for International Assignment.

12. **Career Planning:** Career Planning, Need for Career Planning, Objectives, Process of Career Planning, Case: Managing a Global Career with SLB.people, Succession Planning, Replacement Charts, Career Planning s uccession Planning, Steps in Career Development System.

13. **Recruitment:** Recruitment and Selection Process, Planning and Forecasting Recruitment, Recruitment and Selection Process, Planning and Forecasting.

14. **Preparing Manpower Inventory,** Determining Manpower Gaps, Formulating HR Plans Case: HR Plan for Trading Assistants, Rightsizing the Enterprise, Outplacement.

15. **Team Design and Analysis:** Team Designing, Members, Rewards, Leaders, Building Trust Case: The Sales Girls, Job Carving and De-jobbing, Flexible Job Environment.



**PRODUCTION AND OPERATION MANAGEMENT**

1. **Production and Operation Management** – Introduction, nature and scope of production and operation, Strategies of Operations Management, Manufacturing Systems and Layouts, Significance & Systematic View of Operations, Factors of production; Productive use of resources; Operations Management as Multidisciplinary subject.
2. **Production System** – Introduction, Issues & Environment, Production System Model; Characteristics of Production Systems; Production System Design,
3. **Capacity Planning** – Introduction, Modules, Planning Aggregate, Planning Scheduling, Procedures ? Capacity Planning for a single stage system, Capacity Planning for a multiple stage system, Determination of Equipment Requirements
4. **Facility Planning** – Introduction, Needs, Objectives, Facility Layouts – Process Layout, Product Layout, Designing/Preparing Facility Layout
5. **Material Management** – An overview; Material Planning – purchase; stores; material handling,
6. **Material Requirement Planning (MRP)**- Definitions ; MRP-I Vs MRP-II; Objectives, Master Scheduling, Bill of Materials, Just – in – time (JIT) Manufacturing – Introduction; Characteristics; Elements; JIT Purchasing, Purchase management and Store Management.
7. **Work Measurement** – Definition, Work Measurement Techniques – Time Study, Work Sampling.
8. **Inventory Management and Control**: Nature and importance of Inventory, Functions and Objectives, Requirements for effective Inventory Management, Inventory costs, Inventory Classification System, ABC Analysis, EOQ Models, Economic Production Quantity Model.
9. **Quality assurance and Control**: Concept of Total Quality (TQ), Inspection, Statistical process control, Control charts, acceptance sampling concept, risks, cost of quality control; International Quality Certification: ISO:9000, ISO:14000, KAIZEN, six sigma concept, Total Quality and safety, Management Network Techniques – PERT & CPM.
10. **Supply Chain Management**: Need for Supply Chain Management, Benefits, Elements of SCM, Logistics, EDI, E-Commerce. Requirements for SCM, Steps and Optimization.

**11. Product Planning and Development:** Product Development, Research and Development.

**12. Plant Location:** Facilities Location Defined, Significance of Plant Location, Objective of Location Strategy, Site Selection – Where to Locate? Site Evaluation Processes, Location Analysis Techniques, Behavioral Impacts in Facility Location.

**13. Plant Layout Facility Layout/Plant Layout:** Defined, Objectives of Plant Layout, Effects of Layout on Cost, Basic Types of Layouts, Factors Influencing Plant Layout, Approach to Layout Engineering, Steps in Planning Plant Layout, Comparison of Different Types of Layouts, Symptoms of a Bad Layout.

**14. Production Control and Scheduling Production Control:** Scheduling Defined, Dispatching for Batch Production.

**15. Materials Handling Definition:** Functions of Materials Handling, Importance/Significance of Materials Handling, Principles of Materials Handling, Types of Materials Handling Equipment, Containerisation and Palletisation Mechanisation and Automation in Materials Handling.

**RESEARCH METHODOLOGY FOR MANAGEMENT DECISION**

1. **An introduction to Research:** Meaning, Process, Research Problem: Selection, Understanding, Necessity of defined problem, Formulating hypothesis, language of research-construct, concepts and variables, Research Proposal writing
2. **Research Design:** Concept, Descriptive & Experimental research design Exploratory research design: secondary data & qualitative research, Qualitative Research Design
3. **Exploratory Research:** Meaning, suitability, collection, hypothesis formulation
4. **Descriptive Research:** Meaning, types of descriptive studies, data collection methods
5. **Causal Research:** Meaning, various types of experimental designs, types of errors affecting research design.
6. **Data Collection:** Sources, Analysis and presentation of data: data preparation and description, exploring, displaying, examining, The Interview, Observation and Survey, measurement scales, questionnaire and instruments, sampling Decisions - Probability and Non-Probability, sampling distribution.
7. **Analysis of Data:** Univariate, Bivariate, Multivariate Analysis: Multiple regression, Discriminant Analysis, Conjoint Analysis, Factor Analysis, Cluster Analysis and MDS, Using Software for Analysis.
8. **Parametric and Non parametric test:** one sample test, two sample test and k sample test, Chi- Square Test, and ANOVA, Correlation: Linear, Regression.
9. **Scaling Techniques-** Socio-Metric and Rating Scale, Scalograms, Internal Consistency Scales
10. **Business Research:** An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal
11. **Hypothesis:** Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing,
12. **Sampling:** Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling.
13. **Statistical Analysis of Business Research:** Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification (Theory only).
14. **Presenting Insights and Findings:** Report Writing, Presentation, Bibliography and references.
15. **Research Report:** Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report.

**MANAGEMENT INFORMATION SYSTEM**

1. **Management Information System:** Definition, basic concepts, framework, role & need of MIS.
2. **Introduction to Information Technology:** Impact of Globalization in business, Hardware, Software and advantages of computers in Information Systems, Computer networks, types of network, Data communication and Wireless Communication Technology.
3. **Data processing systems:** retrieval of data, storage of data, concepts of information, organizational structure and management concepts, Management Control, the decision making process by information, Types of decision, concepts of planning and control, EIS, DSS, TPS, security issue.
4. **Data sources and data management:** Files: Definitions, types of files, concepts of DBMS, data warehouse, DDL, DML, DDL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram.
5. **System Concept:** System Development Life Cycle (SDLC), Decision Support System (DSS), Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation.
6. **Societal Implications and Future Trends:** Social responsibilities, technology, applications of IT and the Impact of IT, E-Commerce & E-Business: B2B, B2C, C2C concepts etc., Cyber Laws.
7. **Kinds of Information Systems:** Transaction Processing System (TPS) - Office Automation System (OAS) -Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) -Executive Support System (EIS or ESS).
8. **Organization and Information Systems:** Changing Environment and its impact on Business - The IT/IS and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.
9. **Information System as a Sub-system:** Operational Systems, Outputs and Inputs, System Feedback, Sub-system Interface, Validation Checks, Structure of an Enterprise, Some Basic Concepts and Strategies in the Study of Systems.
10. **Introduction, Transaction Processing Systems:** Meaning, Types of Transactions, Characteristics of Transaction Processing Systems, Features of TPS, Process of Transaction Processing System, Processing and Revalidation, Let us Sum up.

**11. Information Systems - Security and Control:** Introduction, System Vulnerability and Abuse, Threats to Computerized Information Systems, Concerns for System Builders and Users, System Quality Problems: Software and Data, Creating a Control Environment, General Controls, Application Controls, Security and the Internet, Developing a Control Structure: Costs and Benefits, Role of Auditing in the Control Process, Ensuring System Quality, Software Quality Assurance.

**12. Enterprise Resource Planning (ERP):** Introduction, Enterprise Resource Planning, What is ERP, How can ERP Improve a Company's Business Performance, How long will an ERP Project Take, Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance

**13. Security and Ethical Challenges:** Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy –software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism.

**14. Decision Support Systems (DSS):** Introduction, Decision Support Systems (DSS), DSS and MIS, Framework of Decisions Support Systems, Need for an Expanded Framework, An Expanded Framework, Types of DSS, Data-Driven DSS, Model-Driven DSS, Knowledge-Driven DSS, Document-Driven DSS, Communications-Driven and Group DSS.

**15. How Organizations affect Information Systems:** Decisions about the Role of Information Systems, Information Technology Services, Why Organizations Build Information Systems, The Systems Development Process, How Information Systems affect Organizations, Economic Theories, Behavioral Theories

**STRATEGIC MANAGEMENT**

1. **Basic Strategic Management:** Meaning and Scope, Process of strategic management, Functional strategies.
2. **Business Policy:** Meaning, Nature and Scope, Evolution of business policy, understanding the strategy, Difference between Business policy and Strategic Management, Source of Strategies and policies.
3. **Environmental Analysis and Diagnosis:** Concept of Environment and its components, Environmental scanning and appraisal, Organisation appraisal, SWOT analysis, Porter's Five Forces model, driving force, strategic group mapping, key success factors, assessment of internal competencies, core competence, competitive advantage, competitor analysis, value chain analysis, bench marking, service blue printing.
4. **Strategic Analysis and Choice:** process of strategic choice, factors affecting strategic choice, Gap analysis, corporate portfolio analysis- BCG Matrix, GE Nine cell matrix.
5. **Functional Strategies:** Marketing, Production/Operation, R&D plans and policies, Financial plans & policies, Strategic Alternatives, corporate level stability, expansion, retrenchment and turnaround, business level, generic strategies, Inter relationship between formulation and implementation, issues in strategy implementation, resource allocation,
6. **Strategic Evaluation & Control:** overview of strategic evaluation, strategic control, task control, techniques of strategic evaluation and control, role of organizational system in evaluation.
7. **Corporate level Strategies:** Expansion Strategies; Retrenchment Strategies; Generic Business level Strategies; Strategic analysis and choice; BCG Matrix; GE-Nine Cell Matrix; Grand Strategy Selection Matrix; Model of Grand Strategy Clusters.
8. **Strategy Implementation:** Introduction, Various Approaches to Implementation of Strategy, Factors Affecting Organizational Design,
9. **Organizational Culture:** Characterizing an Organization's Culture, Matching Organization Structure with Strategy, VIIS Model.
10. **Mission-Vision of the Firm:** Vision Statement, A Basis for Performance, Reflects Core Values, Way to Communicate, Mission Statements, Preparation of Vision and Mission Statements, Revision of Mission Statements.
11. **Marketing Capability:** Technological Capability of the Firm, Strategic Business Alignment Capability, Scenario Planning, Industry Analysis.
12. **Sensitivity Analysis:** Financial Analysis, Shareholder Value Analysis, Analyzing Risk, Verification Activities, Exit Criteria.
13. **Life Cycle Analysis:** Positioning, Business Portfolio Balancing, Strategic Funds Programming.
14. **Balanced Score Card:** Role of the BSC for Strategy Implementation and Performance Measurement, Research Results.
15. **Building a Scorecard:** Issues, M. Porter's Approach for Globalization, Future of Strategic Management,

**INTERNATIONAL BUSINESS**

**1. Introduction to international business**—Local, regional, national, international and global business— management orientation of overseas business—ethno centric, poly centric, region centric and geocentric orientation—reasons for internationalization of business—factors restricting internationalization of business—major global companies in the world.

**2. International Trade:** Introduction, Tariff and Non-tariff Barriers – Trade Blocks – Rise of new economies like Japan, South East Asia and China as compared to India.

**3. Country Risk Analysis:** Political, Social and Economic – Cultural and Ethical practices – Halsteade model – Responsibilities of International Business

**4. Managing Multinational Enterprises:** Problems and Potential – Multinational Service Organizations ? Indian companies becoming multinationals ? Potential, Need and Problems.

**5. International business environment:** Cultural, social, political and legal, technological, economic environment,—natural and demographic environment. Opportunities and threats for SMEs in global market, framework for analyzing international business environment.

**6. Strategy development in international business**—the firm as a value chain—global expansion plan- : International business locations- factors influencing locations .Value chain analysis, risk analysis,cost benefit analysis. Business entry strategy-exporting, licensing, investment, strategic alliance, global strategic partnerships.

**7. Organizational structure and control system for international business:** Centralized Vs decentralized structure—functional, divisional, product based and matrix structure. Global business planning system—global business organizing system—information system—global business Control Systems and Incentives.

**8. International business functional strategies:** International production strategy— international financing strategy—international human resources strategy and international marketing strategy.

**9. Global Trading Environment:** Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multination's; Technology Transfer-Importance and Types, Issues in Transfer of Technology to Developing Countries.

**10. International Financial Environment:** Foreign Investment –Types and Flows; Asian Model, Monetary System- Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency.

**11. Introduction to International Financial Management** - Balance of Trade and Balance of Payment - International Monetary Fund, Asian Development Bank and World Bank - Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade.

**12. Bilateral and Multilateral Trade Laws** - General Agreement on Trade and Tariffs, (GATT), World Trade Organization - Dispute settlement mechanism under WTO - Problems of Patent Laws - International convention on competitiveness.

**13. International Marketing** - Entry strategies - Market selection – Barriers.

**14. Global sourcing and its impact on Indian Industry:** Globalization and internal reform process – India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. – Potential and Threats in Indian Firms.

**15. International Logistics management:** Integrated logistics management, concept, evolution and development; Importance of logistics management to international business, International Logistics functions and intermediaries. I.T. in logistics; Total cost approach to Logistics.



**ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

1. **Concept of Entrepreneurship:** Introduction, Definition, Group Entrepreneurship, Social Entrepreneurship, Enterprise, Types of enterprises, Need and importance of Entrepreneurship, India's Potentially for the growth of Entrepreneurship, Categories of Entrepreneurship, Entrepreneurship in the new Indian economy.

2. **Entrepreneurship Development:** Introduction, Objective and importance of Entrepreneurship development, Process of Entrepreneurship development, Impact of government policies on Entrepreneurship development movement in India, Entrepreneurship development programme (EDP), Measure to boost the EDP in India, Intrapreneurship.

3. **Entrepreneur-** Introduction, Concept of entrepreneur, Definition, Importance of an entrepreneur, Qualities of a successful entrepreneur, Functions of an entrepreneur, Entrepreneur and Leadership, Entrepreneur and Risk Taking capacity, Social responsibilities of entrepreneur.

4. **Entrepreneurial Competencies:** Introduction, Meaning, Components of Entrepreneurial Competencies, Entrepreneurial Competency, Types of Competencies or Competency Requirements for an Entrepreneur, Tools for assessment of Competencies.

5. **Promotion of Venture:** Introduction, Opportunities analysis, External environmental analysis, Preparation of project and feasibility report, Legal requirements for establishment of a new unit and raising fund, Sources of Venture, Capital and Capital Structure decision

6. **Development Entrepreneurial Competency and Motion:** Introduction, Entrepreneurship Motivation Training (EMT), Objectives of EMT, EMT related activities, Components of EMT.

7. **Small Scale Industries:** Introduction, Definition, Investment limits for small scale industries, Objective of promotion of small scale sector, Advantages of promotion of small scale industries, Deficiencies in small scale industries, Importance of small scale industries, Problem faced by small scale industries, Step to be taken to solve the problem, Strategies to solve the problem of SSI.

8. **Assistance to Small Scale Industries:** Introduction, need for incentives & subsidies, need for institutional support, Government policies to SSI, role of government and other institutions, Organizational form or ownership pattern.

9. **Enterprise Creation:** Introduction, Starting a small industry, Entrepreneurial functions or process of starting a new venture based on personal competencies, Entrepreneurial function or process, Requirements to start a business venture, Feasibility of the project, Business incubators.

10. **Business Plan:** Introduction, Meaning, Benefits of a business plan or a project plan, When the business plan is to be prepared?, How long should be the business plan be?, Composition of a business plan or Detailed project report, steps for preparation of a business plan, Common errors in the preparation of a business plan.

11. **Implementation of the project (Support Agencies):** Introduction, Under the government system, Financial Assistance, outside the government system, sources of the finance, financial incentive for SSI and tax concessions, Assistance for obtaining raw Material.

12. **Industrial Estates:** Introduction, Definition, Objectives of industrial estates, Factors to be considered while establishing industrial estates in India, Types of industrial estates, Reasons for failure of industrial estates.

13. **Sickness in SSI:** Introduction, Definitions, Symptoms of industrial sickness, factors affecting sickness or causes of sickness, Consequences of industrial sickness, Supportive measure from government, Preventive and remedial measure of sickness.

14. **Business Crises:** Introduction, Meaning, Types of business crises, how to overcome them

15. **International Entrepreneurial Opportunities:** Introduction, Meaning, Benefits of International Entrepreneurial Opportunities, Modes of International Entrepreneurial Opportunities, Export procedure, Import Procedure, Financing international business, International finance.

**PROJECT - REPORT****Guidelines for Project****Research Project Report (MBA-211):**

Every student will have to submit a research based project report on any topic related to management studies in about 100 pages (Computer word process) in 12 font size, Times New Roman (space between lines 1.5) in the prescribed format under the supervision of **Approved Supervisors** (format is available on the website the [www.sodel.jnujaipur.ac.in](http://www.sodel.jnujaipur.ac.in)).

The students are required to submit the synopsis stating Objectives, Significance, methodology, Scheme of Data Analysis along with the brief C.V. of the Supervisor to the Director, School of Distance Education & Learning through their Service Providers. Only after the approval of their topic and Supervisor, students should start their project work. The Research Project (MBA-211) is of 15 credits maximum marks are 200. The Projects copied from other students or any other source will be rejected and zero marks will be awarded. Therefore, students should take the project work seriously. Project can be submitted before the final year examination of their batch.

Student can take up Project Report only after completing First year after admission into **MBA** Programme.

**(1) Objective:** The objective of the project is to help the student to develop research ability, multidisciplinary concepts, tools, and techniques to solve organizational problems.

**(2) Type of Project:** The Project may be from any one of the following categories:

(a) Comprehensive case study, (covering single origination/multifunctional area problem formulation, analysis and recommendations)

(b) Inter-organizational study aimed at inter-firm comparison/validation of theory/survey of management practices

(c) Field study (empirical study)

**(3) Proposal Formulation:**

Project should be prepared in consultation with the **Approved Research Supervisor by the Jaipur National University, Jaipur**. Synopsis of the topic of the selected project should be sent to the Head, SODEL JNU Jaipur. The synopsis should clearly state the objectives and research methodology of the proposed project to be undertaken. It should have full details of the sampling, tools and techniques to be used, significance and limitations of the study.

**(4) Eligible Project Guide:**

(a) Academic faculty of Management Programme having more than 3 years experience

(b) Faculty at the headquarters (Department of Management Studies)

(c) "Professionals" holding master's degree in Management or allied discipline and having a minimum of 5 years of experience in the relevant area. In exceptional case, a supervisor with a B.E. degree and 5 year relevant experience may also be approved. Students are advised to send the Bio-data of the proposed guide alongwith the synopsis to the Head, SODEL. In case the proposed guide is not acceptable to the Head, the student shall be advised to change the guide before the proposal is considered for approval. In case of academic faculty the specialization should be clearly mentioned. At any given point of time a supervisor can not guide more than five students.

**(5) Project Proposal Submission and Approval:**

After finalizing the topic and the selection of the supervisor the student should submit the Project report through his/ her IGC to the Service Providers.

**(6) Communication of Approval:**

A written communication regarding the approval of the project will be sent to service providers. In case any change is suggested, the students will have to incorporate those changes.

**(7) Project Report Formulation:**

(a) The report should be typed in 12 font Times New Roman in 1.5 space in about 100 to 125 pages (excluding appendices and exhibits)

(b) Each project report must adequately explain the research methodology adopted and the directions for future research.

(c) The Project Report should also contain the following:

- (i) Original copy of the approval as per the given Proforma
- (ii) Certificate of Originality
- (iii) Certificate of the Supervisor

**(8) Submission of the Project Report:** Two typed copies of the project report are to be submitted at their IGC. In absence of the project marks, the final year result will not be declared by the university

**(9) List to Topics:** An illustrative list of topics is enclosed to give only an idea as to what kind of topics could be selected for project work. It is advisable that the students select their topics in the respective area of specialization.

**(10) Project Evaluation :** By an examiner approved by the University

**(11) Viva Voce :** There will be no *Viva Voce* Examination

**(12) Enquiries:** Enquiries regarding the project proposals should be addressed to the Head SODEL.

**Some Important notes while preparing the project proposal:-**

- Send only one copy of the Project Proposal.
- "MBA-211" should be written prominently on the envelope and should be addressed to Head, SODEL.
- Ensure the inclusion of the following items while submitting the proposal for Approval:
  - (a) Proforma for Approval of Project Proposal duly filled-in and signed by both the student.
  - (b) Bio-data of the supervisor with his/her signature
  - (c) Synopsis of the Project Proposal
- The synopsis of Project Proposal should include the rationale behind the study, objectives of the study and research methodology to be used for carrying out the study.
- The Project Report should be submitted in A-4 size (29 x 20 cm) typed in 1.5 space in a hardbound volume.

- Before binding the Project Report, the student should ensure that it contains the approved Project Proposal Proforma, Supervisor's Certificate and an Originality Certificate duly signed along with the seal of the Supervisor and Date.
- If any Project Report is received in the absence of the above should be rejected or returned to the student for compliance.
- Two typed copies of the project report are to be submitted to the IGC for onward transmission to the Service Provider who will send one copy for checking and another copy with Award list to the Head Sodel at the University.
- Kindly mention on the top of the envelope the name, enrollment number specialization and MBA-PROJECT REPORT. This will facilitate sorting out Project Report received.
- Student should keep a copy of the Project Report with him/her. The project will not be returned to the student. It will be kept in the University Library.

**Illustrative List of Topics ( Do not select from this list):**

- 1) Design and Development of Financial Accounting System
- 2) Assessing Market Opportunity for Introducing "-----" to the Indian Market
- 3) Marketing Co-operatives
- 4) Pricing Services at Airports in India: Issues and Practices
- 5) A Study of Dividend Practices
- 6) Management of change in an Institution
- 7) Management control system- a case study of -----.
- 8) Performance of Public Enterprises with Special Reference-----
- 9) Consumption Behavior and Consumption Patterns of Employees of -----
- 10) Buyer behaviour tablet market
- 11) Performance Evaluation & Practices in a professionally managed Enterprise & a Family Run Enterprise
- 12) A study of Training Effectiveness in Maharashtra Zone of ----- Bank

- 13) A study of purchase behavior of Credit Cards users in Indian Scenario
- 14) Impact of Marketing Strategies on Detergent Consumption in a colony of Jaipur
- 15) Personnel Policy for Scientific and Technical manpower in India
- 16) Management Control of Projects in Construction Industry
- 17) Consumer Survey for Cadbury's Drinking Chocolate (CDS)
- 18) Labour Welfare and Social Security measures with special reference to "M/s JCT Ltd"
- 19) Organization of Trade unions in ----- industry
- 20) Design of Personnel Information System for Indian Air Force
- 21) A Case Study of ----- Corporation
- 22) Market Analysis of -----
- 23) A Critical study of Performance Appraisal in the Department of -----
- 24) Consumer Behaviour and Life Style Marketing with Purchase Process and Post-Purchase Behaviour
- 25) Management Information System in ----- Industry
- 26) Effectiveness of Financial and Non-financial Incentives as Motivators for Sales personnel
- 27) Impact of Management Development Programme on Executive Performance in Infosys

# JAIPUR NATIONAL UNIVERSITY

School of Distance Education and Learning

JAGATPURA, JAIPUR – 302017

PROFORMA FOR APPROVAL OF PROJECT PROPOSAL (MBA-211)

Roll / No.

IGC Centre :

Enrolment No.

Service Provider:

(1) Name and Address of the Student : \_\_\_\_\_

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(2) Title of the Project : \_\_\_\_\_

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(3) Specialisation Area: HR/FM/OM/MM / any other (Specify)

(4) Name and official Address of the Supervisor

---

\_\_\_\_\_ Mobile Number \_\_\_\_\_

(5) Is the supervisor and Academic Faculty of Management?

Yes

No

(6) If Yes, Name of College/ Institute/  
University/ \_\_\_\_\_

(7) Courses of counseling

---

(8) Experience of Teaching in years

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Signature of Student with date  
date

Signature of Supervisor with

**For Office use only**

Project Topic and Synopsis Approved /  
Synopsis.

Not Approved /

suggestions for reformulating of the

Signature of Head with date

**CERTIFICATE OF ORIGINALITY**

This is to certify that the project report entitled \_\_\_\_\_  
\_\_\_\_\_

submitted to **Jaipur National University, Jaipur** in partial fulfillment of the requirement for the award of the degree of **MASTER OF BUSINESS ADMINISTRATION (MBA)**, is an authentic and original work carried out by Mr. / Ms. \_\_\_\_\_ with enrolment no. \_\_\_\_\_ under my supervision and guidance.

The matter embodied in this project is genuine work done by the student and has not been submitted whether to this University or to any other University / Institute for the fulfillment of the requirements of any course of study.

.....

Signature of the Student:

Date : .....

Name and Address

Of the Student:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

.....

Signature of the Guide

Date: .....

Name, Designation and

Address of the Guide:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Enrolment No.: \_\_\_\_\_



# JAIPUR NATIONAL UNIVERSITY

COURSE CODE: MBA-211

TITLE OF THE PROJECT

Submitted to the  
School of Distance Education & Learning  
in partial fulfillment of the requirements  
for the award of the degree  
Master of Business Administration (MBA)  
Year of Submission (to be mentioned by the Student)

Supervisor's Name \_\_\_\_\_ Student's Name: \_\_\_\_\_

& Designation: \_\_\_\_\_ Enrolment No.: \_\_\_\_\_

Roll No.: \_\_\_\_\_



## JAIPUR NATIONAL UNIVERSITY

School of Distance Education & Learning

Jagatpura, Near New RTO, Agra By-pass Road Jaipur-302017