

UNIVERSITY OF PUNE

FACULTY OF MANAGEMENT

Revised Syllabus for the

Masters Degree Course in Business Administration (M.B.A.)

M. B. A Part I From Academic Year 2005-2006 M. B. A. Part II From Academic Year (Under Revision) 2006-2007

UNIVERSITY OF PUNE

Revised Syllabus for Masters Of Business Administration (M.B.A)

M.B.A. Part I (First Year) Revised from June 2005.

M.B.A Part II (Second Year) (under revision) from June 2006.

(I) Introduction

The name of the course shall be Masters Degree Course in Business Administration.
(M.B.A)

(II) Objectives

The basic objective of an M.B.A course is –

1. To provide the country a steady stream of competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, public system and the government.
2. To impart to the students latest and relevant knowledge from the field of management theory and practice.
3. To provide opportunities to the participants, within and outside institutions, for developing necessary managerial skills.
4. To impart / develop the right kind of values and attitudes to function effectively in managerial / administrative positions.

(III) Eligibility for Admission

Students possessing following qualifications are eligible for admission to MBA course –

- (a) A bachelor's degree in any faculty of any statutory University with 45% or more marks (40% or more marks for students belonging to SC, ST/DT, NT, OBC, SBC for Maharashtra State only)

Or

A masters degree in any faculty of any statutory University with 45% Or more marks (40% or more marks for students belonging to SC, ST/DT, NT, OBC, SBC for Maharashtra Sate only.)

- (b) Must have completed selection procedure as prescribed by the competent authority from time to time.

**Course Structure for
Masters Degree Course in Business Administration**

SEMESTER – I

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
101	Organizational Behaviour & Principles & Practice of Management	External	60	15	100
102	Management Accounting	External	60	15	100
103	Managerial Economics	External	60	15	100
104	Statistical & Quantitative Methods	External	60	15	100
105	Legal Aspects of Business	External	60	15	100
106	Basics of Marketing	External	60	15	100
107	Information Technology	Internal	30	8	50
108	Communication Skills	Internal	30	8	50

SEMESTER – II

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
201	Marketing Management	External	60	15	100
202	Financial Management	External	60	15	100
203	Human Resource Management	External	60	15	100
204	Manufacturing & Operations Managements	External	60	15	100
205	Materials & Logistics Management	External	60	15	100
206	Management Information Systems	External	60	15	100
207	Research Methodology	Internal	30	8	50
208	Economic Environment of Business & Environmental Management	Internal	30	8	50

SEMESTER – III

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
301	Business Policy & Strategic Management	External	60	15	100
302	Management Control Systems	External	60	15	100
303	Specialization I	External	60	15	100
304	Specialization II	External	60	15	100
305	Specialization III	External	60	15	100
306	Specialization IV	External	30	8	50
307	Specialization V	External	30	8	50
308	Project Report	Internal			100

SEMESTER – IV

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
401	Entrepreneurship Development & Project Management	External	60	15	100
402	International Business Management	External	60	15	100
403	Current Trends in Management	Internal	60	15	100
404	Specialization VI	External	60	15	100
405	Specialization VII	External	30	8	50
406	Specialization VIII	External	30	8	50
407	Specialization IX	External	60	15	100
408	Specialization X	External	60	15	100

Notes: -

1. “L” indicates Lecture Periods of 45 minutes each and “T” indicates Tutorial Class Periods of 45 minutes each.
2. The papers marked as “External” are meant for External evaluation by the University and carry 100 marks each paper. 30% of such marks are reserved for internal evaluation by the individual Institute and 70% of such marks are reserved for University evaluation based upon written Examination. Papers marked as “Internal” are meant for the internal evaluation by the individual institute.
3. In case of subjects for University evaluation, 30% marks are reserved for internal evaluation and 70% marks reserved for University evaluation. Passing percentage will be 40% for internal and external evaluation separately.
4. After every three years, syllabus will be reviewed.

(IV) Number of Lectures –

For full courses, there shall be at least 60 lectures per semester per course and 15 lecturers for Tutorials/Seminars/Assignments per course for internal assessment work. For half courses, the load shall be reduced proportionately. The duration of the lecture/tutorial period shall be 45 minutes each.

(V) Practical Training and Project Work –

Each student shall have to undergo a practical training for a period of not less than 50 days during the vacation at the end of First Year.

Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a teacher and submit two copies of the same to the Director of the institute before 30th September. The Project Report shall be assessed both internally (30 marks) and externally (70 marks). For external evaluation there will be a viva voce at the end of third semester. Such viva-voce shall be conducted by a panel of two referees who will be appointed by the University.

(VI) Marks

The papers marked as “External” in the Course Structure are meant for University Evaluation and carry 100 marks each paper. Out of these 100 marks 70 marks are reserved for University Evaluation based upon comprehensive written examination and 30 marks are reserved for Internal Evaluation by the individual Institutes. The papers marked as “Internal” in the Course Structure are meant for only Internal Evaluation by the individual Institute and such marks will be communicated by the individual Institute to the University at the end of each Semester. These marks will be considered for the deceleration of the results.

(VII) Specialization

In Second year, a student shall be examined for a special subject consisting of 10 Unit courses belonging to any one of the following Functional areas of management –

- Group A – Marketing Management
- Group B – Financial Management
- Group C – Computer Management
- Group D – Production and Materials Management
- Group E – Human Resources Management

For each of the above fields of specialization the syllabus includes eight possible titles for semester III and semester IV, separately. An individual institute has to select any five of the suggested titles to be offered to their students. Out of the five titles selected, three should relate to full papers (i.e. carrying 100 marks) and two should relate to half papers (i.e. carrying 50 marks).

(VIII) Regulations

Student for the special course under 303A, 304A, 305A, 306A and 307A shall offer 404A, 405A, 406A, 407A and 408A only.

Student for the special course under 303B, 304B, 305B, 306B and 307B shall offer 404B, 405B, 406B, 407B and 408B only.

Student for the special course under 303C, 304C, 305C, 306C and 307C shall offer 404C, 405C, 406C, 407C and 408C only.

Student for the special course under 303D, 304D, 305D, 306D and 307D shall offer 404D, 405D, 406D, 407D and 408D only.

Student for the special course under 303E, 304E, 305E, 306E and 307E shall offer 404E, 405E, 406E, 407E and 408E only.

(IX) Assessment

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

- (a) The internal and external assessment will constitute separate heads of passing and they will be shown separately in the mark sheet.
- (b) For each paper meant for University evaluation, the ratio of marks for internal assessment in relation to external assessment shall be 30:70.
- (c) The external assessment shall be based upon the external written examination to be held at the end of each semester.

- (d) The Project Report and viva shall constitute one head of passing.
- (e) The marks awarded by a teacher in the internal evaluation for the papers marked as “External” in the Course Structure shall be immediately communicated to the student.
- (f) Reassessment of Internal Marks-In case of those students who have secured less than passing percentage of marks in the internal evaluation for the paper marked as “External” in the Course Structure, the concerned Institute should administer a separate internal test for these 30 marks in the subsequent Semester. The results of such test may be communicated to the University as the Revised Internal Marks. If the result of internal test as above results in lower marks should be prevailed. In short, the rule is higher of the two figures of the marks shall be taken into consideration.

(X) Examinations

The M.B.A. Examination will be held in four semesters. The student will not be allowed to appear for the examination unless his attendance is over and above 75% of lectures of individual subjects. The student will be allowed to carry maximum backlog of eight (8) heads of passing from any one or more semesters.

(XI) Standard of Passing

Every student must secure 40% marks in both University Evaluation as well as Internal Evaluation.

(XII) Grading

There shall be numerical marking for each course. At the time of declaration of the result, the marks obtained by a student shall be converted into the grades as shown below –

Grade	Percentage
A+	70 & Above
A	60-70
B+	55-60
B	50-55
C	40-50
F	Below 40

(Grade F stands for failure)

(Fraction to be rounded up to next higher integer).

(XIII) Transcript for Students

Every student shall be given a transcript, showing the name of the Institution, the courses offered by the student, the date of enrollment in the course, the dates of the examination, the dates of the external examination and details of marks of internal and external assessment. The transcript will further indicate the rank, if the student secures the rank amongst the first 10 ranks in the entire examination.

(XIV) Additional Special Subject

A student who has passed the M.B.A. Examination of this University may be allowed to appear for the M.B.A. Examination again, in any other special group only, by keeping terms for the third and fourth semester for that special group i.e. for papers comprising of 800 marks out of a total of 1400 marks, at proportionate fees (57%) of the Tuition Fees only as applicable to a payment category student of M.B.A. Part II.

(XV) Teaching Faculty

Besides full time faculty members, part-time, adjunct and visiting faculty members should be invited to conduct the professional courses. Visiting faculty should normally satisfy one of the following criteria:

- (a) Master's degree of a recognized University of a subject in question Or professional qualifications like ACA, AICWA Or ACS.
- (b) Master's degree of recognized University in any faculty with at least two years professional experience related to the given subject.
- (c) Bachelor's degree of recognized University in any faculty with at least 5 years professional experience related to the given subject.
- (d) Diploma of a recognized University/Board with at least 7 years professional experience related to the given subject.

Appendix I- Detailed Syllabus

Appendix I

MBA SEMESTER I

Figures appearing in brackets against the individual paragraphs of the syllabus indicate number of lectures allotted of 45 minutes' duration for the concerned topic.

(101) ORGANIZATIONAL BEHAVIOUR & PRINCIPLES & PRACTICE OF MANAGEMENT

SECTION -I

1. Organizational Behaviour - Definition - Importance - Historical Background - Fundamental Concepts of OB - 21st Century corporates - Different models of OB i.e. autocratic, custodial, supportive, collegial and SOBC (6)

2. Personality & Attitudes - Meaning of personality - Development of personality - Nature and dimensions of attitude - Job Satisfaction - Organizational Commitment (4)

3. Motivation - Motives - Characteristics - Classification of motives - Primary Motives - Secondary motives - Morale - Definition and relationship with productivity - Morale Indicators ; Theories of Work Motivation - Maslow's theory of need hierarchy - Herzberg's theory of job loading (6)

4. Group Dynamics and Teams - Theories of Group Formation - Formal Organization and Informal Groups and their interaction - Importance of teams - Formation of teams - Team Work (6)

5. Conflict Management - Traditional vis-à-vis Modern view of conflict - Stress management, Constructive and Destructive conflict - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict (5)

6. Leadership - Definition - Importance - Leadership Styles - Models and Theories of Leadership Styles (3)

SECTION II – Principles and Practice of Management

1. Basic concepts of management - Definition - Evolution of management thought - Functions of management (6)

2. Planning - Nature and purpose - Setting objectives - Management by objectives - Strategies, policies and planning premises (6)

3. Organizing - Nature and purpose - Departmentation - Line and Staff Authority – Decentralization – Coordination (6)

4. Controlling - Process of controlling - Control techniques (6)

5. Decision making - Nature and purpose – Principles (6)

Books Recommended

1. Organizational Behaviour, 9th Ed. - Stephen Robbins
2. Human Behaviour at work - Davis and Newstorm
3. Organizational Behaviour - Uma Sekaran
4. Organizational Behaviour - Fred Luthans
5. Organizational Behaviour - K.Aswathappa
6. Human Behaviour at Work - Keith Davis
7. Organizational Behaviour - Jit S.Chandran
8. Human Relations & Organizational Behaviour - R.S.Dwivedi
9. Organizational Behaviour - McShane
10. Organizational Behaviour - Sharma
11. Essentials of Management - Koontz
12. Principles & Practices of Management - Saxena
13. Principles and Practices of Management - Shejwalkar and Ghanekar
14. Management Concepts & Practices - Hannagan

(102) MANAGEMENT ACCOUNTING

1. Financial Accounting – Conventions and Concepts - Primary and Secondary books of accounts - Preparation of Trial Balance - Final Accounts; Bank Reconciliation Statement (20)

2. Cost Accounting - Relationship with Financial Accounting - Cost management concepts. (8)

3. Elements of Cost -
- a. Materials Cost - Materials purchasing, receiving, storing, issuing including pricing of issues
 - b. Labour Cost - Time Keeping and Time Booking - Idle Time - Labour Turnover
 - c. Overheads - Identifying the overheads with the cost center - Allocation, Apportionment and Absorption - Under Absorption and Over Absorption of Overheads

d. Preparation of Cost Sheet. (12)

4. Managerial Decision Making Techniques like -
- a. Marginal Costing – Cost Volume Profit Analysis-BEP
 - b. Budgetary Control - Operating and Financial Budgets - Flexible Budgets
 - c. Standard Costing - Materials Cost and Labour Cost Variances only (20)

Note - Problems should be covered on the following topics -

- a. Preparation of ledger accounts, trial balance and final accounts,
- b. Bank Reconciliation Statement
- c. Cost Sheet preparation
- d. Inventory Valuation
- e. Overheads - Allocation, Apportionment and Absorption- machine hour rate.
- f. Simple problems on concepts of Marginal Costing and Applications of Marginal Costing
- g. Budgets – Cash, Sales, Production
- h. Materials Cost and Labour Cost Variances

Books Recommended

1. Introduction to Management Accounting - Horngreen and Sundlem
2. Principles of Management Accounting - Manmohan & Goyal
3. Cost and Management Accounting - S.M.Inamdar
4. Management Accounting - Dr. Mahesh Kulkarni
5. Double Entry Book Keeping - T.S.Grewal
6. Principles and Practice of Cost Accounting – Ashish K. Bhattacharya
7. Management Accounting 3rd Ed. - Khan & Jain
8. Theory & Problems in Management & Cost Accounting - Khan & Jain
9. Cost Accounting - Jawaharlal
10. Accounting and Analysis The Indian Experience 2004 - Published by global Data Services of India ltd.

(103) MANAGERIAL ECONOMICS

1. Definition, nature and scope of Managerial Economics - Managerial Economics and Micro-economics - Managerial Economics and Macro-economics - Applications of Economics in Managerial decisions making (6)
2. Demand Analysis - Determinants of Market Demand - Law of Demand - Elasticity of Demand - Measurement and its use - Demand Forecasting - Techniques of Demand Forecasting (8)

3. Production and Costs - Meaning of Production Function - Law of variable proportions - Law of Supply and Elasticity of Supply - Costs and Cost Functions - Short Terms Costs and their use on decision making - Determinants of costs - Cost Forecasting (8)
4. Nature of Profit - Theories and Measurement of Profit (6)
5. Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly - Pricing Methods - Pricing in Public Sector Undertakings and Cooperative Societies (7)
6. Cost Benefit Analysis - Private Vs. Public Goods - Government investment - Overall resource allocation - Steps in cost benefit analysis - Justification for the use of cost benefit analysis (7)
7. Government and Business - Need for Government intervention in the market - Price Controls - Support Prices and Administered Prices - Prevention and control of monopoly - Protection of consumers' interest - Economic Liberalization - Process of disinvestments - Need and methods - Policy planning as a guide to overall business development (10)
8. National Income Accounting – Gross National Product, Net National Product, Gross Domestic Product and Net Domestic Product- Saving, Investment and Consumption functions. (8)

Books Recommended

1. Managerial Economics – Dr. Mukund Mahajan
2. Managerial Economics - Mote, Paul and Gupta
3. Managerial Economics - Varshney and Maheshwari
4. A study of Managerial Economics - D.Gopalkrishna
5. Managerial Economics - D.C.Hauge
6. Managerial Economics - Reckie and Crooke
7. Managerial Economics - Gupta
8. Managerial Economics, 4th Ed. - Craig Peterson

(104) STATISTICAL & QUANTITATIVE METHODS

1. Arranging data to convey meaning - Tables, Graphs and Frequency Distribution (6)
2. Measures of Central Tendency and Dispersion (6)
3. Simple and Multiple Regression and Correlation (6)
4. Association of Attributes (6)

5. Probability - Probability Distributions, Binomial, Poisson and Normal (6)
6. Linear Programming - Formulation and Graphical solution to two variables assignment problems, Transportation Problems (6)
7. Queuing Theory - Single Server and Multi Server (6)
8. Markov Chains with simulation techniques - Monte Carlo Simulation (6)
9. Games Theory - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy (6)
10. Decision Theory - 5 criteria of decision making (6)

Books Recommended

1. Statistical and Quantitative Methods – By Ranjit Chitale
2. Statistical Methods - S.P.Gupta
3. Statistics for Management - Levin and Rubin
4. Statistics - Spiegel
5. Quantitative Techniques Vol. 1 and 2 - L.C.Jhamb
6. Statistics and Quantitative Techniques - M.G.Dhaygude
7. Operations Research - V.K.Kapoor
8. Operations Research - J.K.Sharma
9. Quantitative Techniques - N.D.Vohra
10. Introduction to Operations Research - Hiller
11. Introduction to Operations Research - Gillett

(105) LEGAL ASPECTS OF BUSINESS

I. The Contract Act, 1871

- 1.1 Nature and classification of contracts - Essential elements of a valid contract
- 1.2 Offer and Acceptance - Consideration - Valid Consideration - Capacities of Parties
- 1.3 Provisions relating to free consent, valid agreements
- 1.4 Provisions relating to performance and discharge of contract
- 1.5 Breach of contract - Meaning and remedies
- 1.6 Contingent Contracts, Quasi-contracts, Wagering Agreements (10)

II. Contract Act, 1872

- 2.1 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier
- 2.2 Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee

2.3 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability
2.4 Agency - Agent and Principal - Creation of Agency - Ratification of Agency -
Classification of Agents - Relationship between Principal, Agent and Sub-agent - Agent's
authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and
Principal - Termination of Agency (8)

III. Sales of Goods Act, 1930

3.1 Contract for Sale of Goods - Meaning - Sale of Goods and Agreement to Sell -
Essentials of a Contract of Sale - Formalities of a Contract of Sale - Sale and Hire
Agreements
3.2 Provisions relating to conditions and Warranties
3.3 Provisions relating to transfer of property or ownership
3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller -
Remedial measures
3.5 Provisions relating to Auction Sale (8)

IV. The Negotiable Instruments Act, 1881

4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder
in Due Course
4.2 Negotiation and Types of Endorsements
4.3 Dishonour of Negotiable Instrument - Noting and Protest (10)

V. The Companies Act, 1956

5.1 Company - Definition, Meaning, Features and Types of companies
5.2 Incorporation of a company - Memorandum of Association, Articles of Association
and Prospectus
5.3 Share Capital - Accounts and Audits - Company Meetings (10)

VI. The Consumer Protection Act, 1986

6.1 Definitions of Consumer, Person, Goods, Service, Trader, Manufacturer - Meaning of
Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices
6.2 Consumer Protection Councils
6.3 Consumer Disputes Redressal Agencies (6)

VII. The Information Technology Act, 2000

7.1 Digital Signature
7.2 Electronic Governance
7.3 Electronic Records
7.4 Certifying Authorities (8)

Books Recommended

1. Business Laws - Balchandani
2. Business Laws - S.D.Geet and M.S.Patil
3. Business Laws - Gulshan Kapoor
4. Business and Commercial Laws - Sen and Mitra
5. An Introduction to Mercantile Laws - N.D.Kapoor
6. Business Laws - N.M.Wechlekar
7. Business Laws - M.D.Mulla
8. Company Law - Avtar Singh
9. Bare Text of the relevant Act

In addition to these books, students are advised to refer to the monthly journals like Chartered Accountant, Chartered Secretary and All India Reporter for latest case laws.

(106) BASICS OF MARKETING

1. Marketing Concepts - Approaches to Marketing - Study Approaches and Functional Approaches – Core concepts of marketing - Marketing Process - Functions of Marketing. (8)
2. Marketing Planning - Nature, Process and Contents of Marketing Plan - The changing marketing environment - Analyzing needs and trends in Macro Environment, Economic Environment, Technical Environment, Political Environment and Socio-cultural Environment (8)
3. Marketing organization – models and hierarchy, interdepartmental relations, workflow and culture (6)
4. Consumer Behaviour - Factors influencing buyer behaviour - Buyer decision process - Consumer Psychology - Industrial Buyer behaviour Vs. Domestic Buyer behaviour - Customer satisfactions Vs. Customer delight (8)
5. Dealing with competition – Levels Of Competition & factors responsible for competition, Identification and Analysis of Competitors (8)
6. Market segmentation – Types of market- Bases for market segmentation of consumer goods, industrial goods and services - Market Targeting and positioning strategies (8)
7. Market Evaluation and Controls - Types, process, obstacles to marketing control - Marketing Audit (8)
8. Social responsibility of marketing organizations. (6)

Books Recommended

1. Marketing Management - Philip Kotler
2. Fundamentals of Marketing - Stanton
3. Marketing Management - V.S.Ramaswamy and S.Namakumari
4. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
5. Marketing Models - Lilien & Kotler & Moorthy
6. Case Studies in Marketing - Indian context - R.Srinivas
7. Case study solutions - H.Kaushal
8. Marketing Management – Rajan Saxena
9. Marketing - Gandhi
10. Basic Marketing - William D. Perreault Jr.

(107) INFORMATION TECHNOLOGY

This is a paper for Internal Evaluation. The objective of this subject is to give basic knowledge to the students about the following areas -

1. Introduction to Computers - Hardware - Software - Systems Software, Application Software and Packages - Introduction to Embedded Software (6)
2. Fundamentals of operating system- windows, Unix/Linux, Introduction to DBMS concepts, emerging communication technologies. (6)
3. Commonly used Software Packages like Microsoft Word, Microsoft Excel, Microsoft Power Point, Microsoft Access, Tally etc. (10)
4. Introduction to World Wide Web - Internet operations - Introduction to Electronic Commerce and Electronic Business. (8)

Note - Appropriate practical hands-on experience is expected to be imparted to the students.

Compulsory assignment on web page designing is required.

(108) COMMUNICATION SKILLS

This is a paper for Internal Evaluation. The objective of this subject is to assist a student in developing oral & written communication skills and to provide insight to the basic management principles. Practical aspects of communication and management principles should be emphasized so that the concerned skills get reinforced and internalized. Following topics should be emphasized during the teaching programme -

1. Communication Process and Principles of Communication - Barriers to Communication (6)

2. Written Communication - Letter and Report Writing, Agenda and minutes of Meetings, Press Releases. (8)
3. Written Analysis of Business Situation - Case Analysis (8)
4. Oral Communication – Spoken English - Presentation, Negotiation, Meetings, Telephonic Communications, Body language (8)

Books Recommended

1. Business Correspondence and Report Writing - R.C.Sharma
2. Business Communication - M.Balasubramanyam
3. Essentials of Business Communication - R.Pal and Kolahalli
4. Business Communication and Report Writing - Sharma, Mohan
5. Lesikar's Basic Business Communication - Lesikar
6. Business Communication – by Urmila Rai & S.M. Rai

MBA SEMESTER II

(201) MARKETING MANAGEMENT

1. Marketing Mix - Four P's and its extensions - Significance in the competitive environment (8)
2. Product and Product Mix, Levels of Product & Product Line - Product Life Cycle - Managing the product in Product Life Cycle (8)
3. New Product Decision Process - Types of new products - Test Marketing a new product – Portfolio analysis, Branding - Definition, Purpose and Significance - Packaging - Purpose, Types and new trends in packaging (10)
4. Pricing strategies - Factors influencing pricing decisions - Approaches to pricing - Setting the price and managing the price changes. (8)
5. Physical Distribution - Importance and role of distribution in modern marketing - Introduction to the various channels of distribution – Designing marketing channels- flow & participants of channels- Role & significance of wholesaling and retailing, Warehousing and Inventory decisions. (10)
6. Promotion Tools – Advertising, Sales Promotion, Personal Selling, Public Relation, Direct Marketing, Online Marketing and e marketing. (8)
7. Extended P's of Marketing – People, Process & Physical Evidence (8)

Books Recommended

1. Marketing Management - Philip Kotler
2. Fundamentals of Marketing - Stanton
3. Marketing Management - V.S.Ramaswamy and S.Namakumari
4. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
5. Marketing Models - Lilien & Kotler & Moorthy
6. Case Studies in Marketing - Indian context - R.Srinivas
7. Case study solutions - H.Kaushal
8. Marketing Management – Rajan Saxena
9. Marketing - Gandhi

(202) FINANCIAL MANAGEMENT

1. Finance function - Scope and Significance - Role of a finance executive – Agency problem- Implications of Various Forms of Business Organizations. (8)

2. Financial system – Meaning and significance, Players in the financial system and their role. (6)
3. Financial Statements of corporate organizations - Introduction to Schedule VI provisions of Companies Act, 1956. (8)
4. Analysis and interpretation of Financial Statements using the techniques of Ratio Analysis and Funds Flow Analysis (8)
5. Working Capital Management - Nature of working capital - Need for working capital – Operating cycle, Estimation of working capital requirement - Financing working capital requirement - Commercial Papers - Management of Cash and Receivables - Factoring (8)
6. Capitalization - Under Capitalization and Over Capitalization - Raising the Long Term and Medium Term funds - Own Vs. Borrowed Funds - Public Deposits - Leasing and Hire Purchase, Venture capital - Capital Structure - Computation of Cost of Capital - Trading on Equity - Leverages – type & significance. (8)
7. Capital Budgeting - Nature and Significance - Time Value of Money - Discounting and Compounding - Methods for evaluating capital expenditure proposals (8)
8. Management of Profits - Dividend Policy - Procedural and Legal formalities involved in the payment of dividend - Bonus Shares (6)

Note - Problems should be covered on the following topics -

- a. Simple problems on Ratio Analysis - Calculation of Ratios and preparation of financial statements from ratios
- b. Simple problems on Funds Flow Analysis
- c. Simple problems on Capital Structure
- d. Calculation of Cost of Capital
- e. Leverages – Operating Financial and Combine
- f. Estimation of Working Capital Requirement
- g. Simple problems in Management of Receivables
- h. Methods for evaluation of Capital Expenditure decisions
- i. Interpretation of financial statements using ratios.
- j. Functional budget & Cash budget

Books Recommended

1. Financial Management - I.M.Pandey
2. Financial Management - Khan & Jain
3. Financial Management - S.M.Inamdar
4. Financial Management - N.M.Vechlekar
5. Financial Management - S.C.Kuchal

6. Financial Management & Policy - R.M.Shrivastava
7. Financial Management - Prasanna Chandra
8. Accounting and Analysis The Indian Experience 2004 - Published by global Data Services of India ltd.

(203) HUMAN RESOURCE MANAGEMENT SYLLABUS

1. Human Resources Management - Introduction and Importance - Evolution - Difference between Personnel Management and HRM - Role of HR Manager - Structure of HR Department - Duties and responsibilities of HR Manager (8)
2. Manpower Planning - Objectives - Estimating manpower requirement - Recruitment and selection process - Main resources of recruitment - Assessment Devices - Retention of manpower - Succession Planning (8)
3. Merit Rating - Promotions - Transfers - Job Description - Job Evaluation - Job Enlargement - Job Enrichment - Job Rotation (6)
4. Training and Development - Training Process and Methodology - Need and objectives - Training Procedure - Methods of Training - Tools and Aids - Evaluation of Training Programmes – Career Planning (8)
5. Performance Appraisal Management System - Definition, Ethics and Concepts of Performance Management - Different methods of Performance Appraisal - Rating Errors (8)
6. Retirement / Separation - Kinds of Retirement - Resignation, Discharge, Dismissal, Suspension, Retirement, Layoff, Voluntary Retirement / Separation Schemes, Golden handshake (6)
7. Managerial effectiveness through - Kaizen - Quality Circles - Time Management, TQM (8)
8. Industrial Relations – Grievance Procedure- Collective bargaining- settlement of disputes (8)

Books Recommended

1. Human Resource Management - Garry Dessler
2. Personnel Management - C.B.Mamoria
3. Managing Human Resources - R.S.Dwiwedi
4. Human Resource Management - V.P.Michael
5. Human Resource Management - Dr.P.C.Pardeshi
6. Human Resources Management - Mirza & Saiyadin

7. Managing Human Resources - Arun Monappa

(204) MANUFACTURING & OPERATIONS MANAGERMENTS

1. History and development of Manufacturing Management - Contribution of various pioneers beginning from Division of Labour to Quality Revolution and Environmental Control (6)
2. Manufacturing Management - Nature, Scope, Importance and Functions (4)
3. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow / Continuous Production, Process Production - Characteristics of each method (6)
4. Plant Location - Importance - Factors affecting location - Factory Building - Plant Layout - Installation of facilities (6)
5. Introduction to Production Planning & Control - Scheduling - Gantt Charts - Documentation - Production Work Order (8)
6. Introduction to PERT / CPM - Importance in Manufacturing Management - Network Crashing (6)
7. Maintenance Management - Importance and types of maintenance - Maintenance Planning - Spare Parts Management - Equipment Replacement problem (6)
8. Inspection - Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control - Control Charts - X-R Charts (6)
9. Work Study - Objectives, Scope and Uses - Methods Study - Man Machine Charts - Work Measurement - Elements - Performance Rating - Allowances - Methods of Remuneration - Time Based and Efficiency Based - Incentive Schemes - Individual (Halsey, Rowan and Taylor) and Group Incentive Schemes - Standard Time - Synthetic Time Standards - Work Sampling (8)
10. Lean Production Systems – TOYOTA system - Theory of Constraints- (4)

Books Recommended

1. Operations Management, 5th Ed. - Krajewski
2. Production & Operations Management - Chary
3. Production & Operations Management - Chase
4. Production & Operations Management - Nair
5. Production & Operations Management - Panneerselvam
6. Production & Operations Management - Adam & Ebert

7. Manufacturing & Technology Management - L.C.Jhamb
8. Work Study and Ergonomics - L.C.Jhamb
9. Production & Operations Management - Muhlemann
10. The Machine that Changed the World – James Womack
11. The Goal – Eliyahu Goldratt

(205) MATERIALS & LOGISTICS MANAGEMENT

1. Materials Management - Evolution, Scope and Objectives - Interface with other functions (6)
2. Forecasting - Methods of forecasting - Moving Average Method, Regression Analysis, Exponential Smoothing Method (6)
3. Inventory - Types of Inventory - Need of Inventory - Costs associated with Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, FSN, GOLF, SOS (8)
4. Material Requirement Planning - Advantages over conventional planning (Order Point Method) - Master Production Schedule - Bill of Materials - Material flow in MRP (8)
5. Purchasing Management - Responsibilities of Purchase Department - Purchase Cycle - Purchase Order - Relevant provisions of State / Central Sales Tax Act, Central Excise Act and Import / Export Procedures (8)
6. Value Engineering and Value Analysis (6)
7. Standardization and Codification (6)
8. Introduction to Logistics and Supply Chain Management (6)
9. Materials Handling - Principles of Materials Handling system - Materials Handling Equipments (6)

Books Recommended

1. Purchasing & Materials Management - Gopalkrishnan
2. Purchasing and Supply Management - Dobler and Burt
3. Materials Management - Dutta
4. Handbook of Materials Management - Gopalkrishnan
5. Materials & Logistics Management - L.C.Jhamb
6. A Text Book of Purchase Management - L.C.Jhamb

7. Introduction to Materials Management - Arnold

(206) MANAGEMENT INFORMATION SYSTEMS SYLLABUS

1. Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change (8)

2. Information, Management and Decision Making - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information (8)

3. Information Technology - Definition, IT Capabilities and their organizational impact - Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centres, Geographical Information Systems etc. (6)

4. Data Base Management Systems - Data Warehousing and Data Mining (6)

5. Systems Analysis and Design - Systems Development Life Cycle - Alternative System Building Approaches - Prototyping - Rapid Development Tools - CASE Tools - Object Oriented Systems (Only introduction to these tools & techniques) (8)

6. Decision Support Systems - Group Decision Support Systems - Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence (8)

7. Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems (8)

8. Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies. (8)

Emphasis should be given on management oriented problems and cases as compared to technical problems expected from computer science/ computer management students.

Books Recommended

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall

5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Management Information Systems, Schulthesis, Tata McGraw Hill
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

(207) RESEARCH METHODOLOGY

This is a paper for Internal Evaluation. The objective of the subject is to create scientific attitude towards solving a management problem and impart knowledge about tools available for carrying out research.

1. Meaning, Objectives and Motivation in research - Types of research - Research Approaches - Research Process - Validity and Reliability in research (4)
2. Research Design - Features of a good design - Types of Research Design - Basic principles of Experimental Design (2)
3. Sampling Design - Steps in Sample Design - Characteristics of a good sample design - Random Samples and Random Sampling Design (4)
4. Measurement and Scaling Techniques - Errors in Measurement - Tests of sound measurement - Scaling and Scale Construction Techniques - Forecasting Techniques - Time Series Analysis - Interpolation and Extrapolation (4)
5. Methods of data collection - Primary Data - Questionnaire and Interviews - Collection of Secondary Data - Cases and Schedules (2)
6. Testing of Hypotheses - Procedure for Hypotheses Testing - Use of Statistical Techniques for testing of hypotheses - Z, t and Chi-square Test - Sampling Errors (4)
7. Testing of samples - Sampling Distributions, Sampling Theory - Determining size of the sample, codification level - Internal Estimation (2)
8. Analysis of Variance and Co-variance - Multi Variate Analysis (2)
9. Interpretation of Data and Report Writing - Layout of a Research Paper - Techniques of Interpretation (2)
10. Use of computer in Research - Creating a Database and its use for Statistical Analysis, Introduction to SPSS package. (4)

The students are expected to utilize their knowledge of RM for summer projects.

Books Recommended

1. Research Methodology - C.R.Kothari
2. Methodology and Techniques of Social Research - Wilkinson, Bhandarkar
3. Research Methodology - Dr. V.P.Micahel
4. Research Design & Methods - Kenneth S. Bordens
5. Business Research Methods - Cooper & Schindler

(208) ECONOMIC ENVIRONMENT OF BUSINESS & ENVIRONMENTAL MANAGEMENT

This is a paper for Internal Evaluation. The objective of the subject is to provide the insight to the students about the changes that are taking place in the economic sector, the effect of these changes on the business & the demands placed on managers for protection of environment.

SECTION –I

(20)

1. Agricultural Sector – Effects of GATT & WTO
2. Industrial Policy Regulations of 1991 leading to Liberalization, Privatization and Globalization
3. Banking Sector – Privatization, e- banking,
4. Emergence of Service Sector – ITES, Insurance, BPOs, Non-Banking Financial Companies
5. Taxation - VAT, Customs and Excise
6. Capital Market – On line trading, Introduction to derivatives market
7. Issues related to mergers, Acquisitions and Divestment

SECTION –II

(10)

1. Environmental Education - Objectives, Principles, Scope and functions of environmental education for people in India. Media and methods.

2. Environmental Hazards – Strategies for hazards mitigation.
3. Disaster management, meaning of extreme events and hazards, causes and consequences, disaster planning.

Books Recommended –

Environmental Policy – By. James Lester, Duke University Press

Environmental Management System ISO 14001 – By Dr. Ashok Joshi, L. Ramkrishnan,
Nivedita Sarnaik

Detailed syllabus for semester III and IV is under revision.