



B
Accredited By NAAC
(2009)

SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर ४१६ ००४. महाराष्ट्र

दुरध्वनी“ : (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४) तार : युनिशिवाजी

फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.

e-mail bos@unishivaji.ac.in Web-site www.unishivaji.ac.in

SU/BOS/Com/ M.B.A./6552

Date : 7-10-2013

The Director, M.B.A. Department, Shivaji University, Kolhapur.	The Principal, All Affiliated M.B.A. Colleges/Institutions, Shivaji University, Kolhapur.
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Subject: Regarding minor modifications in the syllabi of M.B.A. Part-I
(Sem.-I & Sem. II) under the Faculty of Commerce.

Ref- This office letter ref. no. SU/BOS/Com/M.B.A/2796 dated 25/06/2013

Sir/Madam,

With reference to the subject mentioned hereabove, I am directed to inform you that the university authorities have accepted and granted approval to the minor modifications in the syllabi of M.B.A. Part-I (Sem.-I & Sem. II) under the Faculty of Commerce.

This syllabi shall be implemented from the academic year 2013-2014, (i.e. from June 2013) onwards. A soft copy (C.D.) containing the syllabus is enclosed herewith. This syllabi is also available on university website www.unishivaji.ac.in.

You are therefore, requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Sd/-

Dy. Registrar

Encl:- As above

Copy to:-

- | | | |
|------------------------------------|---|------------------------------------|
| 1 Dean, Faculty of Commerce | } | For information |
| 2 Chairman, BOS in Bus. Management | | |
| 3 Appointment Section | } | For information & necessary action |
| 4 O.E. I Section | | |
| 5 Affiliation Section (P.G.) | | |
| 6 Computer Centre | | |

UNIVERSITY, KOLHAPUR



B

(2009)

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Faculty of Commerce
Revised Syllabus For

Master of Business Administration (MBA)

Part – I (Sem- I to II)

(Subject to the modifications that will be made from time to time)

Syllabus to be implemented from June 2013 onwards.

Revised Syllabus of
Master of Business Administration (M.B.A.)
(Choice Based Credit System)

(Introduced from June 2013 and Onwards)

To be implemented from the academic year 2013-2014(i.e. June 2013) onward

1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Information Technology Industry, there is need to make student aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

2. Objectives of the course:

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

3. Schedule of Teaching and Examination:

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

4. Eligibility for Admission:

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

- Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC.
- Candidate should appear for the Common Entrance Test (C-MAT), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.

5. Intake of the Course: As per AICTE approval

**6. Structure of MBA Course: 80:20 with CBCS
w.e.f. Academic Year 2013-14 and onwards.**

MBA. Part-I Semester-I

MBA. Part-I Semester-II

Paper No.	Subject	Weekly Theory	Internal Marks	Uni. Exam Mark	Total Marks	Paper No.	Subject	Weekly Theory	Internal Marks	Uni. E. exam	Total Marks
1	Principles & Practices of Management	4	20	80	100	9	Marketing Management	4	20	80	100
2	Accounting for Managers	4	20	80	100	10	Financial Management	4	20	80	100
3	Mathematics And Statistics For Management	4	20	80	100	11	Human Resource Management	4	20	80	100
4	Managerial Economics	4	20	80	100	12	Operations Management	4	20	80	100
5	Information Technology for Management	4	20	80	100	13	Management Information System	4	20	80	100
6	Business Communication	4	20	80	100	14	Operation Research Techniques	4	20	80	100
7	Organizational Behaviour	4	20	80	100	15	Research Methodology	4	20	80	100
8	Legal Framework of Business	4	20	80	100	16	Business Environment	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

w.e.f. Academic Year 2014-15 and onwards.

MBA. Part-II Semester-III.

MBA. Part-II Semester-IV

Paper No.	Subject	Weekly Theory	Internal Marks	Uni. Exam	Total Marks	Paper No.	Subject	Weekly Theory	Internal Marks	Uni. Exam Marks	Total Marks
17	Corporate Planning & Strategic Management	4	20	80	100	25	Entrepreneurship Development	4	20	80	100
18	Business Ethics	4	20	80	100	26	Management Control System	4	20	80	100
19	Elective I- Paper-I	4	20	80	100	27	Global Quality System	4	20	80	100
20	Elective-I Paper-II	4	20	80	100	28	Project Report & Viva-Voce	4	20	80	100
21	Elective-I Paper-III	4	20	80	100	29	Elective I- Paper-IV	4	20	80	100
22	Elective-II Paper-I	4	20	80	100	30	Elective-I Paper-V	4	20	80	100
23	Elective-II Paper-II	4	20	80	100	31	Elective II- Paper-IV	4	20	80	100
24	Elective-II Paper-III	4	20	80	100	32	Elective-II Paper-V	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

One theory lecture duration is 60 minutes.

Electives (Any TWO)-

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Production Management
5. IT & System Management
6. Agriculture Business Management
7. Textile Management

List of Electives with Papers.

Sr.	Paper	<u>Elective I</u> Marketing Management	<u>Elective II</u> Human Resource Management	<u>Elective III</u> Financial Management	<u>Elective IV</u> Production Management	<u>Elective V</u> IT & System Management	<u>Elective VI</u> Agriculture & Business Mgt.	<u>Elective VII</u> Textile Management
1.	Semester III Paper I	Contemporary Issues in Marketing	Human Resource Planning And Procurement.	Indian Financial System	Operations Management Strategies	Strategic Information System Management	Agri- Business Management	Textile Product and Processes
2.	Semester III Paper II	Buying Behavior and Brand Management	Human Resource Development	Financial Decision Analysis	Production Planning and Control.	Information System Audit and Security	Agricultural Marketing	Textile Markets: Domestic and International
3.	Semester III Paper III	Marketing Strategy and CRM	Employee Remuneration	Project Planning and working Capital Management	Materials and Inventory Management	Software Project Management	Agripreneurship And Project Management	Textile Industry in India
4.	Semester IV Paper IV	Sales Management and Advertising Management	Employee Relations and Labour Laws	Investment Management	Global Operations & Logistics	Business Process Re-Engineering	International Trade in Agriculture	Textile Project Planning And Management
5.	Semester IV Paper V	Retail and Rural marketing	Strategic HRM and International Perspective	International Finance	World Class Production Management	Knowledge Management	Agri-Business Finance Management	Fashion Industry

32 Heads, Total Marks - 3200

(a) Mid-Test: ----- 10 Marks

(b) Seminar/ Case Study/ Group Exercise: -----10 Marks

Total: 20 Marks

7	Internal Examination:	
	1. Mini Test	10 marks
	2. Seminar/Case study/ Group Exercise	10 marks
	Internal Marks	20 marks
	University Theory Examination (3 hours duration) Total	80 marks
		100 marks

8. Nature of Examination:

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 80 marks for each subject.
3. The nature of university examination question paper shall be as follows.
4. In the paper of Mathematics & Statistics, OR, Information technology System Specialization, Exercise example will be asked.

**(Note- Question No. 1 and Q. No. 5 are compulsory.
Attempt any two from Question No 2, 3 and 4)**

Q.1	Case Study	20 marks
	Exercise example	10 marks
	Exercise example	10 marks
Q.2	a) } b) }	20 marks
	OR	
Q.3	a) } b) }	20 marks
	OR	
Q.4	a) } b) }	20 marks
Q.5	Short notes (any four out of six)	20 marks

9. Standard of Passing:

- a. Candidate is required to secure minimum 40% marks in Internal and University examination and 50% in aggregate together in each subject.
- b. Subject to the condition of pass at the course to the condition(c) only –
 - 50 % and above but less than 60 % - II Class
 - 60% and above but less than 70 % - I Class
 - 70 % and above - I Class with Distinction.
- c. No class will be awarded to any part of examination.

10 . Credit system implementation - As per the University norms

11. Passing rules-

- 1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of sem-I and sem-II combine.
- 2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3rd Semester are allowed to continue for IV Semester as per above rule.

12. Project Report :

Every student should go for in-plant training after the Semester- II examination.
In -Plant training duration is of 50 days.

13. Fee Structure: As per Shikshan Shulk Samiti , Govt. of Maharashtra

14. Teacher Qualification: As per AICTE norms prescribed time to time.

(Choice-Based Credit System)
M.B.A -I SEM-I
PAPER-I
Principles And Practices Of Management

Unit-1 Introduction and Evolution of Management: Definition-Scope of management- Functions of management-Managerial skills-Levels of management-Roles of a manager Classical Approach-Scientific Management Approach-Contribution of F W Taylor, Henry Fayol, Peter Drucker, Max weber- Behavioral Approach-Human Relations Approach-Contingency, Operational Approach.

Unit-2 Planning and Organising- Planning-nature, types, process and limitation of planning Organising-meaning, Process organization structure, Departmentalization Span of management, Concept of Authority, Responsibility and Accountability, Delegation.

Unit-3 Staffing, Directing and Controlling: Staffing- concept, need, human resource planning, recruitment and selection. Directing-concept, need and principles of directing. Controlling-Steps in Control Process-Need-Types of control Method- Techniques of Controlling-Benefits.

Unit-4 Management Practices and Recent Trends:
Benchmarking-Concept, Importance and Limitations
Six sigma-Concept, Importance, Limitations and Process
Total Quality Management- Concept, Importance and Elements
Dabbewala's Management-Concept, Importance and Process
Management in 21st Century-Challenges and Opportunitites

Reference Books:

1. Koontz and weirich-Essentials of Management
2. Certo-Modern Management prentice hall
3. L.M. Prasad-Principles of Management
4. R.M. Srivastara-Principles of Management
5. Peter Drucker- Essentials of management
6. Stephen P. Eobbines-Management; Prentices Hall
7. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
8. J.S.Chandra- Management Concept and Strategies
9. Das Gupta A-Business Management in India, Vikas Publishing
- 10 Mc Farland Daltion- Management Principles and Practices, Macmillan
- 11 Terry Georgy R- Principles of Management, III inions
- 12 Robbins Stephen P. and Decenzo David- Fundamentals of Managment
- 13 Kazmi Azhar- Business Policy and Strategic Managment
- 14 Choudhari Subir- The power of six sigma
- 15 Ross Joel-Totoal Quality Management

MBA Part Semester-I
Paper - II
Accounting for Managers

Unit-1 Financial Accounting: Need for Accounting, Internal and external users of accounting information, Accounting concepts and conventions, Accounting process and System: Nature of accounting transactions- journal entries and posting into ledger, subsidiary books. . (15 Hours)
Depreciation Methods - Straight Line Method and written Down value method.

Unit -2 Trial Balance and Final Accounts - Preparation of trial balance, Preparation of final accounts- Trading and Profit and Loss Account, Balance Sheet. Computerised Accounting - Role of computerised accounting, Tally package - features and application. (15 Hours)

Unit -3 Cost Accounting :- Meaning, objectives, scope, importance and advantages
Difference between financial and cost accounting. Cost unit and cost centre;
Elements of cost:- Material, Labour and overheads; Preparation of cost sheet
Inventory valuation methods (FIFO, LIFO, Simple Average and weighted Average)
(15 Hours)

Unit -4 Management Accounting - Concept, meaning, Definition, Features, Functions.,
CVP Analysis - Contribution, PV Ratio, BEP, Margin of Safety, Angle of incidence. Decision making based on CVP analysis (15 Hours)

Note:- Theory all units

Problems on Depreciations Methods, Final Accounts, Cost Sheet, Inventory Valuation Methods, Decisions making based on CVP analysis.

Reference Books - Advanced Accountancy- Gupta R.L. and Radhaswamy
Advanced Accountancy - Shukla M.C. and Grewal T.S.
Cost Accounting - Jawahar Lal
Advanced Cost Accounting - Jain S.C. and Narang K.L.
Cost and Management Accounting - M.E. Thukaram Rao
Principles and Practice of Management Accounting - Manmohan Goel
Management Accounting - Sharma and Gupta
Cost Accounting - Arora M.N.

M.B.A. PART-I SEM-I
PAPER-III
Mathematics and Statistics For Management
(Quantitative Techniques for Management)

Unit 1: Functions: Meaning and definition of functions, types of functions, functions used in business and economics. Determinants - Meaning of determinants, Evaluation of second & third order determinants, Cramers rule. Application of cramer's rule. Matrices –Meaning of matrix, order of matrix, algebra of matrices, unit matrix, transpose of matrix, equality of two matrices, adjoint of matrix, universe of matrix, scalar multiplication of a matrix, Application of matrices in business. Mathematics of finance-interest calculation, annuity, present value annuity, present value concept in investment.

Unit 2: Meaning of Central Tendency, Types of central tendency (Without Harmonic and Geometric Mean). Measure of Dispersion-range, mean deviation, quartile deviation Standard deviation & Variance. Correlation - Definition of correlation, Types of correlation Karl Pearson's correlation coefficient & its interpretation (continuous data be omitted). Regression: Meaning of regression, least square method, linear & non – linear regression.

Unit 3 : Probabilty- Addition and multiplication rules of probability, Baye's theorem, Discrete and Continous probability distribution. Bionomial, Possion and Normal probability distribution. Applies examples

Unit 4: Time series and index numbers: time series – basic concept, meaning, components of time series, three years and five years moving averages. Index numbers – concept, methods of measuring index, base year formulas for predicting index number. Concept of Statistical Quality Control (SQC), X- bar chart, R-Chart.
Note: Problems/Examples should be solved using SPSS / EXCEL.

Reference Books:

- 1) Business mathematics with applications: S. R. Arora . & Dinesh Khatter .
- 2) Fundamentals in Statistics : S.C. Gupta
- 3) Statistics for Management: Richard I. Levin & David S. Rubin .
- 4) Business Mathematics: Q. Zamiruddin & V.K. Khanna . S. k. Bhambri.
- 5) Business Statistics: S.J. Gupta & Indra Gupta.

**M.B.A. PART-I SEM-I
PAPER-IV
Managerial Economics**

Unit-1 Managerial Economics- Meaning, Features and Scope, Managerial Economics and Decision Making.

Demand Analysis- Meaning, Types, Law of Demand, Exceptions to Law of Demand, Determinants of Demand, consumer's surplus, Indifference Curve: Meaning, Properties and Consumers Equilibrium.

Elasticity of Demand- Price Elasticity of Demand: Meaning, types and Measurement. Income Elasticity of Demand and Cross Elasticity of Demand.

Demand Forecasting -Survey Method and Statistical Method. **(20 Periods)**

Unit-2 Production Function- Law of Variable Proportion, Returns to Scale, Economies and Diseconomies of Scale, Law of Supply.

Cost Concepts- Money, Real and opportunity Cost. Short-run and long-run Cost Curves, Law of Supply.

Revenues Concepts: Total Revenue, Average Revenue and Marginal Revenue. Revenue Curves under Perfect Competition and monopoly.

Market Structure: Perfect Competition: Features, price determination Firms, Equilibrium in short- run and Long-run

Monopoly: Features, Price output determination, price Discrimination. Monopolistic Competition; features, price- output determination.

Oligopoly: Features, Independent Pricing, Price Leadership, Price Rigidity.

(20 Periods)

Unit-3 Pricing Practices: Cost- Plus Pricing, Incremental Pricing, Multiple Product Pricing and Product line Pricing

Profit Management: Gross profit and Net Profit Theories of Profit: Schumpeter, Hawley, knight Break- Even Analysis **(10 Periods)**

Unit-4 Business Cycles: meaning, Phases, Theories of Business Cycles: Hawtrey, Hicks and Samuelson. Control of Business Cycles: Monetary and Non- Monetary Measures.

(10 Periods)

Reference Books:

1. Managerial Economics- Analysis Problems & Cases- P.I.Mehta.
2. Managerial Economics- Application strategies & tactics-James R. McGuigan R.Charls Moyer, Fredric H.Horris.
3. Managerial Economics- G.S.Gupta
4. Micro Economics-Jeffrey M.Pearloff
5. Managerial Economics-P.L.Mote
6. Managerial Economics-D.M.Mithane
7. Managerial Economics-J.F. Patil and Other
8. Managerial Economics-M.N.Shinde
9. Managerial Economics-Text and cases D.M.Mithani and S.K.Dastane
- 10 Managerial Economics- Dominick Salvatore Hancourt College Publishers

M.B.A. PART-I SEM-I
PAPER-V
Information Technology for Management

Unit-1 Introduction to IT:- Concept, Definition, Components of IT - Hardware Basic computer Block Diagram, software Type of software, Introduction and basic functions of operating System.

Computer Network- Types of Network, LAN Topology, protocol-TCP/IP, Internet - use and types of search Engines, Intranet, Extranet. IT Applications in management.

Unit-2 E- Business- Concept, Definition, Architecture of E-Business

E-Commerce:- Definition, concept, types and Applications of E- Commerce.

E- Banking:- Definition, Need and Significance of E-Banking, Electronic payment System types - e-cash, e-chaeque, smart cards, security Threats and control measures in e-payment systems.

Unit-3 Introduction to Database Management System- Concept, Definition, Advantages, Limitations of DBMS Database Scheme, Database Models - Hirechical Network and relational, Role of DBA, Normalization (upto 3NF), Applications of DBMS in Business organization.

Unit-4 Data warehousing and Data Mining Warehouse:- Concept, Definition and component Architecture of Data warehouse. Data Mining :- \

Concept, Definition, Need and Significance, Introduction to Data Mining Tools, KDD process.

References:-

- 1) Information Technology Management by Raner potter & Turban
- 2) DBMS by Date
- 3) E-Commerce- Green Stein Feinman (MGT)
- 4) E-Commerce By CVS muthy
- 5) Data Mining Techniques - By Arun Pujari
- 6) Data Mining - Peter Ad, Dolf Zantingc
- 7) Computer Technology By Leon.

Nature of Question Paper-

Total Marks -80
Duration 3 Clock Hrs.

Introduction : 1)Qu.No. 1 & Qu.N0. 5 are Compulsory

2)Attempt any two from remaining.

Qu-1)

(a) Easy types questions on practical Application-----10 marks

(b) Easy types questions on practical Application-----10 marks

Qu-2) Easy Type Question -----20 marks

Qu-3) Easy Type Question -----20 marks

Qu-4) Easy Type Question -----20 marks

Qu-5) Short Notes -----20 marks

MBA – I Semester – I
Paper -VI
Business Communication

Unit 1. Communication - Meaning, Importance & objectives - Principles of communication, forms of communication, Process of communication, Barriers of effective communication, Techniques of effective communication.

(15 hours)

Unit 2. Written Communication : A) Business Letters-Types, inquiries, Circulars, Quotations, Orders, Acknowledgments, Executions, Complaints , Claims & adjustments, Collection letter, Banking correspondence , Agency correspondence .

B) Application Letter, Bio-data, Interview Letters, Letter of Reference , Letter of Appointments, Confirmation, Promotion, Retrenchment, Resignations.

C) Report writing – Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by committee. Meetings – Notice – Agenda , Resolution & minutes.

(15 hours)

Unit 3. Oral Communication :

A) Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, methods. Group discussions & Interviews.

B) Non verbal Expressions: Body Languages, Gestures, Postures, Facial Expressions, Dress Codes .

(15 hours)

Unit 4. Ethics in Communication and Digital communication

A) Ethics in managerial Communication- Business communication

B) Digital communication - Application of Electronics media & communications, Telecommunication, Teleconferencing, video conferencing, mobile communication, SMS, Social Media, FAX, E-mail.

(15 hours)

Reference Books :

1 Basic Business Communication : Robert MaArcher.

2 Effective Business Communication :Murhy.

3 Excellence in Business Communication : Thill .

4 Handbook of Business Correspondance by : Frailey .

5 Business English & communication : Cleark .

6 Business Communication : Pradhan & Thakur .

7 Business Communication : Balsubramanium M.

8 Handbook of Case Writing : Culliton & James W.

9 Essential in Business Communication: Dr.M.V. Rodrix, Pearson Education

10 Business Communication :Robin Walker, Cengage, New Delhi.

MBA – I Semester – I
Paper -VII
Organizational Behaviour

Unit- 1

Introduction to OB : Definition, Nature, Historical evaluation of OB, Disciplines contributing to OB –Psychology, Sociology, Anthropology, Social Psychology, Economics & political Science, approaches to the study of OB-Human Resource Approach, Contingency Approach, Productivity Approach & System Approach.

(15 hours)

Unit- 2

Micro Perspectives of OB : Individual behaviour: Personal factors-Biographical characteristics & Learned characteristics, Environmental factor & Organisational factor. Personality- concept, determinants of personality, development of personality. Perception- meaning, nature & process. Attitude-concept, components of attitude, measurement of attitude, Values- concept, types of values, sources of values.

(15 hours)

Unit -3

Micro & Macro Dynamics of OB: Motivation-concept, theories of motivation, Individual conflict & group interpersonal conflict, conflict resolution. Stress–Causes effect & coping strategy, Leadership, - theories of leadership, Roles & activities of leadership.

(15 hours)

Unit-4

Macro Perspective of OB: Organisational Culture, Organisational Change, Organisational Development & development techniques, Organisational Behaviour – A global approach, issue of culture, manage in diversity within & across the cultures.

(15 hours)

Reference Books;

- 1 Organizational Behaviour – Concept & controversies & Applications – Stefen Robins.
2. Organizational Behavior- Fred luthans
3. Human behavior at work – Keith Devis . & John w. Newstorm .
4. Organizational Behaviour –text& cases – Uma Shekharan .
5. Organizational Behaviour - Steven L. Mcshane& Mary Annvon Glinow .
6. Management of Organizational Behaviour –Paul Hersey & Kenneth H Blaohard.
7. Organizational Behaviour – Text ,Cases& Games - K . Ashwathppa.
8. Strategic Human Resource Management: Anuradha Sharma & Aradha naKhandekar.

MBA – I Semester – I
Paper -VIII
Legal Framework of Business

1) **Subject:** Legal Framework of Business

2) **Year of implementation:** w.e.f. June, 2013 onwards

3) **Pattern:** Internal/ External Pattern: 20:80 Marks

4) **Distribution of Internal Marks** shall be as under.

(a) Mid-Test: ----- 10 Marks

(b) Seminar/ Case Study/ Group Exercise: -----10 Marks

Total: 20 Marks

4) **Medium of instruction:** The medium of instruction shall be English

5) **Scheme of Teaching**

First Year (Semester-I)

Subject/Paper	Teaching Scheme (Hrs/Week)				Examination Scheme (Marks)		
	L	T	P	Total	Theory	Internal Evaluation	Total
Legal Framework of Business Sem-I (Paper-VIII)				3	80	20	100

M.B.A. Part- I-Semester-I
(Choice Based Credit System)
Legal Framework Of Business
(Paper-VIII)

(New syllabus will be implemented from June, 2013 onwards)

Unit-I: Business Contract

(A) Law relating to Indian Contract Act, 1872:

Formation of Contract-Essentials of a Valid Contract- Performance of Contract-Discharge of Contract and Remedies for Breach of Contract

(B) Law relating to Sale of Goods Act, 1930:

Essentials of contract of Sale of Goods- Conditions and Warranties-Performance of Contract of Sale-Unpaid Seller and his rights

Unit-2: Negotiable Instruments and Consumerism

(A) Law relating to Negotiable Instruments Act, 1881:

Negotiable Instruments: Meaning and Characteristics-Kinds of Negotiable Instruments-Holder and Holder in due course-Transferability and Assignment of Negotiable Instruments-Crossing of cheques and Bouncing of cheques

(B) Law relating to Consumer Protection Act, 1986:

Definition of consumer-Who can file a complaint?- Grounds on which a complaint can be filed?- Unfair Trade Practices-Consumer Disputes and Redressal Agencies

Unit-3: Corporate Business Entities and SEBI

(A) Law relating to Indian Companies Act, 1956:

Salient features of a company-Types of companies-Memorandum and Articles of Association-Corporate Veil-Doctrine of Ultra-Virus-Doctrine of Indoor Management-Merger, Acquisition and Winding up of companies

(B) Law relating to Securities and Exchanges Board of India (SEBI) Act, 1992:

Evolution of SEBI Act- Management, powers and functions of SEBI- Provisions relating to registration of brokers and sub-brokers

Unit-4: Information Technology and Right to Information

(A) Law relating to Information Technology Act, 2000:

Introduction and objectives of Information Technology Act, 2000-Authentication, attribution and legal status of electronic record- Digital Signature-Cyber crimes and penalties

(B) Law relating to Right to Information Act, 2005:

Nature and scope of Right to Information Act, 2005- Legal provisions relating to right to information.

REFERENCES:

- 1) M.C. Kuchhal - 'Business Law' Vikas Publishing House Pvt. Ltd.
- 2) B. S. Moshal - 'Business and Industrial Law', Ane Bokks India
- 3) S.N. Kulkarni- 'Laws Regulating Business', Diamond Publications
- 4) Dr. Farroq Ahmed- 'Cyber Laws in India', Pioneer Books
- 5) S.S. Gulshan-Mercantile Law'
- 6) Arshad Subzawari- 'The Consumer Protection Act'
- 7) R.P. Maheshwari and S.N. Maheshwari- 'Principles of Mercantile Law'
- 8) N.D. Kapoor- 'Elements of Mercantile Law'
- 9) S.K. Dasgupta- 'Commercial and Industrial Law'
- 10) A.K. Sen and J.K. Mitra- 'Commercial and Industrial Law'
- 11) Professional Publication-'Right to Information Act'

Concerned bare acts may also be referred.

PERIODS ALLOTTED PER UNIT

Module	No. of Periods
1 (A)	10
1 (B)	05
2 (A)	08
2 (B)	07
3 (A)	10
3 (B)	05
4 (A)	10
4 (B)	05
Total	60

NATURE OF QUESTION PAPER

Total Marks: 80

Duration: 3 Clock Hours

Instructions: 1) Que. No. 1 and Que. No. 5 are **COMPULSORY**

2) Attempt **ANY TWO QUESTIONS** from Que. No. 2 to 4

3) All questions carry **EQUAL MARKS**

Que.-1: Case lets (Any **FOUR** out of **SIX**) -----20 Marks

Que.-2: A) Long question-----10 Marks

B) Long question-----10 Marks

Que.-3: A) Long question-----10 Marks

B) Long question-----10 Marks

Que.-4: A) Long question-----10 Marks

B) Long question-----10 Marks

Que.-5: Write Short Notes (Any **FOUR** out of **SIX**)--20 Marks

MBA – I Semester – II
PAPER-IX
Marketing Management

Unit 1. Basics of Marketing -

Introduction to marketing–Nature and scope of marketing, the core concepts of marketing, Company orientation towards market place, marketing environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Forecasting and demand measurement (15 hours)

Unit 2. Market Segmentation and Consumer Behaviour

- A. Market segmentation – Meaning and concept, benefits of segmentation, Bases for market segmentation – consumer goods market segmentation; industrial goods market segmentation, Market targeting - Selection of segments, Product positioning.
- B. Consumer Behaviour – Meaning and definition of consumer behaviour, importance, Different buying roles, consumer buying decision process, factors influencing consumer behaviour. (15 hours)

Unit 3. Product & Pricing Strategy

- A. Product decision and strategies – Meaning of product, Types of products, product mix decisions, product line decisions, Product life cycle concept, new product development, Branding and packaging decisions – Concept of Branding and packaging, advantages and disadvantages of branding and packaging, features and functions of packaging.
- B. Pricing decision – Pricing objectives, pricing methods, factors influencing pricing decision, setting the price, price determination policies. (15 hours)

Unit 4. Promotion & Distribution Strategy

- A. Integrated Marketing communication – Concept and role of IMC, Promotion mix- Advertising, personal selling, sales promotion and publicity, Factors affecting IMC mix, Marketing communication mix decisions: characteristics, factors and measurement. Advertising and publicity – 5 M's of advertising. Personal selling – nature and process. Sales promotion – nature, importance and techniques.
- B. Distribution Strategy- Importance of channels of distribution, Alternative channel of distribution, channel design decision and channel management decision, selecting an appropriate channel, Logistic management. (15 hours)

(Note: Relevant audio, video CDs and caselets should be discussed)

Reference Books :

1. Marketing Management: A South Asian Perspective - Kotler P., Keller K., Koshy A., Jha M., Pearson Prentice Hall.
2. Marketing Management – Ramswamy V. S., Namakumari S., Macmillan Publishers India Ltd.
3. Marketing Management – Rajan Saxena, Tata McGraw Hill
4. Marketing Management: Text and Cases – Tapan Panda, Excel Books
5. Marketing – Etzel, Walker B., Stanton W., Pandir A., Tata McGraw Hill

MBA Part I Semester - II
Paper - X
Financial Management

Unit-1 Financial Management :- Introduction, meaning, objectives, Scope of financial management Finance functions, Structure of finance department, Emerging role of the finance manager, Profit maximisation to wealth maximisation approach.

Unit-2 Techniques of Financial Statement Analysis:- Comparative financial statements, Trend analysis, Common size statement, Ratio Analysis-Classification of ratios, - Liquidity ratios, Leverage ratios, Activity ratios, Profitability ratios, Interpretation of ratios, Interfirm analysis.

Unit-3 Working Capital Management :- Nature and need of working capital, determinants of working capital estimation of working capital, financing of working capital, funds flow statement and cash flow statement.

Unit-4 Financial decisions- Cost of capital, cost of different sources of finance, weight average cost of capital, concept of optimal capital structure; capital budgeting Nature and significance, Techniques of capital budgeting - Payment method, Accounting rate of return, Net Present Value, Profitability Index, Internal rate of return.

Note- Theory - All units, Problems on Unit No. 2, 3, & 4.

References-

Financial Management - Khan and Jain
Financial Management - Prasanna Chandra
Financial Management - I.M. Pandey
Financial Management - K.M. Srivastava
Financial Management - V.K. Bhalla
Financial Management and management Accounting - Saxena

Nature of question paper for both the papers will be as per common structure.

MBA – I Semester – II
PAPER- XI
Human Resource Management

Time:- 60 hours

Marks :- 80

Unit-1

15 hours

Introduction to Human Resource Management(HRM):- Meaning, objectives, importance, functions, challenges. Qualifications and qualities of HR Manager. Personnel Management Vs. Human Resource Management, HRM and HRD, Traditional Vs. Strategic Human Resource Management.

Unit-2

15 hours

Talent Acquisition and Compensation:- HRP- Objectives and Process, Job Analysis- Uses and Process job description and job specification, Recruitment- sources of recruitment, Selection- Selection Process. Socialization and Induction of new employees. Compensation Management- Meaning, Components, Factors affecting wages and salary, Fringe benefits.

Unit-3

15 hours

Development and Appraising the Employees:- Training- Meaning, importance and process. Career Planning:- Meaning, use of career planning, Mobility of employees:- Internal and External, Succession Management . Performance Appraisal – Meaning, importance and process

Unit-4

15 hours

HR in new era :- HR in Virtual organisation, HR in knowledge industry, HR Accounting and Auditing, HRIS, Flexi time, Dual career, Glass ceiling of employees. Moonlighting of employees, International HRM and Cross Culture. (only conceptual knowledge) Emerging concepts like Employee Engagement & Employer Branding.

References:-

1. Gary Dessler, Human Resource Management, Thomson Learning
2. Ivancevich, John M, Human Resource Management, Tata McGraw Hill, New Delhi.
3. K. Aswathappa, Human Resource Management- Text and Cases, Tata McGraw Hill.
4. P.SubbaRao, Human Resource Management, Himalaya Publications
5. Raymond Noe, Employee Training and Development, Tata McGraw Hill.
6. Snell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
7. VSP Rao, Human Resource Management: Text and Cases, Excel Books.

M.B.A. Part - I Semester – II
PAPER- XII
Operations Management

Objectives-

- 1) To help studied learn Operations Management System and analysis issues pertaining to management of productivity manufacturing technology and facilities.
- 2) To familiarize the students with various techniques of materials management and inventory control.
- 3) To familiarize the students with various aspects of quality management.

Unit- 1 Introduction to production operations function

System concepts - Introduction to the Production operations function- operations management Decisions, Production strategy, product selection, Product design, process selection - Production / operations management, Productivity measures, workforce productivity (Effective supervision, Job evaluation, Incentive schemes, Human factors in work system design, occupational health and safety) work study.

Unit -2 Facilities and Technology management

Facilities management (Location of facilities capacity planning, ayout of facilities, equipment replacement, planning maintenance of facilities) plant layout and materials handling - manufacturing technology management,- emerging technology options- and choice - Automation and flexible manufacturing, system, Lean manufacturing system.

Unit -3 Production planning materials management and inventory control

Production system, functions of PPC, aggregate planning, planning for batch production, job production, conformant production system, project scheduling and CPM/PERT, materials management objectives scope and functions, procedures for inventory management, Role of scientific methods, supply chain management.

Unit -4 Quality management

Quality concept, Quality Inspection, Quality control, Quality Assurance - Quality circle, TQM Continuous Improvement, ISO certifications.

Reference Books:

1. S.A.chunawala and D.R. Patel, "Production and operations management," Himalaya Publishing House, Mumbai.
2. R. Ramerselvam," Production and operations management" Eastern Economy Edition, New Delhi.
3. John O meclain and Joseph Thomas: Operations management - production of Goods and services, Prentice Hall India, New Delhi.

M.B.A. Part - I Semester – II
PAPER- XIII
Management Information System

Unit I Scope and Objectives of Information System

Concept of Data and Information, Introduction and characteristics of System. Concept of Information System, The role and importance of information systems, The place of information systems in the organisation, Difference between computer literacy and information system literacy.

Unit II Types of Information Systems

Information needs of different organization levels. Major types of information system in Organisation- TPS,OAS,KWS,MIS,DSS,ESS and relationship between them, Enhancing management decision making, Types of Decisions, Phases in Decision making,

TPS- Introduction, need and significance. **KWS & OAS-** Introduction, need and significance.,

MIS –Introduction, need, characteristics and significance. **Decision support systems (DSS)** – understanding DSS, characteristics components, DSS applications.

Group decision support systems (GDSS), - Elements, characteristics and significance.

Executive support systems (ESS) – Introduction, need and significance of ESS , Information as a strategic resources and concept of strategic information system.

Contribution of information systems to pursue competitive strategies.

Unit III Design, Development and Implementation of Information System

Building information systems: Contemporary approaches.Systems as a planned organisational change. System development & organisational change, Overview of system development – System analysis, system design, completing this system development process. Alternative system building methods – system life cycle, proto typing, application of software packages, end user development and outsourcing. Major problem areas in information system, causes of information system success and failure, evaluation of success of information systems. Principle causes of information system failure, appropriate strategies to implement the process.

Unit IV: Application of IS in Business

Case Studies: Marketing Information System, Financial Information System, Human Resource Information System, Production Information System.

Reference Books:

1. Management of Information systems – Gordon B. Davis & Margreth H.Olson
2. Management of Information systems – Jawadekar W.S.
3. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
4. Management of information systems – James A. O'Brien
5. Information system concepts for management – 4th edition Lucas
6. Management of information systems – 2nd edition – Kroenke David.
7. Management of information systems – Organisation and Technology by

M.B.A -I SEM-II
PAPER-XIV
Operation Research Techniques

Unit 1 Introduction to OR – Concepts, Phases of OR, Application potential to diverse Problems in business & industry, scope & limitations. Linear programming (LP) – Concepts, Formulation of models, diverse problems graphical solutions –simple algorithm –use of slack / surplus / artificial variables max. / Min. problems. Simplex and big M method. Duality and relationship between primal and dual.

Unit 2 Assignment problems (AP) – Concepts, formulation of model-Hungarian –method of solution. /maximisation, /minimisation.- balanced/ unbalanced –problems. Transportation problems (TP)-Concepts, formulation of model- solution procedure for initial feasible solution & optimality check- balanced/ unbalanced- max./ min. Travelling Salesman Problem.

Unit 3 Queuing (WAITING LINE)- Models- Concepts, types of queuing system characteristics of queuing model Problem based on the results of (M/M/1) model. Inventory models- types of inventories, cost involved, deterministic model, Economic Order Quantity (EOQ) & Economic Batch Quantity (EBQ) with finite production rate, EOQ under price break,- determination of safety stock & reorder levels- lead time.

Unit 4 Network analysis- Algorithm as applied to problem of CPM & PERT. Project planning & control by use of CPM/PERT Concepts. Decision Theory- Maximini and Minimax, EMV, Regrete(Opportunity loss) and EVPI criteria. Simulation – Concept- areas of application- Monto Carlo simulation & its application to problems - in queuing Inventory situations.

REFERENCE BOOKS-

1. Operation Research- An introduction- Taha.
2. Operation Research –S.D. Sharma.
3. Operation Research for management- Shenoy, Srivastav.
4. Operation Research –P.K. Gupta &D.S. Hira.
5. Operation management- Kanti Swaroop & others.
6. Principles of Operation Research- Harvey- M Wagner.

Division of Marks

20 Marks for internal –

10 marks for Mid Term Examination

05 Marks for Mini project/Group Excercise

05 Marks for Attendance

80 Marks for university examination.

Nature of University Examination is as follows-

Nature of Question paper

- | | |
|--|----------|
| Q. 1 Case or Excercise | 20 Marks |
| Q.2 Attempt any two out of Four | 20 Marks |
| Q.3. Attempt any two out of four | 20 marks |
| Q.4 Write shotnotes on any four out of six | 20 Marks |

M.B.A -I SEM-II
PAPER-XV
Research Methodology

- 1. Research Fundamentals:** Meaning, objectives & Motivation in research. Types of research – Research Approach. Research process, relevance & scope of research in management.
- 2. Research Design-** Features of good Design, Types of Research Design, Sampling Design- steps in sample Design Characteristics of a good Sample Design, random samples & non-random sampling Design, determining size of sample. Statistical design. Measurement & scaling techniques- measurement scales, Errors in measurement. Scaling & Scale construction technique.
- 3. Data Collection and Analysis:** Methods of data collection, Primary data – Schedule and questionnaire. Construction of schedule and questionnaire align with objectives framed. Collection of secondary data. Processing and analyzing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi-Square test), Testing of hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excell and SPSS for data analysis – descriptive and inferential statistics.
- 4. Interpretation and Report Writing:** Interpretation of data, techniques of Interpretation, report writing, layout of a project report.

Note: Every institute must have licensed copy of SPSS for the laboratory practicles. Minimum 5 hours practicles on SPSS should be conducted to teach descriptive and inferential analysis and hypothesis testing.

Students should be motivated to analyze project data with the help of SPSS.

Reference Books:

1. Research Methodology – C. R. Kothari
2. Research Methodology – Saranwala
3. Research Methodology in Management – Dr. V. P. Michael
4. Methods of Social Survey Research – Bajpai
5. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi
6. Research Methodology – R. Panneer Selvan, PHI
7. Research Methodology The Discipline & Its Dimenssions – Jai Narain Sharma, Deep & Deep
8. Research Methodology Methods, Tools & Techniques – Gopal Lal Jain, Mangal Deep Pub. Jaipur
9. Methodology of Social Sciences Research – Dr. Raj Kumar – Book Enclave, Jaipur

M.B.A. PART-I SEM-II
PAPER-XVI
Business Environment

Unit-1 Theoretical Framework of Business Environment-Concept, significance and nature of business environment- Elements of Business Environment- Internal and External environment-Micro and Macro Environment-Non economic Environment of Business : Cultural, political, legal demographic and natural Environment.

Economic Growth and Development concepts of national income i.e. Gross Domestic product (GDP) Gross National product (GNP), Net National Product (NNP). Human Development concept, Gender Related Development Index (GDI). Poverty Line and Micro-Finance Agencies.

Impact of Liberalisation, Privatisation and Globalisation on Indian economy.

Unit-2 Agricultural and Financial Environment of Business-Role of Agriculture in Indian Economic - Agro-Based Industries- Sugar, Jute, Food Processing. Food Security Indian Agricultural policy, concept of E-choupal for rural market.

Indian Money Market:- Unorganised and organised money market, characteristics of money market, measures to strengthen money market.

Role of capital Market in India's Industrial Growth-Government Securities Act-2006. Stock Exchange Market and its Regulation-SEBI NSE. Banking structure and Banking Reforms 1991 onwards.

Unit-3 Business And Government-Economic Planning : Rationale for planning-structure of planning commission- Eleventh Five year plan at a Glance. Objectives of 12th plan.

An Appraisal of Industrial Policy of 1991- Foreign Trade Policy 2009-14

SEZs : Concept, Advantages and Disadvantages, The Decision of Empowered Group of Union Ministers (ECOM).

A overview of Balance of Payments. Fiscal and Monetary Policy. Corporate Social Responsibility of Business.

Unit-4 International Environment for Business- Role forms and sources of Foreign Direct Investment in India-New consolidated FDI Policy of 2010.

Multinational corporations- NRIs and Corporate sector.

IMF, World Bank and WTO: organisation, structure, Evaluation and its advantages to India. Patent Laws-Business process Reengineering-Business process outsourcers.

Reference Book-

1. Mishra and puri-Economics Environment of Business, Himalaya Publishing House, Mumbai, 2012.
2. Francis Cherunilam:- Business Environment, Himalaya Publishing House, Mumbai.
3. Francis Cherunilam:- International Business Environment, Himalaya Publishing House, Mumbai.
4. Suresh Bedi- Business Environment, Excel Books Ltd.
5. Shaika and Saleem- Business Environment, Pearson PHI
6. Justin Paul- Business Environment Text and cases, Tata McGraw-Hill publishing company, New Delhi.
7. Porkodi S:- International Business Environment Haque Ansqrul Global vision Publishing House New Delhi
8. Bhaf K.S: Business Process Reengineering Himalaya Publishing House, Mumbai.
9. Desai S.S.M. Bhalerao N -International Economics, Himalaya Publishing House, Mumbai
10. Aswathappa K- Essentials of Business Environment Himalaya Publishing House, Mumbai

M.B.A. Equivalence

Paper No.	Pre –Revised	Revised 2013
1	Principles & Practices of Management	Principles & Practices of Management
2	Management Accounting	Accounting For Managers
3	Mathematics and Statistics for Management	Mathematics and Statistics for Management
4	Managerial Economics	Managerial Economics
5	Information Technology for Management	Information Technology for Management
6	Communication Skills	Business Communication
7	Organisational Behaviour	Organisational Behaviour
8	Legal Framework of Business	Legal Framework of Business

	Sem. II	Sem. II
9	Marketing Management	Marketing Management
10	Financial Management	Financial Management
11	Human Resource Management	Human Resource Management
12	Operations Management	Operations Management
13	Management Information System	Management Information System
14	Operation Research Techniques	Operation Research Techniques
15	Research Methodology	Research Methodology
16	Business Environment	Business Environment