

Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



# JIWAJI UNIVERSITY

## Syllabus MBA[Full-Time]

### COURSE TITLE

### INTERNATIONAL HUMAN RESOURCE MANAGEMENT

#### CODE

MBA-HRM-405

#### STATUS

Elective - HRM

#### SYNOPSIS

To provide knowledge of various HR practices in international context and practical approach to manage global workforce.

#### READINGS

##### Main Texts

P. Subba Rao, *International Human Resource Management*, Himalaya Publishing House.  
Tony Edwards and Chris Rees, *International Human Resource Management*, Pearson Education Ltd.

##### Supplementary Texts

K. Aswathapa, *International Human Resource Management*, Tata Mc Graw Hill Publishing Co.  
Peter J. Dowling Denice E Wetch, Randall S. Schuler, *International Human Resource Management*, Thomson South-Western Publishers.  
P.L. Rao, *International Human Resource Management*, Excel Books.

#### PEDAGOGY

- Class Room lectures accompanied by case studies on relevant topics.
- Presentations on case studies by students.
- Regular group exercise and class discussions.
- Role plays, Group presentations.
- Written Assignment.

#### LINKAGE WITH OTHER COURSES

##### Vertical

Human Resource Management, International Environment and Management, Management of Industrial Relations, Compensation Planning and Related Wage Laws.

##### Horizontal

Human Resource Training and Development, Human Resource and Organization Development.

### Course Contents

#### UNIT-I

##### Global Business

Globalization, the internationalization of the firm, Global firm, International strategy and structure in international firms-key influences, HRM concept, issues, barriers, knowledge management in international HRM.

#### UNIT-II

##### HR practices in international scenario

Recruitment and selection of international managers. Training and development: Expatriate training, Types of cross cultural training

#### UNIT-III

##### International Pay and Reward

Compensation, benefits, components of compensation programme, Approaches to international compensation.

##### Industrial Relations

Key issues in International Industrial Relations, Trade union and International Industrial Relations, Response of Trade Union to MNC's

#### UNIT-IV

##### Other Issues

Expatriation and Repatriation

Cultural dimensions of HRM – Cross cultural theories, future challenges in IHRM

Issue of corporate social responsibility



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
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## JIWAJI UNIVERSITY Syllabus MBA[Full-Time]

### COURSE TITLE

### COMPENSATION PLANNING

#### CODE STATUS

MBA-HRM-404  
 Elective - HRM

#### SYNOPSIS

To provide understanding of compensation planning in corporate sector and to provide skills in formulating compensation policy, systems and strategies.

#### READINGS

##### Main Texts

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

##### Supplementary Texts

- Richard & Henderson, *Compensation management in a knowledge based world*, Pearson Education, Ltd.
- K.N. Subramaniam, *Wages in India*
- A.M. Sharma, *Understanding wages system*, Himalaya Publishing Co.

#### PEDAGOGY

- Lectures accompanied by case studies on relevant issues, Presentations by students, Class discussions and Written assignments.

#### LINKAGE WITH OTHER COURSES

Vertical  
 Horizontal

International Human Resource Management, Human Resource Management  
 Industrial Relations.

### Course Contents

#### UNIT-I

##### Introduction

Compensation- concept, System, Dimensions, New trends in Compensation Management, The 3-P Compensation Concept

#### UNIT-II

##### Wages And salary administration at Macro(national) level

Economic objectives of wage policy, social objectives, key considerations, Five year plans and wage policy, Pay commissions, Wage Boards, Adjudication, Pay Revision in Public Sector – Issues and Considerations.

Industry's compensation Policy (micro level).

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

#### UNIT-III

##### Job Evaluation

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

Salary Progression, Methods of Payment

#### UNIT-IV

##### Concept of reward

Financial and Non Financial Compensation System

##### Incentives

Merits and Demerits of Incentives, Types of Incentives

**Employee benefits** - Classification of Employee Benefits

#### UNIT-V

##### Wage Laws in India

- The Payment of Wages Act, 1936 – Definitions, Provisions regarding rules for Payments of wages, Deductions from wages.
- The Minimum Wages Act, 1948 – Definitions, Provisions regarding fixation and revision of wages, Advisory Board and Central Advisory Board, Safeguards in Payment of Minimum wages.
- The workmen's Compensation act, 1923 -rules regarding workmen's compensation, amount of compensation, distribution of compensation, notice and claim, commissioners



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**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**CODE  
STATUS**

MBA-HRM-403  
Elective

**SYNOPSIS**

To make students understand human resource management from strategic point of view. It makes students learn formulation and implementation of human resource policy at the strategic level.

**READINGS**

Main Texts

Strategic Human Resource Management, William P. Anthony, Pamela L. Perreve & K. Michael, Kacimar – The Dryden Press

Supplementary Texts

- Strategic Human Resource Management – Charles and Greer – Pearson Education
- Strategic Human Resource Development – Srinivas R. Kandula – Prentice hall of India Pvt.Ltd.

**PEDAGOGY**

- Class room lectures accompanied by presentations.
- Case studies on relevant topics.
- Group exercises and class presentation by students.
- Role plays, exampore, class discussions on relevant topics.
- Written assignments.

**LINKAGE WITH OTHER COURSES**

Vertical

Human Resource Management

Horizontal

Human Resouce Training and Development, Global Human Resource Management Business Policy and Strategic Analysis

**Course Contents**

**UNIT-I**

**The Strategic Approach**

The Strategic Approach to HRM – Overview of HRM, Integrating HR strategy with corporate and functional strategies, strategy formulation, External Environment for HR, , Role of HR in strategy formulation.

**UNIT-II**

**Strategies for Human Resource Acquisition and Placement**

Strategic HR planning and staffing – nature of HR planning, Job analysis, conducting a job analysis. Job design –strategic guidelines, strategies for Recruitment and selection– Recruitment Methods, Selection process, strategies for effective Recruiting and Selection.

**UNIT-III**

**Strategies for Maximizing Human Resource Productivity**

, Training and Development – Orientation, Training and Development Methods, Evaluation of T & D, Strategies for Effective performance appraisal systems – Performance Appraisal Objectives, PA Process, Types of Performance Appraisal Methods, Strategy and the performance Appraisal.

**UNIT-IV**

**Strategies for Maintaining Human Resources**

Strategies for improving Health and safety, Managing the problem Employee, Building a Good disciplinary climate.

**UNIT-V**

**Strategies for Dealing with Unions**

Role of Unions – Strategic collective Bargaining – CB Process, The Grievance Process.



Internal Evaluation - 30 Marks  
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**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE STRATEGIC CORPORATE TAX PLANNING**

**CODE** MBA-FM-405

**STATUS** Elective

**SYNOPSIS** To familiarize with the management of tax to the various financial framework to take imp. Tax decisions accompanied by various tax laws and utilizing the SAVANT framework in the study.

**READINGS**

Main Text/s V.P. Gaur, D.B. Narang and Rajiv Puri, *Corporate Tax Planning*, Kalayani.  
Supplementary Texts John Karajan, Charles W. Swenson, Joseph W. Neff, *Corporate Tax Planning*, Willy publishers

**PEDAGOGY** Concept based lecture accompanied by practical examples and exercises.  
Case studies relating to core topics along with contemporary issues accompanied by routine based presentation.

**LINKAGE WITH OTHER COURSES**

Vertical Financial Management, Indian Financial System  
Horizontal International Marketing

**Course Contents**

**UNIT-I Introduction**  
Concept of Income and its components, Concept of tax planning – Utilizing the SAVANT framework to Guide it. (Strategy, Anticipation, Value Adding, Negotiating, Transforming), Tax avoidance, Tax evasion, Tax planning with reference to location, Nature of business, forms of organization.

**UNIT-II Tax Planning**  
Tax planning relating to capital structure, Decision, Dividend policy, Inter corporate Dividend, Bonus Share, Tax Planning with reference to own or lease, make or buy decision, Repair, Replacement, Renewal, Shut down or continue decisions, Mergers and Acquisitions.

**UNIT-III Market Penetration : Operating in Different States :**  
General Principles of State and Local Variation, Planning with Income Tax, Manipulation of Plant, Workforce and Point of Scale Locations, Distribution: Planning for Sales and Use Taxes, Lolloping and Tax Assessment, Trade Offs with Local Tax Incentives Infrastructure, subsidies.

**UNIT-IV Tax Provision**  
Tax provision relating to FTZ, Infrastructure sectors and Back ward areas, Tax incentives for exporters.

**UNIT-V Tax Management**  
Return of Income and Assessment , T.D.S. (latest TDS rate list), Advance payment of tax, penalties and persecutions, Appeals and Revisions, Income tax authorities and their powers.



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 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**PROJECT MANAGEMENT**

**CODE**

404

**STATUS**

Elective

**SYNOPSIS**

To Expose students to all aspect of Project Management covering Project formulation, evaluation, implementation and control. This course will help students to prepare projects reports for project selected by them.

**READINGS**

Main Text/s

- Prasanna Chandra – *Project Planning Analysis Selection Implementation and Review*– Tata Mc Graw Hill Publishing Co. Ltd.

Supplementary Text

- H.P.S. Pahwa – *Project Reports and Appraisals*– Bharat Law House.
- Vasant Desai – *Project Management*– Himalaya Publishing House.
- Bhavesh M. Patel – *Project Management*– Vikas Publishing House.,
- K.R. Sharma - *Project Management*, National Publishing House.
- G.B. Goel – *Project Management*(Principles and Techniques) Deep and Deep Publications.

Pedagogy

Concept based lecture accompanied by unit issues.  
 Case studies and presentation  
 Live project

Linkage with other courses

Vertical

Financial Management, Production and Operation Management

Horizontal

Entrepreneurship Management, Strategic Financial Management

**Course Contents**

**UNIT-I**

**Project Management**

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

**UNIT-II**

**Generation and Screening of Project ideas**

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

**UNIT-III**

**Project Formulation and Network Techniques**

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

**UNIT-IV**

**Project Review and Administrative aspects –**

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

**UNIT-V**

**Financial Analysis –**

Cost of Project, Means of inance, Working Capital requirement and its financing, profitability projections and projected cash flow statement and balance sheet.



Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

## **COURSE TITLE**

## **STRATEGIC FINANCIAL MANAGEMENT**

### **CODE**

MBA-FM - 403

### **STATUS**

Elective - Finance

### **SYNOPSIS**

The objective of the course is to develop understanding among the students regarding strategic financial engineering and ethical aspects.

### **READINGS**

#### Main Texts

Prasanna Chandra, *financial management*, Mc Graw Hill  
G.P Jakhotiya, *strategic financial management*, vikas publishing house  
Shashi k Gupta and R.K Sharma, *Financial Management*, kalyani publishers

#### Supplementary Texts

I.M Pandey, *financial management*, Vikas Publishing House

### **PEDAGOGY**

Concept based lectures accompanied by practical examples and exercises  
Case Studies and presentations.

### **LINKAGE WITH OTHER COURSES**

#### Vertical

Financial Management, Quantitative Techniques

#### Horizontal

Project Management, Business Policy and Strategic Analysis

## **Course Contents**

### **UNIT-I : Strategic Financial Management**

Concept, Objectives, Components and Goals, Capital structure decisions, Determination of optimum capital structure, Trade off model, Planning for capital structure, EBIT – EPS analysis, ROI – ROE analysis, Capital structure policies in practice, Cost volume profit analysis and Operating leverage, Financial leverage and its effect on shareholder's return.

### **UNIT-II: Time Value of Money**

Concept and various methods, Future value of a single amount, Future value of an annuity, Present value of a single amount, Present value of an annuity.

### **UNIT-III : Expansion and Corporate Restructuring**

Mergers and Amalgamation: Reasons, Legal procedure, Benefits and cost of merger, Evaluation of merger and takeover, Managing an acquisition programme, Restructuring through divestitures, Spin-off and split up, Leveraged buyouts, Buyback of shares.

### **UNIT-IV: Dividend Policy and Share Valuation**

Walter model, Gordon Model, The Bird in the hand model, MM hypothesis, Bonus shares and stock splits, Risk analysis – Measures of risk, Sensitivity analysis, Simulation analysis, Selection of a project, Risk analysis in project.

### **UNIT-V: Financial Engineering and Ethical Aspects**

Meaning of financial engineering approaches, Economic value added and activity based costing, Holistic approach to innovative financial engineering, Ethical brand equity and long term gains, Assessment of ethical financial performance, Accounting disclosures and Functional ethics in financial management.



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**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**MARKETING OF SERVICES**

**CODE**

MBA-MM- 405

**STATUS**

Specialization - Marketing

**SYNOPSIS**

The objective of the course is to provide an understanding about the issues associated with the planning implementing and controlling the marketing strategic and to make them familiar with various dimension of marketing.

**READINGS**

Main Text/s

Lovelock, C, Wirtz, J. and Chatterjee, J., (2006) *Services Marketing – People, Technology, Strategy*, Pearson Educaton.

Supplementary Texts

Nimit Chowdhary, *Service Marketing*, McMillan India.  
 H.V. Verma, *Services Marketing: Test and Cases*, Pearson Education.  
 Ravi Shanker, *Services Marketing: The Indian Perspective*, Excel Books.

**PEDAGOGY**

Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.

**LINKAGE WITH OTHER COURSES**

Vertical

Managerial Economics, Consumer Behaviour, Advertisement and Sales Management, International Marketing, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.

Horizontal

Research Methodology

**Course Contents**

**UNIT-I**

**Foundation of Services Marketing :**

Modern economy and service sector, Concept of services, Nature of services, Concept and Significance of services marketing, Emerging key services, Service marketing triangle. Marketing mix for services.

**UNIT-II**

**Service Marketing Mix:**

Creating the Service Product, Designing Communication Mix for Services, Pricing and Revenue Management, Distributing Services.

**UNIT-III**

**Managing the Service Delivery Process :**

Designing and Managing Service Process, Balancing Demand and Capacity, Planning the Service Environment, Managing People for Service Advantage, Consumer Behaviour in Service Encounter.

**UNIT-IV**

**Managing Quality and Productivity in Service Marketing :**

Concept, Quality of Goods and Quality of Services, The GAP Model, SERVQUAL, Measuring Service Productivity, Improving Service Productivity.

**UNIT-V**

**Implementing Services Marketing**

Managing Relationships in Services, Relationship Tools and Strategies, Building Customer Loyalty, Customer Complaining Behaviour, Service Recovery – Concept, Customer Response to Effective Customer Recovery, Principles, Empowerment and Service Recovery, Learning from Customer Feedback.





## **COURSE TITLE STRATEGIC MARKETING**

**CODE** MBA-MM- 404

**STATUS** Elective- Marketing

### **SYNOPSIS**

The objective of the course is to provide an understanding about the issues associated with the planning, implementing and controlling the marketing strategic and to make them familiar with various dimension of marketing.

### **READINGS**

**Main Text/s** David A. Aaker, *Strategic Market Management*, Wiley.  
**Supplementary Texts** Orville C. Walker, John W. Mullins, Harper W. Boyd and Jean-Claude Larreche, *Marketing Strategy*, Tata McGraw Hill.  
Alan R. Andreasen and Philip Kotler, *Strategic Marketing for Non Profit Organisations*, Prentice Hall of India.

**PEDAGOGY** Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.

### **LINKAGE WITH OTHER COURSES**

**Vertical** Managerial Economics, Research Methodology, Consumer Behaviour, Advertisement and Sales Management, International Marketing, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.  
**Horizontal** Strategic Management

## **Course Contents**

**Unit - I Marketing Strategy : An Overview – Strategic Marketing Management : Concept, Characteristics and Trends; Marketing Issues at Different Levels of Strategy; Marketing's Role in Formulating and Implementing Strategies; Process of Formulating and Implementing Marketing Strategy.**

**Unit – II Strategic Analysis:**  
Understanding market opportunities - Customer Analysis; Competitor Analysis; Market Analysis; Environmental Analysis and dealing with strategic uncertainties. Internal Analysis.

**Unit – III Decisions in Marketing Strategy:**  
Corporate objectives and growth strategies - their marketing implications; Business strategies and their impact on marketing strategy; Identification and selecting market segments; Differentiation strategy: concept, importance and sources; Positioning: types, process and analytical tools for positioning decisions.

**Unit – IV Markets and Marketing Strategy –**  
Marketing strategies for new market entries, growth markets, mature and declining markets and new economy.

**Unit – V Implementation and the Planning Process -**  
Designing appropriate structures and process of implementing different strategies; Marketing plans; Marketing metrics – Process of designing marketing metrics, strategic monitoring systems and marketing metrics.





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External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE** **RURAL AND AGRICULTURAL MARKETING**

**CODE** MBA-MM-403  
**STATUS** Elective- Marketing

**SYNOPSIS** As seventy percent of Indian population is dependent on agriculture, application of marketing and related concepts warrants contextual adaptations. The present paper aims at acquainting students with rural and agricultural marketing process, tools and practices.

**READINGS**

Main Text/s R.V. Badi and N.V. Badi, *Rural Marketing*, Himalaya Publishing House.  
Supplementary Texts S.S. Acharya and N.L. Agarwal, *Agricultural Marketing in India*, Oxford and IBH Publishing.

**PEDAGOGY** Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.

**LINKAGE WITH OTHER COURSES**

Vertical Managerial Economics, Research Methodology, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.  
Horizontal Consumer Behaviour.

**Course Contents**

- UNIT-I** **Rural Marketing and Buyers**  
Image of Indian rural marketing and Approach to rural markets of India, Rural consumer and demand dimensions and Market segmentations, Channels of distribution and physical distribution, Product management, Marketing communication and Sales force tasks. Understanding rural buyer behaviour, Influencing factors, Changes in the behavioural pattern.
- UNIT-II** **Agricultural Marketing and Marketing Mix**  
Concept, Nature, Scope and Subject matter, Classification of agricultural products and their difference with manufactured goods.  
Agriculture market: Meaning, Components, Dimensions and Classification.  
Market structure: Dynamics of market structure, Components of market structure and Market forces.  
Marketing mix relevant to rural market – Methods and Channels.
- UNIT-III** **Market Management, Channel Strategy and Segmentation:**  
Modern marketing management and agricultural products, Structured organized markets – commodity exchange and produce exchange, Cash market, Forward dealing, Exchange market, Speculative market, Channels of distribution for consumer goods, Agricultural consumer goods and Agricultural raw materials, Rural market segmentation.
- UNIT-IV** **Regulated Market in India:**  
Regulated market, Genesis of regulated market in India, Limitations in present marketing regulations, Advantages and Limitations of regulated market, Organization of regulated market, Future of regulated markets and Regulated markets in India, Marketing research in rural markets.
- UNIT-V:** **Marketing of Farm Products:**  
Packing and Packaging, Packing material, Transportation: Advantages, Means of transport and Transportation cost.  
Grading and Standardization: Meaning, Types, Criteria, Labeling and Specification, Storage, Warehousing, Processing and Selling.



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 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>MANAGEMENT INFORMATION SYSTEM</b>  |
| <b>CODE</b>                       | MBA-402   |
| <b>STATUS</b>                     | Core  |
| <b>SYNOPSIS</b>                   | The objective of the course is to develop understanding among the student regarding the management information system.                  |
| <b>READINGS</b>                   |   |
| Main Texts                        | Gordan B. Davis and Margrethe H. Olson, Management Information Systems – Conceptual Foundation, Structure and Development, McGraw Hill. |
| Supplementary Texts               | D. P. Goyal, Management Information Systems, McMillan.<br>E. M. Awad, System Analysis and Design, E. M. Awad                            |
| <b>PEDAGOGY</b>                   | Case Studies.<br>Lectures.<br>Presentation.   |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical                          | Business Environment, Management Concept and Process, Financial Management, Marketing Management, Human Resource Development.           |
| Horizontal                        | Strategic Management  |

## Course Contents

- UNIT-I An Overview**  
 MIS – Definition of MIS, MIS as an evolving concept, MIS and other Academic Disciplines, Subsystems of an MIS, Operating Elements of an Information System, MIS Support for Decision Making,
- UNIT-II Management Information System Structure**  
Based on Management Activity – Hierarchy of Management Activity, Information Systems for Operation Control, Information Systems for Management Operation Control, Information systems for Strategic Planning  
Based on Organizational Function – Sales and Marketing Subsystems, Production Subsystem, Logistics Subsystem, Personnel Subsystem, Financial and Accounting Subsystem, Information Processing Subsystem, Top Management Subsystem, Synthesis of MIS Structure, Some Issues in MIS Structure.
- UNIT-III Concept of Information:**  
 Definition, Information Presentation, Quality Information, Value of Information in Decision Making and Other Value, Age of Information Human as an Information Processor – General Model, Newell Simon Model, Limits and Characteristic of on Human Information Processing Managers as Information Processors
- UNIT-IV System Concepts:**  
 Definition, General Model and Types of System, Subsystems, System Stress, System Change, Preventing System Entropy, System Concept and Organization, System Concept Applied to MIS,
- UNIT-V Systems Analysis and Design:**  
 System Development Life Cycle Stages – Initiation/ Planning, System Analysis, Design, Coding and Testing Implementation and Training, Main **Textstenance**, Prototyping, Rapid application Development (RAD), End – User Computing, Object Oriented Programming.



Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



## JIWAJI UNIVERSITY Syllabus MBA[Full-Time]

### COURSE TITLE

### STRATEGIC MANAGEMENT

#### CODE STATUS

MBA-401  
Core

#### SYNOPSIS

The main objective of the course is to develop the perspectives of the management of Total Enterprise from the point of view of Top Management.

#### READINGS

##### Main Text/s

Thomas L Wheelen, J. David Hunger and Krish Rangarajan, *Strategic Management and Business Policy*, Pearson Education.

##### Supplementary Texts

Fred R. David, *Strategic Management*, Pearson Education.

Lawrence R. Jauch, Rajiv Gupta, William F. Glueck, *Business Policy and Strategic Management*, Frank Bros. & Co.

R. Shrinivasan, *Strategic Management: The Indian Context*, Prentice Hall of India.

Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill.

#### PEDAGOGY

Case Studies.  
Presentations.  
Simulation Games.

#### LINKAGE WITH OTHER COURSES

##### Vertical

Managerial Economics, Research Methodology, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.

##### Horizontal

Consumer Behaviour.

### Course Contents

#### UNIT-I

##### **Business Strategy – An Introduction:**

An Overview of Strategic Management, Evolution of business strategy, Nature of strategic decision making, Mintzberg's 5P, Sources of Strategy, Process of strategic management, Levels of strategy, Generic Strategies.

#### UNIT-II

##### **Internal and External Analysis**

Globalization and Industry structure, Environmental Appraisal – Components, Environmental scanning and Appraisal. Organizational Appraisal – Organisation capability factors, Organisation appraisal. Porter's five forces model, 7S, Application of Game Theory in Strategy Formulation

#### UNIT-III

##### **Competitive Advantage:**

National context and Competitive advantage, Resources, Capabilities and Competencies, Core Competencies, Distinctive competencies, Generic building blocks of competitive advantage, Durability of competitive advantage, Avoiding failures and sustaining competitive advantage.

#### UNIT-IV:

##### **Strategy Development – Direction and Mechanism**

Direction of growth- related and unrelated development, Ansoff's Matrix, Organic Growth, External Mechanisms of Growth – Mergers and Acquisitions, External growth without Mergers and Acquisitions – Strategic Alliances, Strategic choice.

#### UNIT –V:

##### **Strategy Implementation:**

Structural Implementation – Structural considerations, Structures, Organisation design and change.

Functional Implementation – Financial, Marketing, Operations, Personnel plans and policies.

Behavioral Implementation – Leadership, Corporate culture, Personal values and Business ethics.



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**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT**

**CODE** MBA-HRM-305

**STATUS** Elective - HRM

**SYNOPSIS** To make students understand various Human Resource Development Concepts and interventions, along with OD process including initiating and managing Changes to bring organizational effectiveness.

**READINGS**

Main Texts

- T.V. Rao, *Human Resource Development Missionary*, Oxford IBH, IBH Publishing Co. Pvt. Ltd.
- TV Rao and Udai Pareek, *Designing and Managing HR Systems*, Oxford & IBH Publishing Co. Pvt. Ltd.
- Gareth R Jones, *Organizational Theory, Design and Change 5<sup>th</sup> Edition*, Pearson Educations
- Wendell L. French and Cecil H. Bell, *Organizational Development 6<sup>th</sup> Edition*, Prentice hall of India

Supplementary Texts

- Fred Luthans, *Organizational Behaviour*, McGraw Hill Pub.Co.
- J.P. Kotter, *Leading Change*, Harvard Business School Press
- Lynton & Pareek, *Training and Development*, Vistaar Publication
- Raymond A. Noe, *Employee Training & Development*, Tata McGraw Hill Publishing Co.

**PEDAGOGY**

- Lectures accompanied by case studies on relevant topics
- Group exercise like Role plays, class discussions, presentation by students.
- Written Assignments

**LINKAGE WITH OTHER COURSES**

Vertical

Human Resource Management, Organizational Behaviour.

Horizontal

Human Resource Training and Development

**Course Contents**

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

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

**UNIT-III** Interventions of HRD – Potential Appraisal, Competency Mapping, Career Planning and Development, Mentoring.

**UNIT-IV** HRD Audit – Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India.

**UNIT-V** Organization Development – Concept and Definition, Objectives, Process of OD, Interventions of OD- Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Intergroup Development, Appreciative Inquiry, , Case Studies.

Internal Evaluation - 30 Marks  
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**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS</b>  |
| <b>CODE</b>                       | MBA-HRM-304   |
| <b>STATUS</b>                     | Elective - HRM  |
| <b>SYNOPSIS</b>                   | To provide understanding, interpretation and application of various labour laws and their implications for industrial relations and labour management issues.   |
| <b>READINGS</b>                   |   |
| Main Texts                        | P.K. Padhi , <i>Labour and Industrial Law</i> , Prentice Hall of India Ltd.<br>P.L. Malik , <i>Handbook of Industrial Law</i> , Eastern Book  |
| Supplementary Texts               | N.D. Kapoor , <i>Handbook of Industrial law</i> , Sultan Chand & Sons<br>Sinha, Sinha & Shekhar , <i>Industrial Relation, Trade Union and Labour Legislation</i> ,Pearson Education, Ltd.<br>Ratna Sen , <i>Industrial Relation in India</i> , MacMillan India.<br>Dr. V. G. Goswami , <i>Labour and Industrial Law</i> , Central Law Agency. |
| <b>PEDAGOGY</b>                   | <ul style="list-style-type: none"><li>- Class room lectures accompanied by relevant case laws</li><li>- Group exercise and presentation by students</li><li>- Class discussions along with written assignments.</li></ul>   |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical                          | Human Resource Management.  |
| Horizontal                        | Management of Industrial Relations.   |

## Course Contents

|                 |  |
|-----------------|--|
| <b>UNIT-I</b>   | <b>The Factories Act, 1948</b><br>Major provisions of factories Act with licensing, registration, health, safety and welfare, working hours of adult, Penalties and procedure.   |
| <b>UNIT-II</b>  | <b>The Industrial Dispute Act ,1947</b><br>Concept, Settlement of Industrial dispute – procedure, powers and duties of authorities, strikes and lockouts, retrenchment and lay off provisions.   |
| <b>UNIT-III</b> | <b>The Trade Union Act, 1926</b><br>Definition of a trade union, Registration of trade union, rights and duties of registered trade union, regulation, penalties.  |
| <b>UNIT-IV</b>  | <b>The Workmen’s compensation Act, 1923</b><br>Main Texts provisions – employer’s liability for compensation, amount of compensation, distribution of compensation, notice and claim, other provisions.  |
| <b>UNIT-V</b>   | <b>The Employees State Insurance Act, 1948</b><br>Provisions regarding administration of the scheme, ESI corporation, Standing committee, medical benefit council, ESI fund, Contribution, benefits and other provisions.<br><b>The Maternity Benefit Act, 1961 –</b><br>Provision regarding prohibition of employment to women during certain periods, Maternity benefit, leave and nursing breaks, Power and duties of inspectors. |



Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance- 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>MANAGEMENT OF INDUSTRIAL RELATIONS</b>   |
| <b>CODE</b>                       | MBA-HRM-303   |
| <b>STATUS</b>                     | Elective - HRM  |
| <b>SYNOPSIS</b>                   | To enable students to deal with particular industrial relations situations with special reference to Indian conditions and to acquaint them with IR scenario prevalent in country.  |
| <b>READINGS</b>                   |   |
| Main Texts                        | Arun Monappa , <i>Industrial Relations</i> , Tata Mc-Graw Hill Publishing Co.<br>Ratna Sen , <i>Industrial Relations in India -Shifting paradigm</i> ,<br>Mac Millan India  |
| Supplementary Texts               | Sinha, Sinha and Shekhar , <i>Industrial Relation, Trade Union and Labour Legislation</i> ,<br>Pearson Education,Ltd.<br>Mamoria, Mamoria & Gankar , <i>Dynamics of Industrial Relations</i> ,Himalaya Publishing<br>House<br>Dale Yoder , <i>Personnel Management and Industrial Relations</i> ,<br>Prentice Hall of India |
| <b>PEDAGOGY</b>                   | <ul style="list-style-type: none"><li>- Class room Lectures accompanied by case studies on relevant topics.</li><li>- Class discussions, presentations by students</li><li>- Group exercises like role plays, GD's etc.</li><li>- Written Assignments.</li></ul>  |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical<br>Horizontal            | Human Resource Management, Compensation Planning.<br>Labour Laws Governing Human Relations.   |

## Course Contents

|                 |  |
|-----------------|--|
| <b>UNIT-I</b>   | <b>Indian Industrial Relations</b><br>An overview, what is industrial relation? Employment and Indian labour, Industrial Relation system in India, Labour policy, Labour policy and the five year plans,   |
| <b>UNIT-II</b>  | <b>Industrial Relations in India</b><br>IR system in India: Settlement of disputes, IR at the organizational level, IR in the public sector, Recent Trends in IR, India and the ILO.                       |
| <b>UNIT-III</b> | <b>Trade Union,</b><br>Trade Unions in India, Recognition of Unions, Employer's Federations.   |
| <b>UNIT-IV</b>  | <b>Collective Bargaining and Worker's Participation in Management</b><br>Collective Bargaining, Analysis of collective agreements, Worker's participation in Management - Concept and Industry experience. |
| <b>UNIT-V</b>   | <b>Other Relevant Issues in Industrial Relations -</b><br>Human Resource Management and IR, Grievance handling, Discipline, Labour welfare and social security.  |



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**INTERNATIONAL FINANCIAL MANAGEMENT**

**CODE**

MBA-FM-305

**STATUS**

Elective- Finance

**SYNOPSIS**

To provide appreciated use of concepts and techniques of Financial Management in relation to global financial market as well as financial transactions relating to International market.

**READINGS**

Main Texts Reading  
 Supplementary Texts Books

Marice D. Levi, *International Financial Management*, Mc Graw Hill  
 V. Sharan, *International Financial Management*, Prentice Hall  
 Reid W. Click, *International Financial Management*, Pearson Education.  
 Madhu Vij, *International Financial Management*, Excel Books  
 Alan, C. Shapira, *Multinational Financial Management*, Prentice Hall of India  
 Apte, *International Financial Management*, Tata McGraw Hall

**PEDAGOGY**

- Concept based lectures accompanied by practical examples and exercises.
- Case studies relating to core topics along with contemporary issues accompanied by routine based presentations.
- Activities – Activities concerning Foreign exchange rates
- Projects – Major and Minor

**LINKAGE WITH OTHER COURSES**

Vertical  
 Horizontal

Financial Management, International Marketing, International Business Environment  
 SAPM

**Course Contents**

**UNIT-I**

**Introduction to International Financial Management**

Concept, Scope and Importance of International Financial Management, IFM Vs. DFM, Role of Responsibilities of IFM, Financial function in Global context, Gain from International Capital Flow.  
**BOP** – Components of BOP, Disequilibrium of BOP and Measures to remove disequilibrium, Difference approaches of adjustment of BOP.

**UNIT-II**

**IMS & International Financial Management**

Overview of IMS, Problems of International liquidity and its different approaches, IMF, objective, function, organization, structure and shortcomings, world Bank – Objectives, organization structure and evaluation.

**UNIT-III**

**Foreign Exchange rate Mechanism**

Exchange rate quotation, determination of exchange rate in spot and forward market, foreign exchange market, features, participation, Types of Market – Spot and forward, Need of Exchange Rate forecasts, Techniques of E.R. Forecasting.

**UNIT-IV**

**Nature of Exposures and Risk**

Type of Exposure – Transaction Exp., Translation Exp. And operating exp., Relationship of transactions and Translation exposure.  
 Risk – Foreign exchange and interest rates Risk and their management, country risk analysis, Inflation risk and its impact.

**UNIT-V**

**Multinational Capital Budgeting**

Capital Budgeting for the multinational corporations, Multinational working capital management – working capital policy, Management of International cash, Internationals receivables and Inventory management, Transfer pricing, International portfolio investment, International capital structure.



Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



## JIWAJI UNIVERSITY Syllabus MBA[Full-Time]

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>INDIAN FINANCIAL SYSTEM</b>  |
| <b>CODE</b>                       | MBA-FM-304  |
| <b>STATUS</b>                     | Elective- Finance   |
| <b>SYNOPSIS</b>                   | This course aims at acquainting the students with the working of financial markets in India.  |
| <b>READINGS</b>                   |   |
| Main Texts<br>Supplementary Texts | Pathak, <i>Indian Financial System</i> , Pearson Pub.<br>S. Guruswamy, <i>Financial Market and Instruments</i> , Thomson.<br>Mishikin, <i>Financial Market &amp; Institutions</i> , Pearson Pub.<br>M.Y. Khan, <i>Financial Services</i> , Tata Mc-Graw Hill.<br>L.M. Bhole, <i>Financial Institutions &amp; Markets</i> , Tata Mc-Graw |
| <b>PEDAGOGY</b>                   | (1) Lectures accompanied by presentations.<br>(2) Role Plays<br>(3) Case Studies on contemporary relevant issues.   |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical<br>Horizontal            | Security Analysis and Portfolio Management<br>Business Environment  |

### Course Contents

|                 |  |
|-----------------|--|
| <b>UNIT-I</b>   | <b>Framework of Indian Financial System</b><br><b>Financial System</b> – Significance, Components, Designs, Nature and Role.<br>Financial System & Economic Development<br><b>Financial Markets</b> – Money and Capital Market, Money Market Instruments.<br>NBFCs/MNBCs/RNBCs/RBI – Role, Regulation & Services.  |
| <b>UNIT-II</b>  | <b>Derivatives Market</b><br>Concept, Need & Types. Derivative Market in India, Forward & Future, Contracts, Future pricing, Future Trading Strategies. Options – Call and Put options, Time value of options, Volatility Trading. Derivatives Trading in India<br><b>Factoring and Forfeiting</b> – Distinctive functions of factors, Types, Difference between factoring and forfeiting, Legal aspects, Advantages, Factoring V/s. Bills Discounting, International Factoring.               |
| <b>UNIT-III</b> | <b>Consumer Finance and Lease Financing</b><br><b>Bills Discounting</b> – Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills. <b>Credit Cards</b> – Functioning of Credit Cards.<br><b>Lease Financing</b> : Meaning and Types, Financial <b>EVALUATION</b> from Lessor & Lessee Point of view, Economic Aspect of Lease.<br><b>Hire Purchase</b> : Meaning and Legal Aspect/Position. Hire Purchase V/s. Lease Finance, Hire Purchase V/s. Installment payment. |
| <b>UNIT-IV</b>  | <b>Financial Intermediaries</b><br><b>Insurance</b> : <b>introduction</b> , Significance, , IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund and Pension Plans Today.<br><b>Mutual Funds</b> : Significance Types & Organization, Association of Mutual Funds in India, UTI<br><b>Management of Non-Performing Assets, Disinvestment of PSUs</b>   |
| <b>UNIT-V</b>   | <b>Credit Rating</b><br>Need, Rating Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, Standard & Poor's fifth rating.  |





Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>   |
| <b>CODE</b>                       | MBA – FM- 303   |
| <b>STATUS</b>                     | Elective- Finance   |
| <b>SYNOPSIS</b>                   | To familiarize with the various techniques and areas of SAPM. To have exposure relating to investment management alongwith taking optimum decisions in addressing the management problems.  |
| <b>READINGS</b>                   |   |
| Main Texts                        | Frank. K. Redly, , Investment <i>Analysis and Portfolio Management</i> , The Bryden Press – Harcourt Brace College Publishers.  |
| Supplementary Texts               | Punitharathy Pandian, <i>Security Analysis and Portfolio Management</i> , Vikas Publishing House<br>Fischer Donals and Jordan Roand J. , <i>Security Analysis and Portfolio Management</i> , Prentice Hall India<br>Graham & Dodd's Sidney Loffle, Rogert, Frank and Block<br>Sudhindra Bhat, <i>Security Analysis and Portfolio Management</i> , Excel Book<br>William F. Sharpe, Gorden J. Alexander, Jeffery V. Bailey.<br><i>Investment</i> , Prentice Hall |
| <b>PEDAGOGY</b>                   | Concept based lectures with practical problems and practical examples.<br>Case studies relating to core topics along with contemporary issues accompanied by routine based presentations.<br>Activities – Extempore, current stock readings, CD<br>Projects –Minor.   |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical                          | Management Eco., Financial Management, Business Environment, Indian Financial System  |
| Horizontal                        | International Financial Management  |

## Course Contents

|                 |  |
|-----------------|--|
| <b>UNIT-I</b>   | <b>The Investment Environment</b><br>Types of Investment, Objectives, Types of Investors, Nature and Scope of Investment Management, Investment Vs. Speculations, Investment Process, Trend of Saving and Financial Flow, Concept and type of financial market.                              |
| <b>UNIT-II</b>  | <b>Stock Market in India</b><br>Organization and function of SE, Primary Vs. Secondary Market, Regulation of Stock Market in India, Function and Operation of SEBI, Listing of Securities, Types of Traded Securities or Role of BSE, NSE & OTCE, Stock Indices.                             |
| <b>UNIT-III</b> | <b>Investment Analysis</b><br>Economic Analysis, Industrial Analysis, Company Analysis and Technical Analysis, Efficient Market theory.  |
| <b>UNIT-IV</b>  | <b>Portfolio Management</b><br>Portfolio Management – Meaning, Portfolio Analysis, P. Selection, Techniques of Portfolio revision, Portfolio theories, Bond Portfolio Management Strategies, Practical aspects, classification of Management portfolio, Performance Management of portfolio. |
| <b>UNIT-V</b>   | <b>Security Return and Risk</b><br>Security Returns, Valuation of Securities, Types of Securities, Types of Risk, Managing Return and Risk   |



Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



## JIWAJI UNIVERSITY Syllabus MBA[Full-Time]

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>INTERNATIONAL MARKETING</b>  |
| <b>CODE STATUS</b>                | MBA-MM-305<br>Elective- Marketing   |
| <b>SYNOPSIS</b>                   | The aim of the course is to make students learn about advertisement concept, process and practices.   |
| <b>READINGS</b>                   |   |
| Main Texts Reading                | Philip R. Cateora, John L. Graham, Prashant Salwan, <i>International Marketing</i> , Tata McGraw Hill.  |
| Reference Readings                | R.L. Varshney and B. Bhattacharya, <i>International Marketing Management</i> , Sultan Chand. Francis Cherunelam, <i>International Marketing</i> , Himalaya Pub. |
| <b>PEDAGOGY</b>                   | Case Studies.<br>Presentation.  |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical                          | Managerial Economics, Research Methodology, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.                                       |
| Horizontal                        | Consumer Behaviour.   |

### Course Contents

|                   |  |
|-------------------|--|
| <b>UNIT - I</b>   | <b>International Marketing : An Overview</b> , challenges, Concept of Global Marketing, Major Participants in International Marketing, Balance of Payment Theories of International Trade, Forms of International Business.  |
| <b>UNIT – II</b>  | <b>Scanning International Marketing Environment.</b><br>Risks in International Marketing, <b>Environmental Analysis</b> – Economic, Commercial, Social, Cultural, Political, Regional, Legal and Trading (Trade Barriers) Environment, Non-Trading Barriers. State Trading, International Market Selection and Market Entry Strategies.  |
| <b>UNIT – III</b> | <b>International Marketing Strategies.</b><br><b>Product Strategies</b> – Product Concept, PLC, NPD, Branding, Packaging and Labelling, Alternative product strategies and product communication strategies, <b>International Pricing</b> – Pricing Concept, Objectives, Factors, Pricing methods/ approaches, Transfer Pricing, dumping, Retrograde pricing. <b>Distribution</b> – Distribution system, structure, Strategies, Factors affecting selection of channels, Logistic management. <b>Promotion</b> – Single country promotion process and multicountry communication process, Promotion strategies (Push, Pull, Push Vs Pull), Advertising, Personal Selling, Sales promotion, sponsorships, Trade fair and Exhibitions. |
| <b>UNIT – IV</b>  | <b>Export and Import Management –</b><br><b>Export Management</b> – Export promotion, Export financing (Sources of Funds), Role of Export houses, Export procedure and documentation.<br><b>Import Management</b> – The Import process, Types of Importers, Import procedure and documentation.  |
| <b>UNIT – V</b>   | <b>International Economics Institutions –</b><br><b>Regional Economic Integrations</b> – Free trade areas, Custom Unions, Monetary Unions, Common Markets, The global economy<br><b>Economic Institutions</b> – IMF, IBRD or World Bank, WIPO and WTO.   |



Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



**JIWANJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

## COURSE TITLE

## ADVERTISING MANAGEMENT

### CODE STATUS

MBA-MM-304  
Elective - Marketing

### SYNOPSIS

The main objective of the course is to make students familiarize with concepts, tools and techniques of advertising management.

### READINGS

#### Main Texts

Rajeev Batra, John G. Myers and David A. Aaker, *Advertising Management*, Prentice Hall of India.

#### Supplementary Texts

William Wells, Sandra Moriarty, John Burnett, *Advertising: Principles & Practice*, Prentice Hall of India.

George E. Belch & Michael A. Belch, *Advertising and Promotion*, Tata McGraw Hill.

S.A. Chunawalla and K.C. Sethia, *Foundations of Advertising: Theory and Practice*, Himalaya Publishing House.

### PEDAGOGY

Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.

### LINKAGE WITH OTHER COURSES

#### Vertical

Managerial Economics, Research Methodology, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.

#### Horizontal

Consumer Behaviour.

## Course Contents

### UNIT - I

**Advertising: An Overview** – Advertising Concept, Role of Advertising, Reasons for Advertising, Advertising and Marketing Mix, Advertising as translation of product concept into customer benefits, as a information, as a tool of consumer welfare, Types of Advertising, Legal and Ethical issues in Advertising.

### UNIT – II

**Promotional Communication** – Marketing communication, Process of Marketing Communication, Promotion as Communication, Noise in Communication, Elements of Promotion mix, Objective of Promotion communication, Factors influencing Promotion Mix, Promotional Planning Process, Communication Models.

### UNIT – III

**Campaign Planning** - Types of Campaign, Planning, Ad Strategy, Creative Strategy, Brand preposition, USP, Brand Image and USP, Positioning (Brand, Product, Market, Psychological), Advertising and Positioning, Three Phase of Campaign Creation, Limitations of three stage model.

### UNIT – IV

**Advertising Decision** – Advertising Budget, Advertising Appeals, Media, Concept of media , Media Selection, Media Planning Process, Types of Media (Print Media, Electronic Media, Outdoor and Transit Media, Direct Marketing and Cinema), Ad-Effectiveness (DAGMAR Approach, Pre testing and Post testing all medias, Various approach).

### UNIT - V

**Creativity in Advertising –**

**Message Design** – Message Design and positioning, Gap between a copy writer and audience, Message presentation, Message Structure, Message format, Message development, Negative advertising, Visualization.

**Advertising Copy** - Advertising copy for Print Media, advertising copy for Radio, TV and Outdoor Media.

Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



**JIWANJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

## COURSE TITLE

## CONSUMER BEHAVIOUR

### CODE STATUS

MBA-MM-303  
Elective - Marketing

### SYNOPSIS

The objective of the course is to provide an understanding about the customer needs and various factors affecting his behaviour and complexity of the decision making unit and process in both consumer and industrial markets.

### READINGS

Main Texts  
Supplementary Texts

Sehiffman and Kanuk, *Consumer Behaviour*, Pearson Education.  
David L. Loudon & Albert J. Della Bitta, *Consumer Behaviour*, McGraw Hill.  
Michael R. Solomon, *Consumer Behaviour- Buying, Having and Being*, Prentice Hall of India.  
Roger D. Blackwell, Paul W. Minard and James F. Engel, *Consumer Behaviour*, Thompson South Western.

### PEDAGOGY

Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.

### LINKAGE WITH OTHER COURSES

Vertical

Managerial Economics, Research Methodology, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.

Horizontal

Advertisement and Sales Management, International Marketing.

### Course Contents

#### Unit - I

#### Consumer Behaviour : An Introduction –

Concept of Marketing and Consumer Behaviour, Defining Consumer Behaviour, Consumer Research, Consumers' Impact on Marketing Strategy, Modeling Behaviour.

#### Unit – II

#### Individual Determinants of Consumer Behaviour –

Needs and Motivation, Personality and Self Concept, Perception, Learning, Attitude.

#### Unit – III

#### Environmental Influences on Consumer Behaviour –

Group Dynamics and Reference Groups, Family, Social Class, Culture.

#### Unit – IV

#### Consumer Decision Process –

Personal Influence and Opinion Leadership Process, Opinion Leader, Two step flow of Communication Theory, Diffusion of Innovation, Consumer Decision Making, Communication and Persuasion.

#### Unit – V

#### Additional Dimensions of Consumer Behaviour –

Consumerism, Models of Consumer Decision Making, Organisation Buyer Behaviour, Consumer Behaviour to Profit and Non Profit Marketing – (Health Care, Political, Social causes, Environment Marketing), A portrait of Indian Consumers



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**TOTAL QUALITY MANAGEMENT**

**CODE**

MBA-302

**STATUS**

Core

**SYNOPSIS**

To course aims at sensitizing students towards concept of quality, issues, mechanism to achieve and implement them in today's business organizations.

**READINGS**

Main Texts

Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield-Sacre, *Total Quality Management*, Pearson Education.

Supplementary Texts

Joseph M. Juran and A. Blanton Grodfrey, *Juran's Quality Handbook*, McGraw Hill.  
 D.D. Sharma, *Total Quality Management: Principles, Practice and Cases*, Sultan.  
 Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh, *The Six Sigma Way*, McGraw Hill.

**PEDAGOGY**

Lecturers, Presentations, Case Studies, Visit of Plant and selected service outlets.

**LINKAGE WITH OTHER COURSES**

Vertical  
 Horizontal

Management Concept and Process, Marketing Management.  
 Strategic Management

**Course Contents**

**UNIT-I**

**Principles of Quality Management**

Definitions of Quality, Quality philosophies of Deming, Juran and Crosby, Concept of Cost of Quality, Dimensions of quality, Service vs. Product quality, Customer focus, Quality and Business performance, Vision, Mission statements and Quality policy.

**UNIT-II**

**Total Quality Management**

Evolution of TQM, TQM models, Human and System components, Continuous improvement strategies, Deming wheel, Customer concept, Customer satisfaction index, Quality circle, 5S principle, Top management's Commitment and Involvement.

**UNIT-III**

**Quality Management Tools for Business Applications**

Principles and applications of Quality Function Deployment, Failure mode and Effect Analysis, Taguchi Techniques, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Capability Analysis, Reliability prediction analysis, Total productive maintenance.

**UNIT-IV**

**Quality Imperatives for Business Improvement**

Leadership for quality management, Quality planning, Designing for quality and Manufacturing for quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality Award, Quality assurance and ISO 9000, QS 9000 certification, ISO 14000.

**UNIT-V**

**TQM Implementation Strategies**

Organisational Structure and Mindset of individuals, Motivational Aspects of TQM, Change management strategies, Training for TQM, TQM Road map, Quality improvement index, Benchmarking. Contemporary Issues in Quality – Benchmarking, JIT, Six Sigma.



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**MANAGEMENT SCIENCE**

**CODE**

MBA-301

**STATUS**

Core

**SYNOPSIS**

The objective of this course is to acquaint the student with simple quantitative technique that are helpful in Managerial decision-making & problem solving Emphasis will be given on application rather than on theoretical derivation.

**READINGS**

Main Texts  
 Supplementary Texts

J K Sharma, *Operations Research: Theory and Applications*, Mcmillan.  
 S.D. Sharma, *Operations Research*, KedarNath Ramnath & Co.  
 V.K. Kapoor, *Operations Research*, Sultan Chand and Sons.

**PEDAGOGY**

Lecturers.  
 Presentations.  
 Live projects.

**LINKAGE WITH OTHER COURSES**

Vertical  
 Horizontal

Production and Operations Management, Strategic Management, Total Quality Management, Marketing Management, Project Management.  
 Computer Applications for Business-II

**Course Contents**

- UNIT-I** Concept and Characteristics of Operation Research, Model of Operation Research, Operation Research Methodology, Operation Research techniques.  
 Linear programming: Formulation, Graphic method and simplex method, concept of Duality.
- UNIT-II** Transportation Model: North West Corner, Least Cost Method and Vogel Approximation Method. Optimum solution of Transportation, Problem by using MODI method. Assignment Model - Hungarian method, Maximization Case, Travelling Salesman problem.
- UNIT-III** Dynamic programming, Stage coach problem, Replacement model: Replacement of equipment, items and staff, sequencing problem. Network models: CPM, Drawing a network, calculation of earliest path, Crashing a project, Resource leveling, control of project cost, PERT – Updating a network.
- UNIT-IV** Theory of games: Assumption, Two-person zero sum game, Pure Strategies and saddle points, Mixed strategies, solution by dominance, Graphic solution, solution by Linear programming.  
 Queuing Theory: Basic concept, M/M/I model, Economic aspects of Queuing.
- UNIT-V** Decision Theory: Decision under risk, Decision trees, Decision under Uncertainty. Use of simulation techniques for decision making. Optimal Simulation run. Markov Analysis.



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



## JIWAJI UNIVERSITY Syllabus MBA[Full-Time]

|                                   |  |
|-----------------------------------|--|
| <b>COURSE TITLE</b>               | <b>BUSINESS LEGISLATIONS</b>   |
| <b>CODE</b>                       | 207  |
| <b>STATUS</b>                     | Core   |
| <b>SYNOPSIS</b>                   | To provide knowledge of various business laws prevalent in the country so that students can have better perspective of legal side of business.   |
| <b>REFERENCES</b>                 |  |
| Main Readings                     | (1) N.D. Kapoor - <i>Mercantile Law</i> —Sultan Chand & Sons<br>(2) K.C.Garg, R.C.Chawla, <i>Mercantile Law</i> —Kalyani Publishers  |
| Additional/Supplementary Readings | (1) M.C. Kuchhal, <i>Business Law</i> —Vikas Publishing House Ltd.<br>(2) A.K. Mazumdar & G.K. Kapoor, <i>Corporate Law</i> — Taxmann Publishers<br>(3) V.S. Datey, <i>Corporate Law</i> — Taxmann<br>(4) D. Chandra Bose, <i>Business Law</i> |
| <b>PEDAGOGY</b>                   | -Class room lectures accompanied by relevant case laws<br>- Group exercises and presentations by students<br>- Written assignments and projects  |
| <b>EVALUATION</b>                 | Internal - 20<br>External - 70<br>Class Performance - 10   |
| <b>LINKAGE WITH OTHER COURSES</b> |  |
| Vertical                          | Indian Financial System, Entrepreneurship Management, Advertising and Sales Management, International Environment and Management   |
| Horizontal                        | Environment and Management   |

### Course Contents

- UNIT-I Introduction, Indian Contract Act, 1872**  
 Meaning of Law, Object of law, Indian contract Act, 1872 – Definition of contract, valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality of object, discharge of contract, Remedies for breach of contract, Quasi contract. Contract of Agency- modes of creating an agency, rights and duties of agent and principal, termination of agency.
- UNIT-II Sale of Goods Act, 1930**  
 Essentials of a contract of sale, conditions and warranties, rights and duties of buyer, Rights of an unpaid seller and buyer's beware. **Partnership Act, 1932** - Concept of partnership and its major provisions.
- UNIT-III Negotiable Instrument Act, 1881**  
 Definition, types and characteristics of promissory note, bills of exchanges and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.
- UNIT-IV Indian Companies Act, 1956**  
 Definition, characteristics and kinds of company, formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, statement in lieu of prospectus, Rights and liabilities of members of company.  
**Company Management** – Appointment of directors, power, duties and liabilities of a director and managing director.
- UNIT-V Intellectual Property Rights Acts**  
 Meaning of IPR, **The Patent Act 1970** – Introduction, History, Meaning of patent, kinds, procedure for grant of patent, Right of patentee, infringement of patent.  
**The Copyright Act, 1957** – Introduction, History, Meaning of copyright, registration of copyright, terms of copyright, infringement of copyright.



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**PRODUCTION AND OPERATIONS MANAGEMENT**

**CODE**

MBA-206

**STATUS**

Core

**SYNOPSIS**

To course is oriented towards the exposition of the various operational problems in the area of Production and Management and the tools and the techniques used in the process of decision making in the area.

**READINGS**

Main Texts

R. Paneerselvam, *Production and Operational Management*, New Delhi, Prentice Hall of India Publications.  
 B. Mahadevan, *Operations Management: Theory and Practice*, Pearson Education, New Delhi.  
 Lee Krajewski, Larry Ritzman, Manoj Malhotra, *Operations Management* 8th Edition, PHI, New Delhi.

Supplementary Texts

Joseph S. Martinich, *Production and Operations Management (An Applied Modern Approach)*, John Willey and Sons: Singapore.  
 Joseph G. Monks, *Operations Management*, New York, Mcgraw Hill Publications.  
 James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A Williams, *Applied Production and Operations Management*, New York, West Publishing Company.

**PEDAGOGY**

Lecturers.  
 Presentations.  
 Case Studies.

**LINKAGE WITH OTHER COURSES**

Vertical

Total Quality Management, Strategic Management, Management Concepts and Process, Managerial Economics, Financial Accounting, Quantitative Techniques.

Horizontal

Human Resource Management.

**Course Contents**

**UNIT I**

**Introduction:**

Basic Model of Production and Operations Management, Nature of Production/Operations Management, production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function.

**UNIT II**

**Facilities Planning:**

Product Selection and Design, service Design, process and Technology Selection, Location of Manufacturing/Service Facility, Center of Gravity and Median Models, Dimensional Analysis.

**UNIT III**

**Layout of Manufacturing/Service Facility:** Product Layout, Process Layout, Fixed Position and Group Layout, Layout Design: Relationship Based and Load-Distance cost Matrix.

**UNIT IV**

**Resources Requirement Planning:** Capacity Planning, Machines and Labor Planning (Computations of Number of Machines and Number of Workers) and Learning Curve Application. **Production Planning and Control:** Aggregate production Planning – Chase Strategy (Vary the Work Force), Level Production (Inventory Cost and Stock Out Cost), Mixed Strategy (Transportation Model), Materials Requirement Planning).

**UNIT V**

**Operations Scheduling and Production Activity Control:** Mass Manufacturing. (Assembly line balancing using priority Rules – Rank Positional Weight, Longest Activity Duration and Largest Number of Successors), Batch Processing (sequencing Using Run-out time) and job shop-N jobs on single Machine (Using EDD, SPT, FCFS, ST, CR), N-jobs on Two/Three Machines (Jhonson’s Rule), 2-jobs on M-Machines (graphical Method-Aker’s Alogrithm).





Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |  |
|-----------------------------------|--|
| <b>COURSE TITLE</b>               | <b>HUMAN RESOURCE MANAGEMENT</b>   |
| <b>CODE</b>                       | MBA-205  |
| <b>STATUS</b>                     | Core   |
| <b>SYNOPSIS</b>                   | To provide an understanding of various facets of managing people along with knowledge of various policies and practices of Human Resource Management to students.  |
| <b>READINGS</b>                   |  |
| Main Texts                        | Gary Dessler - <i>A framework for Human Resource Management</i> , Pearson Education, Ltd.<br>K. Aswathappa, <i>Human Resource and Personnel Management</i> , Tata Mc-Graw Hill Publishing Co.  |
| Supplementary Texts               | John Bernardin, <i>Human Resource Management</i> , Tata Mc-Graw Hill Publishing Co.<br>Wayne Mondy & Robert M. Noe, <i>Human Resource Management</i> , Pearson Education.<br>William B. Werther & Keith Davis, <i>Human Resource Management</i> , Mc Graw-Hill.<br>Biswajeet Pattanayak, <i>Human Resource Management</i> , Prentice Hall of India Pvt.Ltd.<br>Edwin B.Flippo, <i>Personnel Management</i> , McGraw Hill.<br>V.S.P.Rao, <i>Human Resource Management</i> , Excel Books |
| <b>PEDAGOGY</b>                   | <ul style="list-style-type: none"> <li>- Class room lectures accompanied by case studies on relevant topics</li> <li>- Regular group exercises and class discussions.</li> <li>- Role Plays, Group presentation by students along with written assignments.</li> </ul>   |
| <b>LINKAGE WITH OTHER COURSES</b> |  |
| Vertical                          | Legal Framework Governing Human Relations, Compensation Planning, Human Resource and Organizational Development, Human Resource Training & Development, International Human Resource Management.   |
| Horizontal                        | Organizational Behaviour   |

**Course Contents**

|                 |   |
|-----------------|---|
| <b>UNIT-I</b>   | <b>Introduction</b><br>Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Nature, Scope and significance of HRM. The changing environment and duties of HR Management, HRM in Indian scenario.             |
| <b>UNIT-II</b>  | <b>Recruitment and Selection</b><br>HR planning, Job Analysis, Recruitment, Methods and Techniques of Selection.<br><b>Internal Mobility and Separation of Employees</b><br>Transfer and Promotion,                               |
| <b>UNIT-III</b> | <b>HRD Mechanism</b><br><b>HRD-concept. Goals of HRD</b><br>Training –concept, training process, techniques; Performance Appraisal – Concept, Process, Appraisal Techniques   |
| <b>UNIT-IV</b>  | <b>Managing employee relations</b><br>Labour relation, dispute and their resolution, collective bargaining, employee welfare a brief introduction, Employee grievances and their redressal, worker's participation in Management. |
| <b>UNIT-V</b>   | <b>Other contemporary issues in HRM</b><br>Employee compensation-concept, factors affecting employee compensation, components of employee pay knowledge management, Human Resource Information System- A Brief Introduction.      |



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |  |
|-----------------------------------|--|
| <b>COURSE TITLE</b>               | <b>FINANCIAL MANAGEMENT</b>  |
| <b>CODE</b>                       | 204  |
| <b>STATUS</b>                     | Core   |
| <b>SYNOPSIS</b>                   | To provide an understanding of the function, the roles, the goals and the process of corporate financial management, covering the sourcing of finances and their issues in investments and operations.   |
| <b>READINGS</b>                   |  |
| Main Texts                        | James C. Van. Home, <i>Financial Management &amp; Policy</i> , Pearson Education   |
| Supplementary Texts               | Prasanna Chandra, <i>Financial Management</i> , Tata McGraw Hill<br>I.M.Pandey, <i>Financial Management</i> , Vikas Pub.House Pvt. Ltd.<br>M.Y. Khan and Jain, <i>Financial Management</i> , Tata McGraw Hill<br>Ravi M. Kishore, <i>Financial Management</i> , Taxmann<br>M.Y. Khan, <i>Text, Cases and Problems</i> Tata McGraw Hill<br>Sudhindra Bhat, <i>Financial Management</i> , Excel Books. |
| <b>PEDAGOGY</b>                   | (1) Lectures accompanied by presentations.<br>(2) Role Plays<br>(3) Case Studies on contemporary relevant issues.  |
| <b>LINKAGE WITH OTHER COURSES</b> |  |
| Vertical                          | Strategic Financial Management, Indian Financial System  |
| Horizontal                        | Research Methodology, Quantitative Techniques  |

## Course Contents

|                 |  |
|-----------------|--|
| <b>UNIT-I</b>   | <b>Introduction</b><br>Concept of finance and finance function, Financial Goal : Profit V/s. Wealth Maximization, Organization of finance functions,<br><b>Financial Planning</b> : Objectives and considerations, capitalization – Over and under capitalization, Financial Forecasting.  |
| <b>UNIT-II</b>  | <b>Capital Structure</b><br>Optimum Capital Structure, Capital Structure, Theories, Features of sound Capital Mix, Leverage – Financial and Operating leverage, Sources of Finance.  |
| <b>UNIT-III</b> | <b>Working Capital</b><br>Concept, Importance and Determinants, Sources of Working Capital Finance, Cash Management : Motive for holding Cash, Control of Cash Collection and Disbursement, Receivable Management, Nature and Goals of Credit Policy, Optimum Credit Policy, Credit Policy Variables, Inventory Management : Objective, Inventory Control Techniques |
| <b>UNIT-IV</b>  | <b>Cost of Capital</b><br>Concept, calculation of cost of capital of equity share, Preference Share, Debentures and retained earnings, Capital Budgeting : Features, Methods of Capital Budgeting : Features, Methods of Capital Budgeting.  |
| <b>UNIT-V</b>   | <b>Dividend and Dividend Policy</b><br>Management of Earnings, Dividend and Dividend Policy, Objectives and Determinants of Dividend Policy, Stable Dividend Policy, Forms of Dividend, Concept of Lease Financing, Hire Purchase, Financing Venture Capital, Factoring, Economic value added, Dividend policy and its impact on stock price.                        |



Internal Evaluation - 30 Marks  
External Evaluation - 70 Marks  
Class Performance– 10 (A Component of Internal Evaluation)



## JIWAJI UNIVERSITY Syllabus MBA[Full-Time]

### COURSE TITLE

### MARKETING MANAGEMENT

#### CODE

MBA-203

#### STATUS SYNOPSIS

Core

The objective of the course is to provide an understanding of the underlying concepts, strategies and issues involved in exchange of products and services between the firms and markets.

#### READINGS

Main Texts  
Supplementary Texts

Kotler and Keller, *Marketing Management*, Prentice Hall of India., 13th Edition.  
Tapan Panda, *Marketing Management: Indian Context*, Excel Books.  
Rajendra Nargundkar, Tapan K Panda, *Marketing Strategies for Emerging Markets*, Excel Books.  
Ramaswamy and Namakumari, *Marketing Management*, Macmillan India.  
Ranjan Saxen, *Marketing Management*, Tata-McGraw Hill.

#### PEDAGOGY

Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.

#### LINKAGE WITH OTHER COURSES

Vertical

Managerial Economics, Consumer Behaviour, Advertisement and Sales Management, International Marketing, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.

Horizontal

Research Methodology

### Course Contents

#### Unit - I

##### Marketing : An Overview

Concept, Evolution, Marketing and Selling, Marketing Mix, Market Segmentation, Positioning, Challenges in Networked World.

#### Unit – II

##### Product and Price Management

**Product Management** – Meaning and Classification of Product, Product Mix and Product line, New Product Development, Product Life Cycle.

**Price Management** – Meaning, Importance, Objectives, Influencing factors, and procedure of Pricing, Pricing Policy and Methods, Pricing Strategies or Tactics.

#### Unit – III

**Promotion Management** Marketing Communication, Promotion Mix, Advertising, Sales Promotion, Personal Selling, Public Relations.

#### Unit – IV

**Distribution Management**–Channel design and management decisions, Physical Distribution, Retailing and Whole selling.

#### Unit – V

##### Marketing Information System and E-Commerce

Direct Marketing, Network Marketing, Data Base Marketing

**Marketing Information System** – Components, Internal Record System, Marketing Intelligence System, Marketing Research System, Marketing Decision Support System, Forecasting and Demand Management.

**E-Commerce and Online Marketing** – The Online Customer, Online Marketing : its advantages and disadvantages, Conducting Online Marketing, The promise and Challenges of Online Marketing.

Direct Marketing, Network Marketing, Data Base Marketing.



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |  |
|-----------------------------------|--|
| <b>COURSE TITLE</b>               | <b>RESEARCH METHODOLOGY</b>  |
| <b>CODE</b>                       | MBA-202  |
| <b>STATUS</b>                     | Core   |
| <b>SYNOPSIS</b>                   | The aim is to make the students familiar with the process and tools of research methodology so that they can take up serious research projects during their degree and when in job.  |
| <b>READINGS</b>                   |  |
| Main Texts<br>Supplementary Texts | Donald R Cooper and Pamela S Schindler, <i>Business Research Methods</i> , Tata McGraw Hill.<br>Naresh K. Malhotra, <i>Marketing Research: An Applied Orientation</i> , Prentice Hall of India.<br>Donald R Cooper and Pamela S Schindler, <i>Marketing Research: Concepts and Cases</i> , McGraw Hill.<br>David J. Luck and Ronald S. Rubin, <i>Marketing Research</i> , Prentice Hall of India.<br>Alvin C. Burns and Ronald R. Bush, <i>Marketing Research</i> , Pearson Education. |
| <b>PEDAGOGY</b>                   | Lecturers.<br>Live projects.   |
| <b>LINKAGE WITH OTHER COURSES</b> |  |
| Vertical                          | Computer Applications in Business, Quantitative Techniques, Summer Training, Research Projects.  |
| Horizontal                        | -  |

### Course Contents

|                   |   |
|-------------------|---|
| <b>UNIT – I</b>   | <b>Concept of Research</b><br>Concept, Assumptions and Steps of scientific method, Nature and Objectives of research, Significance of research, Types of research, Steps in the research process.   |
| <b>UNIT – II</b>  | <b>Research Design</b><br>Concept of a research problem, Selection and Formulation of a research problem, Exploratory, Descriptive and Experimental research designs.   |
| <b>UNIT – III</b> | <b>Sampling and Hypothesis Testing</b><br>The basics of Sampling Theory, Probability and Non-Probability Sampling, Measurement – Concept and Levels of Scales, and Hypothesis - Concept, Types and Sources of hypothesis, Procedure for formulation of hypothesis, Testing of hypothesis. |
| <b>UNIT – IV</b>  | <b>Data Collection</b><br>(A) Sources and collection of primary data and secondary data.<br>(B) Collecting, Editing and Tabulation of data.<br>(C) Case study and sample study.   |
| <b>UNIT – V</b>   | <b>Data Analysis and Research Communication</b><br>Data Analysis: Major techniques of testing differences and associations, Ethical Issues in Research, Format of research report, Precautions in report writing, Footnoting, Bibliography and Index.                                     |



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**ORGANIZATIONAL BEHAVIOUR**

**CODE**

MBA-201

**STATUS**

Core

**SYNOPSIS**

To impart conceptual knowledge of organizational behaviour and to develop skills in dealing with human behaviour problems in organizations to bring about organizational effectiveness.

**READINGS**

Main Texts

Stephen P. Robbins & Seema Sanghi , *Organizational Behaviour*, Pearson Education.  
 John W. Newstrom, Keith Davis , *Organizational Behaviour*, Tata Mc-Graw-Hill Publishing Co.

Supplementary Texts

Fred Luthans, *Organizational Behaviour*, Mc-Graw Hill Publishing Co.  
 K. Aswathappa , *Organizational Behaviour*  
 John Newstrom , *Organizational Behaviour*, Tata McGraw Hill

**PEDAGOGY**

- Lectures accompanied by presentation.
- Case studies on relevant issues.
- Group activities and presentations by students.
- Role plays and class discussions
- Management games.

**LINKAGE WITH OTHER COURSES**

Vertical  
 Horizontal

Human Resource and development, HR training and development, International HRM  
 Human Resource Management

**Course Contents**

**UNIT-I**

**Introduction**

Organizational Behaviour – Concept and Importance, Historical Development of O.B., Contributing disciplines to the O.B. field, Challenges and Opportunities for O.B., Models of O.B.

**UNIT-II**

**Individual Behaviour**

**Values** – Importance, types, values across culture  
**Attitudes** – Types, cognitive dissonance theory, measuring attitude.  
**Personality** – Meaning, determinants, traits, major personality attitudes influencing O.B.  
**Perception** – Meaning, factors influencing perception, person perception.  
 Motivation-concept, theories of motivation

**UNIT-III**

**The Group behaviour**

Foundations of Group behaviour, Defining and classifying groups, stages of group development, Group structure, Group decision making,  
 Understanding work teams, Difference between Groups and teams, types of teams, creating effective teams, turning individual into team players.

**UNIT-IV**

**Interpersonal behaviour**

Interpersonal behaviour, Transactional analysis, JOHARI window,  
 Work Stress and its Management ; Leadership-concept, styles

**UNIT-V**

**Key issues in Organisational Behaviour**

Organisational culture – Definition, culture’s functions, creating and sustaining culture, how employees learn culture, creating an ethical organizational culture, creating a customer responsive culture.  
 Organisational change, forces for change, resistance to change, managing organizational change.



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>BUSINESS COMMUNICATION</b>   |
| <b>CODE</b>                       | 107   |
| <b>STATUS</b>                     | Core  |
| <b>SYNOPSIS</b>                   | Through this course students are introduced to the different Communication skills, which are essential to survive in corporate world.   |
| <b>REFERENCES</b>                 |   |
| Main Text/s                       | R.K.Madhukar, <i>Business Communication</i> , Vikas Publishing House.   |
| Supplementary Texts               | Rajendra Pal and J.S. Korlahalli, <i>Essential of Business Communication</i> , S.Chand & Sons.<br>P.D.Chaturvedi and Mukesh Chaturvedi, <i>Business Communication</i> , Pearson Education.<br>Courtland L.Bovee and John V. Thill, <i>Business Communication Today</i> , Pearson Education. |
| <b>PEDAGOGY</b>                   | (1) Lectures accompanied by presentations.<br>(2) Role Plays, Extempores, and Group Discussions<br>(3) Case Studies on contemporary relevant issues<br>(4) Management and Grammatical Games.  |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical                          | All papers  |
| Horizontal                        | All papers  |

## Course Contents

|                  |   |
|------------------|---|
| <b>UNIT-I :</b>  | <b>Communication:</b><br>Concept, Need, Process, Methods, Types and Barriers to communication, Factors affecting communication, Essentials of effective communication,. Need of communication in business.  |
| <b>UNIT-II:</b>  | <b>Non-Verbal Communication:</b><br>Body language, Postures and Gestures, Attire, Appearance, Handshake, Personal space, Timing behaviour smile.<br>Listening Skills: Process, Types, Barriers and Importance, Essentials of Good listening.<br>Communication Skills: Concept, Humor in communication, Interpersonal communication, Communication skills and leadership.  |
| <b>UNIT-III:</b> | <b>Business Letters:</b><br>Essentials of business letter, Parts, Forms, Types, Preparation of Business letter related to tenders, Quotations, Orders, Sales, Enquiry and Complaints.<br>Internal Communication: Letters to staff, Circulars and Memos, Office note, Representations and suggestions, Motivational Communication, Letters from top management, Reminders and follow up, Employee newsletters.   |
| <b>UNIT-IV:</b>  | <b>Interactive Communication:</b><br>Meetings, Conferences, Presentation skills, Oral communication, Telephonic conversation.<br>Mass Communication: Advertisements, Publicity, Press Releases, Media mix, Public relations, Newsletters.<br>Direct Marketing: Report writing, Types, Essentials of a good report, Committee report, Annual report.   |
| <b>UNIT-V:</b>   | <b>Interviews</b><br>Types of Interview, Job interview, Telephonic interview, Conducting the interview, Sending a job application, Preparation of Resume, Group discussion.<br>Types of pictorial presentation: Charts, Graphs and Pictures, New trends in business communication, Communication overload, BPO/Call centers, Technical writing, Professional presentation, Cardinal principles of communication, Communication policy and Ethical dimensions. |



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>COMPUTER APPLICATIONS FOR BUSINESS</b>   |
| <b>CODE</b>                       | MBA-106   |
| <b>STATUS</b>                     | Core  |
| <b>SYNOPSIS</b>                   | The aim is to make the students familiar with the fundamentals of Computer and with the working of the Computer and the different uses of the Computer in industry.                       |
| <b>READINGS</b>                   |   |
| Main Texts                        | Sanjay Saxena & Prabhpreet Chopra, <i>Comuter Applications in Management</i> , Vikas Publications.  |
| Supplementary Texts               | B. Ram, <i>Computer Fundamentals – Architecture &amp; Organization</i> , New Age International Publications.<br>P K Sinha & Priti Sinha, <i>Computer Fundamentals</i> , BPB Publications. |
| <b>PEDAGOGY</b>                   | Lecturers and Hands on experience in computer lab.  |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical                          | Computer Applications in Business Management, Management Information Systems, Research Methodology.   |
| Horizontal                        | Quantitative Techniques.  |

### Course Contents

|                 |  |
|-----------------|--|
| <b>UNIT-I</b>   | <b>Introduction</b><br>Computer system , Components and functions of each unit. I/O devices and storage devices. Memory, types of memories, ROM, RAM and Cache memory. Number System, binary, octal, decimal and Hexadecimal number system.  |
| <b>UNIT-II</b>  | <b>System Software</b><br>Algorithm and Flowchart , System software and application software, Assembler, Compiler and Interpreter, Operating systems, functions of OS, types of Operating System.  |
| <b>UNIT-III</b> | <b>Office Management</b><br>Introduction of Windows and Control panel<br>MS-Word : Creating and formatting documents, printing and page setup, tables and Mail merge documents.<br>MS-Excel : Workbook & worksheets, Formulas & functions, Cell references ,formatting and working with Data, Charts and graphs.       |
| <b>UNIT-IV</b>  | <b>Office Management &amp; Networking</b><br>Ms-Power Point : Creating slides with different layouts and templates, inserting charts pictures and tables, running slideshow, presentation setup and Animation.<br>Networking : Data transmission, Types of networks- LAN,WAN, network topologies, packet transmission. |
| <b>UNIT-V</b>   | <b>Internet &amp; Intranet</b><br>An introduction to Internet and Intranet, e-mail, and Search engines. Role of IT in banking, insurance, education, and financial accounting. Computer virus: Types of virus, scanners & vaccines, precautions to avoid virus.  |



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |  |
|-----------------------------------|--|
| <b>COURSE TITLE</b>               | <b>ACCOUNTING FOR MANAGERS</b>   |
| <b>CODE</b>                       | 105  |
| <b>STATUS</b>                     | Core   |
| <b>SYNOPSIS</b>                   | Through this course students are introduced to the concepts of accounting. They are exposed to the latest trends in Corporate Accounting Practices and will also learn how to apply various accounting control measures.   |
| <b>READINGS</b>                   |  |
| Main Texts                        | I.M. Pandey, <i>Management Accounting</i> , Vikas Publication.<br>Shashi K. Gupta, <i>Management Accounting</i> , Kalyani Publication.   |
| Supplementary Texts               | Subhash Sharma, <i>Financial Accounting for Management</i> , MacMillan.<br>Margaret Nicholison, <i>Mastering Accounting Skills</i> , Margaret Nicholison.<br>Charles T. Homgreen, <i>Introduction to Management Accounting</i> , Pearson Publication.<br>Brand R. Allone Richard Brownless Mark, E Haskins Luann J. Lynch, <i>Cases in Management Accounting and Control Systems</i> , Pearson Education |
| <b>PEDAGOGY</b>                   | Concept based lectures accompanied by practical problems or numerical.<br>Case Studies – Contemporary issues relevant to the subject accompanied by presentations.   |
| <b>LINKAGE WITH OTHER COURSES</b> |  |
| Vertical                          | Financial Management   |
| Horizontal                        | Indian Financial System, Research Methodology.   |

## Course Contents

|                 |  |
|-----------------|--|
| <b>UNIT-I</b>   | <b>Introduction to Accounting</b><br>Introduction, Types of Accounting, Financial Accounting, Cost Accounting, Management Accounting, Relation between Financial Cost and Management Accounting. Meaning, Scope, Functions, Importance, Advantages, Disadvantages of Financial, Cost and Management Accounting, Conventions and Principles of Accounting – GAAP, Journal, Ledger, Trial Balance. |
| <b>UNIT-II</b>  | <b>Financial Statements and Financial Analysis</b><br><b>Financial Statements:</b> Meaning, Objectives, Preparation of Final Account – Profit & Loss Account, Balance Sheet (with problems)<br><b>Financial Statement Analysis :</b> Ratio Analysis.   |
| <b>UNIT-III</b> | <b>Financial Analysis</b><br>Statement of changes in Financial Position – Funds Flow Statement – Meaning, Significance, Limitations, Preparation. Cash Flow Statement – Meaning, Significance, Limitations, Preparation.   |
| <b>UNIT-IV</b>  | <b>Cost Analysis, Control and Profit Planning</b><br>Concepts, elements and Classification of cost, Methods and Techniques of costing. Marginal costing and Break-Even Analysis.   |
| <b>UNIT-V</b>   | <b>Control and Profit Planning</b><br>Budgeting and Budgetary Control – Concept, Types, Advantages, Disadvantages, Preparation of Budget – Sales, Flexible, Cash Budget, Production Budget<br>Concept of Zero Based Budgeting, Performance Budgeting,<br>Standard Costing and Variance Analysis- Material and Labour.  |





Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance- 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**COURSE TITLE**

**BUSINESS ENVIRONMENT**

**CODE**

104

**STATUS**

Core

**SYNOPSIS**

This course aims at acquainting the students with the working of financial markets in India.

**READINGS**

Main Texts

Business Environment ,Francis Cherunilam (Himalaya Publishing House )

Supplementary Texts

Essentials of Business Environment, K.Aswathappa (Himalaya Publishing House)  
 Business Environment, Gupta & Benerjee(Kalyani publication)  
 Environmental Management, N.K.Uberoi (Excel Books)

**PEDAGOGY**

(1) Lectures accompanied by presentations.  
 (2) Case Studies on contemporary relevant issues.

**LINKAGE WITH OTHER COURSES**

Vertical

All functional areas

Horizontal

All papers taught in first semester

**Course Contents**

**UNIT-I**

**Introduction:**

Concept, Nature and Significance of business environment, Salient feature of Capitalism, Socialism, Mixed economy, Emergence of Public sector, Public sector reforms, Emergence of private sector and Joint sector.

**UNIT-II**

**Social environment**

Social responsibilities of business, Social Interest and Values, Consumerism, Consumer Protection Act - Important Provisions, Ethics and Culture of business.

**UNIT-III**

**Industrial Environment**

New Industrial policy, IDRA act of 1951, recent five year plan-Achievement and Impediments, Industrial sickness, MRTP Act, FIPB and its role, Company Law board, Corporate Governance.

**UNIT-IV**

**Economic Environment**

SEBI, Indian Fiscal and Monetary Policy, Recent Union budget, Liberalization, Globalisation, FDI, Basic Foreign Trade Policies, Competition Act 2005, FEMA, Role of Multinationals in Indian Economy, Serious financial crisis.

**UNIT-V**

**Technological Environment and environmental Management**

Features of technology, Impact of technology, technological transfer, Information Technology Act, Environmental Protection Act , Problem of Pollution and its Control, Kyoto Protocol.



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |  |
|-----------------------------------|--|
| <b>COURSE TITLE</b>               | <b>MANAGERIAL ECONOMICS</b>  |
| <b>CODE</b>                       | 103  |
| <b>STATUS</b>                     | Core   |
| <b>SYNOPSIS</b>                   | To provide the students an application and the use of the concepts and tools of economic analysis in relation to Managerial Decisions making and to enable them to understand the economic governing industry and business.  |
| <b>READINGS</b>                   |  |
| Main Text/s                       | H. Craig Petersen, W. Chris Lewis, Sudhir K. Jain, <i>Managerial Economics</i> ; Parsons Education   |
| Supplementary Texts               | <i>Atmanand, Managerial Economics</i> ; Excel Books.<br>Salvatore Dominiek, <i>Managerial Economics in Global Economy</i> ; Oxford University Press.<br>P.L. Mehta, <i>Managerial Economics</i> ; Sultanchand.<br>D.N. Dwivedi, <i>Managerial Economics</i> ; Vikas Publications.<br>R.L. Varshney, <i>Managerial Economics</i> ; Sultanchand. |
| <b>PEDAGOGY</b>                   | <ul style="list-style-type: none"> <li>- Concept based lectures accompanied by Practical problems.</li> <li>- Case Studies – Contemporary issues relevant to the subjects.</li> </ul>  |
| <b>LINKAGE WITH OTHER COURSES</b> |  |
| Vertical                          | Security Analysis and Portfolio Management, Management Science, Financial Management, Computers in Business Management.  |
| Horizontal                        | Quantitative Techniques  |

## Course Contents

|                 |   |
|-----------------|---|
| <b>UNIT-I</b>   | <b>Nature and Scope of Managerial Economics:</b><br>Nature, Scope and Significance of managerial economics, Role and Responsibility of managerial economists.   |
| <b>UNIT-II</b>  | <b>Utility and Indifference Curve Analysis:</b><br>Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium – Budget line and Consumer surplus.  |
| <b>UNIT-III</b> | <b>Demand and Production Analysis :</b><br>Law of demand, Factors affecting demand, Elasticity of demand, Techniques of forecasting demand - Survey and Statistical methods. Production function with one variable input or Law of variable proportions, Production function with two variable inputs or Isoquant, Production function with all variable inputs or Return to scale, Law of supply and Classification of cost. Practical Problems. |
| <b>UNIT-IV</b>  | <b>Market Structure and Pricing :</b><br>Different market structure, Price and output determination under perfect competition, Monopoly, Monopolistic competition, Oligopoly, Price Determination under Discriminating Monopoly.  |
| <b>UNIT-V</b>   | <b>Profit Management:</b><br>Concept, Nature and Measurement of profit, Concept of risk and uncertainty, Risk uncertainty and innovations. Theories of profit, Profit planning and forecasting, Profit policies, Business cycle – Causes and Control.   |



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWANJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |   |
|-----------------------------------|---|
| <b>COURSE TITLE</b>               | <b>QUANTITATIVE TECHNIQUES</b>  |
| <b>CODE</b>                       | 102   |
| <b>STATUS</b>                     | Core  |
| <b>SYNOPSIS</b>                   | Through this course students are introduced to the concepts of statistics. Through this they will learn to study and analyse the ongoing trends with the research implications.   |
| <b>READINGS</b>                   | <p>Text Book/s<br/>         Supplementary Text</p> <p>Levin and Rubin, <i>Statistics for management</i>, Pearson Publication<br/>         D.C. Sanchetti, <i>Business mathematics</i>, S.Chand &amp; Sons<br/>         R S Bhardwaj, <i>Business Statistics</i>, Excel Books<br/>         J I T S Chandan, <i>Statistics for Business and Economics</i> Vikas Publication<br/>         S P Gupta, <i>Statistics</i>, S.Chand &amp; Sons</p> |
| <b>PEDAGOGY</b>                   | <p>Concept based lectures accompanied by practical problems or numerical.</p> <p>Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.</p>   |
| <b>LINKAGE WITH OTHER COURSES</b> |   |
| Vertical                          | Research Methodology, Management Science  |
| Horizontal                        | Managerial Economics  |

**Course\_Contents**

|                 |   |
|-----------------|---|
| <b>UNIT I</b>   | <p><b>MATHEMATICAL BASICS OF MANAGERIAL DECISIONS</b><br/>         Managerial application of arithmetic progression and geometric progression, addition, Subtraction and Multiplication of matrices, Inverse of a matrix, Solution of linear simultaneous equations with the help of matrix, Limits, Differentiation of single variable, simple business application n problems of maxima and minima for functions of one variable.</p> |
| <b>UNIT II</b>  | <p><b>STATISTICAL AVERAGES</b><br/>         Concept and Computation of Mean, Mode and Median, Geometric and Harmonic Mean, Standard Deviation, Coefficient of Variation.</p>  |
| <b>UNIT III</b> | <p><b>CORRELATION AND REGRESSION ANALYSIS</b><br/>         Uses of regression analysis, Regression lines, Regression coefficient, Regression equations a) By using Means, SD and Coefficients of Correlation and (b) by using Method of Least Square, Simple, Multiple and Partial Correlation</p>  |
| <b>UNIT IV</b>  | <p><b>PROBABILITY AND ITS APPLICATIONS</b><br/>         Concept and Importance of the probability, Calculation of Probability, Addition theorem, Multiplication Theorem, Association of Attributes, Theoretical Distribution, Binomial, Poisson and Normal Distribution.</p>  |
| <b>UNIT V</b>   | <p><b>TESTS AND HYPOTHESIS</b><br/>         Concept of Chi-square test, Meaning and Uses of Chi-Square measure, t-test for Significance of Means, F-test, Z-Test.</p>   |

Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance– 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

|                                   |  |
|-----------------------------------|--|
| <b>COURSE TITLE</b>               | <b>MANAGEMENT CONCEPT AND PROCESS</b>  |
| <b>CODE</b>                       | 101  |
| <b>STATUS</b>                     | Core   |
| <b>SYNOPSIS</b>                   | The objective of the course is to help the students to gain an understanding of the functions and responsibility of the managers which will serve as a foundation for the study of most of the functional areas in the MBA programme.                        |
| <b>READINGS</b>                   |  |
| Main Text/s                       | Stephen P. Robbins and Mary Coulter, <i>Management</i> , Prentice Hall of India.   |
| Supplementary Texts               | Koontz O'Donnel and Heinz Weilrich, <i>Essentials of Management</i> , McGraw Hills.<br>James A.F. Stoner, R. Edward Freeman and Daniel R. Gilbert, <i>Management</i> , Pearson Education.<br>L.M. Prasad, <i>Principles of Management</i> , Sultan Chand Co. |
| <b>PEDAGOGY</b>                   | <ul style="list-style-type: none"> <li>• Lectures accompanied by presentations.</li> <li>• Case Studies.</li> <li>• Role Plays</li> </ul>  |
| <b>LINKAGE WITH OTHER COURSES</b> |  |
| Vertical                          | Business Environment   |
| Horizontal                        | Financial Management, Marketing Management, Human Resource Development, Strategic Management, Management Science, Management Information System.   |

**Course Contents**

|                   |  |
|-------------------|--|
| <b>UNIT - I</b>   | <b>Introductory</b> – Concept of Management and its significance, Managerial Roles, <b>Evolution of Management Theory</b> – Classical School, Scientific Management School, Human Relations School, Behavioural School.<br><b>Approaches to Management</b> – Commodity, Paternalistic, Behavioural, Process, Systems and Contingency.<br>Management Process, Micro and Macro Environment for Managers, Management level and Management skills, Functional Areas of Management. Professionalisation of Management in India. |
| <b>UNIT – II</b>  | <b>Planning</b> – Concept, Process, Types and Significance, Types of Plan, Objective Setting : Concept, Types and Process of Setting Objectives; Operational Planning Tools, M.B.O. : Concept, Process and Managerial Implications, Decision Making : Concept, Process, Types and Styles of Decision Making. Decision Making in Risk and Uncertainty.  |
| <b>UNIT – III</b> | <b>Organizing</b> – Nature Principles, Process and significance of organizing, Building Vertical Dimension of Organisation, Building Horizontal Dimension of Organisations, Principles of Organizational Designing, Contingency Approach to Organisation Design, Learning Organisations.   |
| <b>UNIT – IV</b>  | <b>Directing</b> – Concept, Nature, Scope, Principles of Direction, Manager versus Leaders, Leadership Theories – Trait Theories, Behavioural Theories and Contingency Theories, Leadership Styles, Contemporary Approaches to Leadership, Motivation Concept, Theories and Implications,  |
| <b>UNIT – V</b>   | <b>Communication and Controlling</b> : Communication Concepts, Process, Barriers to Communication and Building an effective system of Communication, Media and Channels of communication. Nature, Process and Aspect of Control , Types, Areas of exercising control, Major Control System, and their designing, Control Tools and Techniques – Information Controls, Financial Controls, Operations Controls and Behavioural Controls.  |



Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance- 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

| <b>(C) Human Resource Management (HRM)</b> |   |    |    |            |
|--|---|----|----|------------|
| MBA-HRM-403                                | <a href="#">Strategic Human Resource Management</a>     | 30 | 70 | 100        |
| MBA-HRM-404                                | <a href="#">Compensation Planning</a>                   | 30 | 70 | 100        |
| MBA-HRM-405                                | <a href="#">International Human Resource Management</a> | 30 | 70 | 100        |
| MBA-406                                    | Comprehensive Viva-Voce                                 | 25 | 25 | 50         |
|  | <b>Total</b>  |    |    | <b>850</b> |

**IMPORTANT NOTES:**

- The Summer Training Project Report will be based on the in-plant training of the students in between II and III Semester for a minimum period of six weeks.
- Evaluation of the papers MBA-108, MBA-208 and MBA-406 will be jointly conducted by one internal and one external examiner. Evaluation of MBA-306 will be conducted by external examiner. External examiner will be appointed by the University and Internal Examiner can be of concerned College/Institute.
- The Summer Training Project Report of MBA III Semester will prepared by the student himself. Institute/College will not provide any guide for this purpose.

**SCHEME OF ASSESSMENT:**

The MBA programme is based on continuous internal assessment as well as end-semester external examination. The scheme of internal assessment is as follows: -

MARKS OF SESSIONALS:

Class tests during the semester will be conducted by the teacher concerned and the sessional marks of internal assessment will be finalized by the teacher concerned. The sessional marks shall be based on: -

- Marks of two best class test out of three tests conducted during the semester will be sent to the University. Marks 20
- Class Participation/Attendance/General Discipline Marks 10

Candidate is required to secure a minimum of 40% marks in individual course in order to pass the internal assessment. The students must be very punctual and attentive to tests as there is no provision for make-up test on any ground.

MINIMUM PASS MARKS:

In order to pass the semester, an examinee shall have to secure minimum 40% marks in individual papers. He/She will also be required to obtain a minimum 40% marks in sessional, separately. Beside securing 40% marks in each paper and sessional. The candidate will have to secure a minimum of 50% marks in aggregate.

DIVISION IN EXAMINATION:

A candidate having secured 60% marks or above will be awarded first division, Candidates securing 50% but less than 60% marks in aggregate will be placed in second division. There will be no third division in the programme.

SCHEME OF PROMOTION TO NEXT SEMESTER:

The student failed in more than two papers in a semester (either in internal or external) will not be promoted in the next semester. Thus, in order to get promotion to the next semester, candidates will have to clear at least 6 papers in each of the first to fourth semesters.

The Back papers of students failing in 1st and 2nd Semester will be conducted along with their 3<sup>rd</sup> and 4<sup>th</sup> semester examinations respectively. However, student failed in one / two papers (External / Internal) in IIIrd Semester and promoted to IV Semester will be given a chance to clear his papers under special back with his IV semester examinations. Similarly, student failed in one or two papers (External / Internal) in IV semester will be given a chance to clear his papers through special back that will be conducted after six months i.e. next semester examination. The student having semester back will give his papers with next concerning semester examination. An examinee who has failed in internal examination shall be required to register himself fresh for doing the sessional work in the next concerning semester in the paper. He will also be required to submit his examination form for internal assessment.

The internal assessment awarded to a candidate who fails in the University end semester examination shall be carried forward to the next semester, but marks obtained in the papers MBA-108, MBA-208, MBA-306 and MBA-406 will not be carry forwarded if a student appear as an ex-student in full semester. In case a candidate fails in any internal / end semester examination (either in one paper or in all), he will be allowed two more attempts to clear that paper. However, if a candidate fails to pass in semester examination even after the two additional attempts other than the original one, he will be required to leave the course.

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Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance- 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**SEMESTER: III**

| Paper Code   | Course  | Marks    |          | Maximum Marks |
|--|---|----------|----------|---------------|
|  |   | Internal | External |               |
| MBA-301  | <a href="#">Management Science</a>                            | 30       | 70       | 100           |
| MBA-302  | <a href="#">Total Quality Management</a>                      | 30       | 70       | 100           |
| <b>Optional –Specialization areas:</b>   |   |          |          |               |
| Students are required to select any <b>Two</b> Specializations out of <b>Three</b> specialization areas: |   |          |          |               |
| <b>(A) Marketing Management (MM)</b>   |   |          |          |               |
| MBA-MM-303   | <a href="#">Consumer Behaviour</a>                            | 30       | 70       | 100           |
| MBA-MM-304   | <a href="#">Advertising Management</a>                        | 30       | 70       | 100           |
| MBA-MM-305   | <a href="#">International Marketing</a>                       | 30       | 70       | 100           |
| <b>(B) Financial Management (MM)</b>   |   |          |          |               |
| MBA-FM-303   | <a href="#">Security Analysis and Portfolio Management</a>    | 30       | 70       | 100           |
| MBA-FM-304   | <a href="#">Indian Financial System</a>                       | 30       | 70       | 100           |
| MBA-FM-305   | <a href="#">International Financial Management</a>            | 30       | 70       | 100           |
| <b>(C) Human Resource Management (HRM)</b>   |   |          |          |               |
| MBA-HRM-303  | <a href="#">Management of Industrial Relations</a>            | 30       | 70       | 100           |
| MBA-HRM-304  | <a href="#">Legal Framework Governing Human Relations</a>     | 30       | 70       | 100           |
| MBA-HRM-305  | <a href="#">Human Resource and Organisational Development</a> | 30       | 70       | 100           |
| MBA-306  | Summer Training Project Report                                | 25       | 25       | 50            |
| <b>Total</b>   |   |          |          | <b>850</b>    |

**SEMESTER: IV**

| Paper Code   | Course   | Marks    |          | Maximum Marks |
|--|--|----------|----------|---------------|
|  |  | Internal | External |               |
| MBA-401  | <a href="#">Strategic Management</a>             | 30       | 70       | 100           |
| MBA-402  | <a href="#">Management Information Systems</a>   | 30       | 70       | 100           |
| <b>Optional –Specialization areas:</b>   |  |          |          |               |
| Students are required to select any <b>Two</b> Specializations out of <b>Three</b> specialization areas: |  |          |          |               |
| <b>(A) Marketing Management (MM)</b>   |  |          |          |               |
| MBA-MM-403   | <a href="#">Rural and Agricultural Marketing</a> | 30       | 70       | 100           |
| MBA-MM-404   | <a href="#">Strategic Marketing</a>              | 30       | 70       | 100           |
| MBA-MM-405   | <a href="#">Marketing of Services</a>            | 30       | 70       | 100           |
| <b>(B) Financial Management (MM)</b>   |  |          |          |               |
| MBA-FM-403   | <a href="#">Strategic Financial Management</a>   | 30       | 70       | 100           |
| MBA-FM-404   | <a href="#">Project Management</a>               | 30       | 70       | 100           |
| MBA-FM-405   | <a href="#">Corporate Tax Planning</a>           | 30       | 70       | 100           |

Internal Evaluation - 30 Marks  
 External Evaluation - 70 Marks  
 Class Performance- 10 (A Component of Internal Evaluation)



**JIWAJI UNIVERSITY**  
**Syllabus MBA[Full-Time]**

**MASTER OF BUSINESS ADMINISTRATION [FULL-TIME]**  
**CURRICULUM**

**SEMESTER: I**

| Paper Code | Course  | Marks    |          | Maximum Marks |
|------------|---|----------|----------|---------------|
|            |   | Internal | External |               |
| MBA-101    | <a href="#">Management Process</a>                | 30       | 70       | 100           |
| MBA-102    | <a href="#">Quantitative Techniques</a>           | 30       | 70       | 100           |
| MBA-103    | <a href="#">Managerial Economics</a>              | 30       | 70       | 100           |
| MBA-104    | <a href="#">Business Environment</a>              | 30       | 70       | 100           |
| MBA-105    | <a href="#">Accounting for Managers</a>           | 30       | 70       | 100           |
| MBA-106    | <a href="#">Computer Application for Business</a> | 30       | 70       | 100           |
| MBA-107    | <a href="#">Business Communication</a>            | 30       | 70       | 100           |
| MBA-108    | Comprehensive Viva-Voce                           | 25       | 25       | 50            |
|            | <b>Total</b>                                      |          |          | <b>750</b>    |

**SEMESTER: II**

| Paper Code | Course   | Marks    |          | Maximum Marks |
|------------|--|----------|----------|---------------|
|            |  | Internal | External |               |
| MBA-201    | <a href="#">Organisational Behaviour</a>             | 30       | 70       | 100           |
| MBA-202    | <a href="#">Research Methodology</a>                 | 30       | 70       | 100           |
| MBA-203    | <a href="#">Marketing Management</a>                 | 30       | 70       | 100           |
| MBA-204    | <a href="#">Financial Management</a>                 | 30       | 70       | 100           |
| MBA-205    | <a href="#">Human Resource Management</a>            | 30       | 70       | 100           |
| MBA-206    | <a href="#">Production and Operations Management</a> | 30       | 70       | 100           |
| MBA-207    | <a href="#">Business Legislations</a>                | 30       | 70       | 100           |
| MBA-208    | Comprehensive Viva-Voce                              | 25       | 25       | 50            |
|            | <b>Total</b>   |          |          | <b>750</b>    |

JIWAJI UNIVERSITY

# MBA [Full Time]

## Syllabus



**2009-10**