



# KRISHNA UNIVERSITY

## MACHILIPATNAM

### REGULATIONS AND SYLLABUS RELATING TO MASTER OF BUSINESS ADMINISTRATION

*(With effect from 2012-13)*

1. Admission into MBA Course will be made on the basis of the Admission Test.

Eligibility criteria for Admission Test:

MBA (Full-time): A pass for all three years of study in the Bachelor's Degree (other than B.F.A. & B.A., Oriental Languages) of any University recognized by the Academic Senate as Equivalent thereto.

2. The scope of instruction shall be as defined in the syllabus prescribed.
  - (a) The candidate shall be required to take at the end of each semester, an examination as detailed in the Scheme of Examination. Each paper of the examination shall, unless otherwise prescribed, be of three hours duration and carry 70 marks (semester end exam-external).
  - (b) Candidates who have completed the course in each semester and have earned the necessary attendance and progress certificate shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the previous examination(s). Such candidates may be permitted to appear for the examination of earlier semester along with the subsequent semester examinations.
  - (c) The University shall prepare examination schedule. The P.G. Board of Studies will prepare and recommend the list of names of paper setters and examiners to value the answer scripts for each semester. The answer scripts of all the courses shall be subject to double coded valuation. The variation between first and second valuation shall be dealt with as per the rules of the University.
  - (d) Regulations concerning Semester examination:
    - i) Each Paper shall, unless otherwise prescribed, be of three hours duration and carry 70 Marks (External).
    - ii) The semester-end exam question paper shall be 70 Marks (External) and divided into 5 units of equal weightage. The Semester examination shall be based on the question paper set by the external examiner.
    - iii) A candidate who fails in one semester examination or who is not able to take it shall be eligible to take the same examination along with the candidates of the next batch of the same semester.

3. Notwithstanding anything contained in the above regulations in the case of Project Report/Dissertation and Viva-Voce, a candidate shall obtain not less than 50% of marks to be declared to have passed in the examination.
4. Candidates shall put in attendance at the College for not less than 75 percent of the total number of working days in each semester.
5. **Short & Long Visits:** The candidate shall make one compulsory short visits to different industrial establishments/ corporate offices in the neighboring towns/cities in first semester and one long visit to different industrial establishments/corporate offices in cities within the range of 500 kms in third semester. All the candidates are required to submit the tour diaries and reports at the time of viva examinations.
6. **Practical Training:** Candidates shall undergo practical training in an organization for a minimum period of six weeks and submit a report thereon along with a practical training certificate obtained from the organisation. Practical training shall be guided and certified by the teacher-guide. The practical training shall be conducted during summer vacation between Second and Third Semesters.
7. **Paper Setting:** Question paper setting for all the subjects of all the semesters shall be entrusted to external examiners approved by the P.G. Board of Studies. The question papers shall be set on 'Unit System' pattern.
8. **Project Work:** The purpose of the project work is primarily to demonstrate the application of knowledge of skills acquired in the MBA programme, by studying and analyzing a selected problem in the work situation in a systematic manner while suggesting solution to the management.  
  
It is desirable that the sponsoring organization has to identify the area of project work for their participants at the beginning of the training program itself. Each student is required to study the problem under the guidance of a faculty member of the department.  
  
The completed project should be submitted to the University/College 15 days before the commencement of III semester examinations.
9. **Evaluation:** Each paper will carry 100 marks, divided into 70 marks for external assessment and 30 marks for internal assessment.
10. **Internal Evaluation:** The internal assessment component of 30 marks shall be assessed with four internal assessment examinations for twenty marks (4X5=20) the other ten marks be allocated for seminars/assignments (5 marks) and attendance (5 marks).

11. **Total marks:**

First Year:	I Semester:	800	Marks
	II Semester:	800	Marks
	<b>Total</b>	<b>: 1600</b>	<b>Marks</b>
Second Year	III Semester:	800	Marks
	IV Semester:	800	Marks
	Viva-Voce:	100	Marks
	Project Study:	100	Marks
	<b>Total</b>	<b>: 1800</b>	<b>Marks</b>
	<b>Grand Total</b>	<b>: 3400</b>	<b>Marks</b>

12. **Credit System:** In this system credits will be allotted to each paper.
13. **Gradation System:** The course will be evaluated and the students will be graded on ten point scale with seven letter grades i.e., **O, A, B, C, D, E, and F.**
14. **Specializations:** The papers offered in both first and second semester are core papers. Therefore, the papers are common for all. Specialization papers are offered from III semester onwards.

In third semester, a student has to opt for two core papers along with three specialized papers each from any two specializations *viz.*, Marketing, Finance and Human Resource Management.

In the fourth semester, a student has to opt for two core papers along with three specialized papers each from any two specializations *viz.*, Marketing, Finance and Human Resource Management. Project work and Viva voce are common for all irrespective of specialization.

15. Minimum number of sessions per subject per week is three.
16. **Comprehensive Viva - Voce:** The comprehensive viva voce is of 100 marks, and scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full years and see their relevance not only in the practical field but also their inter relationship.

The viva voce committee shall consist of one subject professor of University nominated by honorable Vice-chancellor and H o D/Director, MBA program of the respective college.



# KRISHNA UNIVERSITY

## MACHILIPATNAM

**MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE EXAMINATION**  
(With effect from 2012-2013)

### MBA COURSE STRUCTURE

#### I SEMESTER

Paper Code	Paper Title	No of Sessions /week	Core / Elective	External Marks	Internal Marks	No. of Credits
MBA101	Perspectives of Management	4	Core	70	30	3
MBA 102	Managerial Economics	3	Core	70	30	2
MBA 103	Research Methods for Decision Making	5	Core	70	30	4
MBA 104	Business Environment	4	Core	70	30	3
MBA 105	Managerial Communication	4	Core	70	30	3
MBA 106	Accounting for Managers	4	Core	70	30	3
MBA107	Computer Applications in Management	4	Core	70	30	3
MBA 108	Business Laws	4	Core	70	30	3
<b>Total for First Semester</b>		<b>32</b>				<b>24</b>

#### II SEMESTER

Paper Code	Paper Title	No of Sessions /week	Core / Elective	External Marks	Internal Marks	No. of Credits
MBA201	Marketing Management	4	Core	70	30	3
MBA 202	Human Resources Management	4	Core	70	30	3
MBA 203	Financial Management	4	Core	70	30	3
MBA 204	Operations Management	4	Core	70	30	3
MBA 205	Operations Research	4	Core	70	30	4
MBA 206	Organizational Behavior	4	Core	70	30	4
MBA 207	Corporate Governance	4	Core	70	30	3
MBA208	Entrepreneurship and Small Business Management	4	Core	70	30	3
<b>Total for Second Semester</b>		<b>32</b>				<b>26</b>

At the end of 2<sup>nd</sup> semester, every student must undergo Industrial training for Six weeks and must prepare a project report.

**III SEMESTER**  
**Core Subjects:**

Paper Code	Paper Title	No of Sessions/ week	Core / Elective	External Marks	Internal Marks	No. of Credits
MBA301	Strategic Management	4	Core	70	30	3
MBA 302	Innovation Management	4	Core	70	30	3

**Specializations in Marketing:**

MBA303M	Consumer Behavior & Marketing research	4	Elective	70	30	4
MBA 304M	Product and Brand Management	4	Elective	70	30	4
MBA 305M	Services Marketing	4	Elective	70	30	4

**Specializations in Finance:**

MBA 303F	Financial Markets & Services	4	Elective	70	30	4
MBA 304F	Working Capital Management	4	Elective	70	30	4
MBA 305F	Security Analysis and Portfolio Management	4	Elective	70	30	4

**Specializations in Human Resource Management:**

MBA 303H	Human Resource Planning	4	Elective	70	30	4
MBA 304H	Performance and Reward Management	4	Elective	70	30	4
MBA 305H	Industrial Relations & Employment Laws	4	Elective	70	30	4
<b>Total for third Semester</b>		<b>32</b>				<b>30</b>

**IV SEMESTER**

**Core Subjects:**

Paper Code	Paper Title	No of Sessions/ week	Core / Elective	External Marks	Internal Marks	No. of Credits
MBA401	Knowledge & Technology Management	4	Core	70	30	3
MBA 402	International Business	4	Core	70	30	3

**Specializations in Marketing:**

MBA403M	Advertising Management	4	Elective	70	30	4
MBA 404M	Sales and Distribution Management	4	Elective	70	30	4
MBA 405M	Retail Management	4	Elective	70	30	4

**Specializations in Finance:**

MBA403F	Banking and Insurance Management	4	Elective	70	30	4
MBA404F	Financial Derivatives	4	Elective	70	30	4
MBA 405F	International Financial Management	4	Elective	70	30	4

**Specializations in Human Resource Management:**

MBA 403H	Human Resource Development Leadership	4	Elective	70	30	4
MBA 404H	Leadership	4	Elective	70	30	4
MBA 405H	Strategic and Global Human Resource Management	4	Elective	70	30	4

**Project and Viva-Voce:**

MBA 409	Project Report		Core	100	0	6
MBA 410	Comprehensive Viva- Voce		Core	100	0	6
<b>Total for Fourth Semester</b>		<b>32</b>				<b>42</b>

**TOTAL NUMBER OF CREDITS AT THE END OF COURSE**

S. No	SEMESTER	CREDITS
1	I SEMESTER	24
2	II SEMESTER	26
3	III SEMESTER	30
4	IV SEMESTER	42
<b>TOTAL</b>		<b>122</b>

**PROCEDURE TO EVALUATE INTERNAL ASSESSMENT  
GENERAL THEORY PAPERS**

Tests	20Marks
Assignment /Seminar / Group Discussion	5 Marks
Attendance	5 Marks
<b>Total</b>	<b>30 Marks</b>

The internal assessment component of 30 marks shall be assessed with four internal assessment examinations (Out of which is one is an online exam) for twenty marks (4X5=20) the other ten marks be allocated for seminars/assignments (5 marks) and attendance (5 marks).

### Passing Standards for M.B.A

S. No	Name of the Course	Total Marks		Paper Minimum required for pass when secured aggregate 50%		Paper Minimum required for pass when not secured aggregate 50%	
		External	Internal	External	Total (External + Internal)	External	Total (External + Internal)
1	Theory(T)	70%	30%	40%	40%	40%	50%
2	Project work(PW)	100%	0%	50%	50%	NA	NA
3	Viva-voce(V)	100%	0%	50%	50%	NA	NA

### Graduation System for MBA

#### Performance in a paper

(Conversion of marks to grade points and letter grade)

S. No.	Range of Marks	Grade Points	Letter Grade
1	>85%	10.0	O
2	75%-85%	9.0	A
3	67%-74%	8.0	B
4	58%-66%	7.0	C
5	50%-57%	6.0	D
6	40%-49%	5.0	E
7	<40%	0.0	F

#### Calculation of SGPA and CGPA

The Semester Grade Point Average (SGPA) =  $\frac{\sum(C \times GP)}{\sum C}$

The Cumulative Grade Point Average (CGPA) =  $\frac{\sum(C \times GP)}{\sum C}$

Where, C = Credits of the Subject      GP = Grade Points of the Subject

SGPA is calculated considering only the subjects of that semester.

CGPA is calculated considering all the subjects.

#### Overall Performance

(Conversion of CGPA to grade and classification of final result)

S. No.	Range of CGPA	Grade	Classification of final result
1	8.00 to 10.00	O	First Class with Distinction
2	6.50 to < 8.00	A	First Class
3	5.50 to < 6.50	B	Second Class
5	< 5.50	D	Re-appear

# **DETAILED SYLLABUS**



**MBA SYLLABUS**  
**MBA 101: PERSPECTIVES OF MANAGEMENT**

**UNIT 1:**

Management: Concept, Definition, Nature, Significance, Process, Levels, and Skills – Functions – Principles – Management as an Art, Science and Profession – Management and Environment – Social and Ethical Responsibilities – Indian, American and Japanese Management Practices: Similarities and Differences – Recent Trends in Management Practices in the wake of Globalization.

**UNIT 2:**

Planning: Nature, and Purpose – Process of Planning – Types of Plans – Premising, and Types of Premises – Forecasting: Significance, Process and Environmental Forecasting – Decision making : Concept – Types of Decisions – Steps in Decision Making Process – Rationality in Decision – Management By Objectives: Concept, Process, and Preconditions Success and failure of MBO in different Organizations (Overview)

**UNIT 3:**

Organizing: Nature, Purpose, Process – Formal and Informal Organizations – Distinctions – Organizational Structures: Significance, Principles of Organization – Departmentation – Span of Control: Concept, V.A. Graicunas Theory – Factors determining Span of Control – Delegation: Concept, Process, Advantages and Principles of effective Delegation – Decentralization: Concept, When to Decentralize and How to Decentralize – Line and Staff: Concept, Reasons for Conflicts between Line and Staff and Measures to overcome – Committees: Nature of Committees, Reason for using Committees, Disadvantages, and Conditions for successful operations of Committees – Staffing: Nature and Importance of Staffing – Factors in Selecting Lower, Middle and Upper Level Managers – Skills and Personal Characteristics Needed by Managers.

**UNIT 4:**

Direction: Elements of Directing – Communication: Importance, Process, Media, and Barriers to Communication – Effective communication – Motivation and importance in management – Theories of Maslow, Herzberg, Theory X and Theory Y, McClelland, Alderfer, Vroom, Porter and Lawler – Techniques of Motivation – Leadership: Concept, Definition – Trait Approach to Leadership, Leadership Styles, Likert's Four Systems of Management, Managerial Grid.

**UNIT 5:**

Controlling: Concept, Meaning, Definition, Nature and Objectives of Controlling – Basic Controlling Process and Subsystems – Prerequisites of Controlling – Control Techniques: Financial Controls, Marketing Controls, Human Resource Controls, and Computers and

Information Controls – Modern Control Techniques(Over view): PERT, CPM, JIT, TQM, and Decision Tree Analysis (theory only) – Main Barriers to Successful Controlling in Indian Organizations.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Heinz Wehrich, Harold Kontz, *Management: A Global Perspective*, 10/e TMH
2. Stoner, Freeman and Gilbert, Jr. *Management*, Pearson Education, New Delhi.
3. Luthans.F. *Organizational Behaviour*, TMH.
4. Robbins, *Management*, 7/e, Pearson Education.
5. Singh, Dilip, *Emotional Intelligence at work*, Response Books, Sage Publications.
6. Staw, B.W. *Psychological Dimensions of Organizational Behaviour*.
7. Jayanthi Mukherjee, *Management & Organisational Behaviour*, Excel Books.
8. Ricky W.Griffin, *Management*, Wiley India.
9. John F.Wilson, *The Making of Modern Management*, Oxford University Press.
10. Bajaj, *Management Processing and Organisation*, Excel Books.

**MBA 102: MANAGERIAL ECONOMICS**

**UNIT I:**

Managerial Economics: Definition, Nature, Scope – Functions and Responsibilities of a Managerial Economist – Theory of Demand – Elasticity of Demand – Types of Elasticity of Demand and their Managerial Uses – Demand Forecasting – Methods of forecasting for Existing and New Product – Criteria for Good Forecasting Method.

**UNIT 2:**

The Firm in Theory and Practice: Economic Theory of Firm – The Behavioral Theory of the Firm – Managerial Theories of the Firm – Profit: Concepts and Analysis – Measurement of Profit – Profit Maximization vs. Wealth Maximization – Cost Concepts – Cost-Price Relationship – Short Run and Long Run – Cost Function.

**UNIT 3:**

Market Structures – Concept of Price – Pricing – Pricing and Output Determination under Perfect Competition, Monopolistic competition, Monopoly – Pure and discriminating, Duopoly and Oligopoly – Methods of Pricing – Cost Driven Pricing Methods – Differential Pricing.

#### **UNIT 4:**

Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI – Types of Inflation: Demand Pull and Cost Push inflation, Philips curve, Stagflation – Measurement of Inflation – Money Supply – Monetary Policy – Fiscal Policy.

#### **UNIT 5:**

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Components Consumption and Investment – Keynesian Theory (overview).

**Case Study (Not Exceeding 300 words) Or Problem from either unit-2 or unit-3**

#### **REFERENCE BOOKS:**

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics*, Theory & Applications, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S.Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.

### **MBA 103: RESEARCH METHODS FOR DECISION MAKING**

#### **UNIT 1:**

Quantitative Techniques in Decision Making: Concept, Definition, Role of Quantitative Techniques in Decision Making – Classification of Quantitative Techniques: Statistical Techniques and Programming Techniques – Basic Mathematics for Decision Making – Functions: Linear, Quadratic, Logarithmic and Exponential Functions – Matrices: Basic Concepts, Solving System of Equations with Cramer’s Rule and Inversion Method – Probability: Basic Concepts–Bayer’s Theorem–Probability Distributions: Binomial, Poisson and Normal Distribution (Theory and Problem).

#### **UNIT 2:**

Business Research Versus Decision Making: Concept, Definition, Need, and Scope – Managerial Value of Business Research – Management Problem Vs. Research Problem – Types of Business Research – Business Research Process – Types

Research Design: Exploratory, Descriptive, Experimental – Data Collection: Primary and Secondary Data – Sources – Advantages and Disadvantages – Data Collection Methods: Observation, Survey, and Interview Methods – Data Analysis and Presentation – Graphic and Diagrammatic Representation of Data.

**UNIT 3:**

Measurement and Scaling Techniques – Different scales – Attitude Measurement – Criteria for Good Measurement – Sampling Design: Meaning, Steps in Sampling Process, Types of Sampling Techniques: Probability and Non-Probability Sampling – Sampling Errors – Hypothesis Formulation and Testing Procedure – Errors in Hypothesis Testing.

**UNIT 4:**

Statistics and Managerial Decision-making – Descriptive Statistics in Managerial Decision-making: Measures of Central Tendency: Mean, Median and Mode and their Implications; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and their Implications – Inferential Statistics in Managerial Decision-making: Correlation, Regression, t-test, and ANOVA and their Implications – Business Forecasting – Time Series Analysis and its Implications (Theory and Problem).

**UNIT 5:**

Research Report Writing and Presentation: Concept, Purpose, Guidelines for Research Report Writing – Steps in Report Writing – Layout of Report – Types of Research Reports – Presentation of Research Report – Best Methods of Presentation – Norms for Using Tables, Charts, and Diagrams.

**Case Study / Problem from unit-1 or Unit-4**

**REFERENCE BOOKS:**

1. Levine, Stephan, Krehbiel & Berenson, *Statistics for Managers-using Microsoft Excell*. Prentice-Hall of India Private Ltd.
2. Richard I. Levin., David S. Rubin, *Statistics for Management*, Prentice-Hall of India Private Ltd.
3. Zikmund & Babin, *Market Research*, South - Western Cengage Learning.
4. U.K. Srivastava, G.V. Shenoy & S.C. Sharma, *Quantitative Techniques for Managerial Decisions*, New Age International (P) Ltd.
5. Kothari, C. R, *Research Methodology – Methods and Techniques*, New Age International Publishers.
6. Boyd, Westfall and Stouch, *Marketing Research: Text and cases*, All India Travel Book Sellers.
7. R.Pannersalvem, *Research Methodology*, Prentice-hall of India Pvt Ltd.
8. R.S. Dwivedi, *Research Methodology in Behavioral Science*, Macmillan India Ltd.

## **MBA 104: BUSINESS ENVIRONMENT**

### **UNIT 1:**

Indian Business Environment – Dynamic Factors of Environment: Economic, Socio-Cultural, Political/ Legal, and Technological Environment – Changing Role of Government.

### **UNIT 2:**

Overview of Indian Economy: Structural Dimensions of Indian Economy – Trends and Structure of Indian Economy– Public Sector in India – Private Sector in India – Small sector in India – Sickness in Indian Industry – Legal Framework: Special features of The SICA (Special Provisions) 1985, and BIFR.

### **UNIT 3:**

Planning and Policies: Planning Goals and Strategies – Evolution of Industrial Policy – Regulatory and Promotional Framework – Current State of Growth and Investment – Policy on Foreign Direct Investment in Indian industry – Interface between Government and Public Sector – India’s Competitiveness in the World Economy.

### **UNIT 4:**

External Sector: Globalization Trends and Challenges –Balance of Payments Trends – India’s Trade Policy: Magnitude and Direction of Indian International Trade, Bilateral and Multilateral Trade Agreements, New EXIM Policy, Role of EXIM Bank– Exchange Rate Movements and their Impact– India’s External Debt – External Influences on India’s Business Environment.

### **UNIT 5:**

New Economic Policy Environment in India: Liberalization, Globalization, and Privatization – Industrial Policy of 1991and Recent Developments– Financial Sector Reforms – Indian Banking Sector – Fiscal Sector Reforms – Economic Reforms and Social Justice – Special Economic Zones (SEZs) – Environmental and sustainability Issues in Development.

### **Case Study (Not Exceeding 300 words)**

### **REFERENCE BOOKS:**

1. Agarwala A.N., *Emergent Dimensions in India Environment*, Asia Publishing House.
2. Wadhva, Charan D, *Some Problems of India’s Economic Policy*, Tata McGraw Hill.
3. K.V. Sivayya & V.B.M. Das, *Indian Industrial Economy*, S.Chand & Company.
4. Dutt and Sundaram, *Indian Economy*, S.Chand.
5. K.Aswathappa, *Essentials of Business Environment*, Himalya Publishing House.

6. Justin Paul, *Business Environment*, Tata McGraw Hill.
7. Misra and Puri, *Indian Economy*, Himalya Publishing House.
8. Francis Cherunilam, *Business Environment – Text and Cases*, Himalya Publishing
9. Recent Economic Survey Reports – Government of India.

## **MBA 105: MANGERIAL COMMUNICATION**

### **UNIT 1:**

Communication and Management – The Paradox of Human Communication – Role of Communication in Management – Characteristics of Good Communication – Basic Elements of communication – Process – Functions – Types – Presentation Skills – Achieving Effectiveness in Human Communication.

### **UNIT 2:**

Interpersonal and Intrapersonal Communication – Models for Understanding Interpersonal Relationships- Models: Exchange Theory, Johari Window, and Transactional Analysis – Intrapersonal Foundations for Communication: Motivation, Perception, and Emotions.

### **UNIT 3:**

Communication Barriers – Power Differences – Language - Defensiveness – Gateways – Interpersonal Trust – Listening – Feedback – Nonverbal Communication – Nondirective Counseling - Interpersonal Influence – Interpersonal Influence – The Influence Process – Communication Distortion – Resistance to Change – Organizational Limitations to Interpersonal Influence.

### **UNIT 4:**

The Process of Preparing Effective Business Correspondence – The Seven Cs of Effective Written Communication-Applying the Three Step Writing Process –The Organization and Composition of Business Messages – Good News and Neutral Messages – Bad News Messages - Planning and Writing Business Reports and Proposals – Types of Reports – Informational and Analytical Reports – Proposals-Structuring Business Proposals – Documentation of Report Sources.

### **UNIT 5:**

New Age Communication – Communication through Social Media – e-mail, Facebook, LinkedIn, Google Plus, YouTube, Blogs, Messengers/Communicators – Podcasts, Videocasts, and Webcasts – Mobile Communication – Challenges of New Age Communication.

### **Case Study (Not Exceeding 300 words)**

### **REFERENCE BOOKS:**

1. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication*

- Today. Ninth Edition. New Delhi: Pearson.
2. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, *Organizational Communication – The Keystone to Managerial Effectiveness*, New York: McGraw-Hill.
  3. Lesikar & Flatley., *Basic Business Communication – Skills for Empowering the Internet Generation*. 9th Edition, McGraw-Hill.
  4. Monippally, M M., *Business Communication Strategies*, Mc Graw-Hill.
  5. K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, *Business Communication*, MacMillan India Ltd., 2007.
  6. Shirley Taylor, *Communication for Business*, Pearson Education.
  7. Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, *Effective Business Communication*, The McGraw-Hill Company, New Delhi.

## **MBA106: ACCOUNTING FOR MANAGERS**

### **UNIT 1:**

Introduction to Financial, Cost and Management Accounting – Basic Accounting Concepts and Conventions – Accounting Records and Systems – Journal – Ledger – Trial Balance – Construction of Profit & Loss Account and Balance Sheet – Introduction to Inflation and Human Resource Accounting.

### **UNIT 2:**

Understanding Financial Statement: Construction and Analysis of Profit and Loss Account – Construction and Analysis of Balance Sheet – Construction and Analysis of Funds Flow Statement, and Cash Flow Statement.

### **UNIT 3:**

Accounting for Capital Issues: Accounting for Issue, Allotment and Forfeiture of Shares, Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring and Distributing Dividends.

### **UNIT 4:**

Financial Reporting and Auditing: Legal requirements relating to Accounting Disclosure: Indian Companies Act, 1956, Books of Accounts – Annual Accounts and Balance Sheet, Form and Contents of the Balance Sheet and Profit and Loss Account, Board's Report, Legal Requirements relating to Auditing (Brief): Auditor's Penalty for Non-compliance, Inflation Accounting and Methods of Accounting for Inflation.

### **UNIT 5:**

Cost Management: Understanding and Classifying Costs – Cost Management Plan – Cost Management Process – Cost Management Techniques – Absorption and Marginal Costing – Cost-Volume-Profit Analysis – Standard Costing System and Variance Analysis.

**(Case Study/ Problem from either Unit-2, 3 or unit-5 only)**

### **REFERENCE BOOKS:**

1. Anthony, Robert N and James Reece, *Accounting Principles*, All India Traveler Book Seller, ND.
2. Horngren, Charles T., *Introduction to Management Accounting*, PHI, NJ.

3. Maheswari SNN, *Management Accounting and Financial Control*, Mahavir Book Depot.
4. Noore Carl L and Robert K. Joedicke, *Managerial Accounting*, South Western Pub. Co.
5. Rober S. Kaplan and Anthony A. Atkinson, *Advanced Management Accounting (PHI)*, New Delhi.
6. Jack L. Smith, Robert M. Keith and William L. Stephens, *Managerial Accounting*, McGraw Hill.
7. Bhatatosh Banarjee, *Financial Policy and Management Accounting*, The World Press.
8. I.M.Pandey, *Management Accounting*, Vikas Publishing House.
9. Marriot, *Introduction of Accounting*, Sage Response Books.

### **MBA107: COMPUTER APPLICATIONS IN MANAGEMENT**

#### **UNIT 1:**

Introduction to Computers: History of Computers – Types of Computer Systems –Hardware Options – CPU, Input Devices – Output devices – Storage Devices – Communication Devices – Computer Memory ROM and RAM Operating Systems – Software Programming languages.

#### **UNIT 2:**

Current Issues in Information Technology: Local Area Network (LAN), and Wide Area Network (WAN) – Internet Technologies – World Wide Web – Internet Browsing – E-mail.

#### **UNIT 3:**

MS Office: Windows & Word Processing, Desktop Windows Explorer, Print Manager, Control Panel, My Computer, Settings – MS Word – Word Basic Commands – Formatting-Text and Documents–Sorting and Tables – Working with Graphics – Mail Merge.

#### **UNIT 4:**

Working with Excel & Power Point: Spread Sheets – Formatting, Chart Features – Working with Graphics – Worksheets as Data base in Accounting, Marketing, Finance, and Personnel Areas –Presentation with Power point: Power Point Basics– Principles of PPT Presentation – Creating Presentations – Working with Graphics- Slide Show – Show Time – Sound Effects and Animation Effects.

#### **UNIT 5:**

Accounting Package: Introduction to Tally– Features of Tally – Getting Functional with Tally – Creation of Company in Tally package- Company Features – Configuration – Processing Transaction in Tally – Ledgers – Generation of Financial Reports.

#### **REFERENCE BOOKS:**

1. Alexis Jeon, *Introduction to Computers with Ms Office 2000*, Tata-McGraw-Hill.
2. Namrata Agrawal, *Financial Accounting Using Tally 6.3*, Dreamtech Press.
3. Peter Norton, *Introduction to Computers: Essential Concepts*, McGraw-Hill.
4. Dr. Sushila Madan, *Introduction to Computers and Information System*.
5. Guy Hart-Davis, *Beginning Microsoft Office*, A press publishers.



6. Srivatsava, *Introduction to Computers*, Macmillan India Ltd., Chennai.
7. Raja Raman, *Fundamentals of Computers*, Prentice Hall of India.
8. Summer M, *Computers - Concepts and Uses*, Printice Hall Inc.
9. Jawadekar, W.S., *Management Information System*, 2<sup>nd</sup> Edition, TMH.

## **MBA 108 – BUSINESS LAWS**

### **UNIT 1:**

The Indian Contract Act – 1872: Nature of a Contract; Essential Elements of a Valid Contract void & Unlawful Contracts, Performance of a Contract, Breach of Contract and its Remedies, and Quasi Contracts.

Special Contracts: Contingent Contracts, Indemnity and Guarantee, Contract of Agency, Bailment, and pledge.

### **UNIT 2:**

Sale of Goods Act 1930: General Principles, Conditions and Warranties, Performance of Contract of Sale, Rights of an Unpaid Seller – Negotiable Instruments Act 1881: Negotiation and Assignment, Holder, Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument.

### **UNIT 3:**

The Companies Act 1956: Nature and Types of Companies – Steps and Procedure for incorporation of the Company – Memorandum of Association – Articles of Association and Prospectus – Shares and Share Capital – Director: Define Director, Different Types of Directors, Rights, Duties, and Liabilities.

### **UNIT 4:**

Company Management: Company, Meetings, and Resolutions – Prevention of Oppression and Mismanagement of Company – Winding up of a Company.

### **UNIT 5:**

Consumer and Environmental protection – Consumer Protection Act – Environmental Laws: National and International – Environmental Impact Assessment and Evaluation – Cyber Crimes and Laws – IT Act, 2005 – Intellectual Property Rights: Patents and Trademarks

### **REFERENCE BOOKS:**

1. Tuleja S.K., *Business Law for Managers*, Sultan Chand & Sons.
2. Akhileshwar Pathak, *Legal Aspects of Business*, Tata McGraw-Hill.
3. Kapoor, N.D., *Mercantile Law*, Sultan Chand & Sons.
4. Maheshwari, S.N. and Maheshwari, *Business Regulatory Framework*, Himalaya Publishing House.
5. Bulchandani, K.R., *Business Law for Management*, Himalaya Publishing House.
6. Gulshan, S.S., *Mercantile Law*, Excel Books.
7. Bansal, C.L., *Business and Corporate Laws*, Excel Books.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MBA 101- PERSPECTIVES OF MANAGEMENT**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer Any Five of the Following Questions*

**1. Write short notes on:**

- |                                |                              |                     |
|--------------------------------|------------------------------|---------------------|
| a). Functions of Management    | b). Management by Objectives | c). Span of control |
| d). Herzberg motivation theory | e). Management control       | f). Line and Staff  |
| g). Delegation                 | h). Authority                |                     |

**SECTION B - (5X8 = 40 Marks)**

*Answer All Questions*

**UNIT-1**

2 a). Discuss briefly the social and ethical responsibilities of management.

Or

b). Explain the concept of management and discuss its importance and process.

**UNIT-2**

3 a). Briefly explain different types of plans used in business organizations.

Or

b). What is decision making? Explain briefly the steps in decision making process.

### UNIT-3

4 a). Distinguish briefly between formal and informal organizations.

Or

b). What are the advantages and principles of effective delegation? Explain briefly.

### UNIT-4

5 a). Explain the process of communication and discuss the ways of making communication more effective.

Or

b). Explain briefly Likert's four systems of management.

### UNIT-5

6 a). Compare and contrast American and Japanese managerial practices.

OR

b). What are the prerequisites of control? Outline the techniques of control.

### SECTION C – Case Study (Not Exceeding 300 Words)

*(Compulsory)*

**1X15 = 15 Marks**

You are a senior clerk in a large branch of a prestigious bank in a metropolitan city. Your manager has decided that customer service should be improved and has formed a committee of junior staff to discuss and present suggestions to the management in a month's time. You are appointed as a member of this committee but not the chairperson. A young lady, a grade junior to you is made the chairperson. She was very reluctant to accept the responsibility because as she said, she had never been to any meeting nor chaired any. However, she was offered no choice in the matter. The manager simply appointed her at the chairperson.

In fact she could be a good choice. She is an experienced cashier known to the public as efficient and pleasant, and she has often expressed strong view about the importance of good service. She thinks herself as intelligent and logical and sometimes puts people down quite firmly if she finds flaws in their arguments. You were not able to attend the first meeting of the

committee, but from what you heard it was not at all successful. In conversation with those present you have gained the impression that progress was slow and difficult.

The chairperson tended to be aggressive. Very few ideas emerged and it was not too clear to those present what they were there to achieve. You have also spoken to the chairperson. She thinks that nobody was forthcoming or enthusiastic enough. They all kept going off the subject and asking silly questions. Such ideas as there were turned out to be trivial or irrelevant in her opinion, apart from the ones she had to suggest herself. She contended that she was worried about the next meeting, about the likely success of the committee in general and indeed about her overall relationship with the staff who were committee members. The next meeting is to take place in a week's time.

**Questions:**

1. Identify the problems in this case.
2. What can you do to ensure that the committee performs more effectively? When it next meets?

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MBA 102- MANAGERIAL ECONOMICS**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 marks)**

*Answer Any Five of the Following Questions*

1. Write short notes on:
- |                              |                       |                           |
|------------------------------|-----------------------|---------------------------|
| a). Theory of Demand         | b) Demand forecasting | c). Measurement of Profit |
| d). Monopolistic competition | e). Monetary policy   | f). Investment function   |
| g). Trade Cycles             | h). Inflation.        |                           |

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions*

**UNIT-1**

- 2 a). Define Managerial Economics. Explain briefly the basic techniques of it and discuss why managerial economics is considered to be an interdisciplinary science.

Or

- b). What is demand forecasting? Explain modern methods of demand forecasting.

**UNIT-2**

- 3 a). What are the major propositions of behavioral theories of the firm? How do they differ from propositions of economic theories of firm?

Or

- b). Briefly explain cost concepts in business organizations. Explain cost-price relationship in service sector.

### UNIT-3

4 a). What are the characteristics of monopoly? Explain how price and output is determined under monopoly.

Or

b). Explain briefly the different pricing strategies and tactics adopted by firms.

### UNIT-4

5 a). What is inflation? Briefly explain the implications of various types of inflation observed in emerging economies.

Or

b). What is monetary policy? How monetary policy does is more significant than fiscal policy in emerging markets.

### UNIT-5

6a) .Briefly explain various types of trade cycles and their consequences in emerging economies.

Or

b). Explain the concept of economics of risk and uncertainty in developing economy like India. What are specific measures to control risk and uncertainty?

### SECTION C – Case Study (Not Exceeding 300 Words)

*(Compulsory)*

**1X15 = 15 Marks**

Allied Surgical Ltd. Manufacturers instruments. The normal production of an instrument is 2600 units per month at a total cost of Rs.32,000. At full capacity it can manufacture 3,400 units per month at a total cost of Rs.38,000. A dealer abroad offers to purchase 500 instruments over a month at a price of Rs.10 per instrument under a different brand name. Do you advise the company to accept the offer?

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**

**MBA 103- RESEARCH METHODS FOR DECISION MAKING**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer Any Five of the Following Questions*

1. Write short notes on:

- |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|
| a). Bayes theorem        | b). Poisson Distribution | c). Research Problem     |
| d). Attitude Measurement | e) Hypothesis Testing    | f). Time Serais Analysis |
| g). Layout of report     | h). Decision Making      |                          |

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions.*

**UNIT-1**

2 a). A firm has following total cost demand function  $c=(x^3/3)-7x^2+111x+50$ ,

$$x=100-p.$$

- i) Write out the total revenue function R in terms of x.
- ii) Find profit maximizing level of output.
- iii) What is maximum profit?

OR

b). Using Cramer's rule solve the system of equations

$$5x - y + 4z = 5; 2x + 3y + 5z = 2; 5x - 2y + 6z = -1$$

## UNIT-2

3 a). Explain the concept of business research. What are various types of business research? Explain them briefly.

**Or**

b). Briefly explain various techniques of data collection in business research

## UNIT-3

4 a). What are various types of scales used in business research? Explain the rationale for using those techniques.

**Or**

b). Why should we formulate hypotheses? Briefly explain the procedure for hypothesis testing.

## UNIT-4

5 a). What is Standard Deviation (S.D)? Explain the properties and applications of S.D

**Or**

b). Explain the concept of regression. Distinguish between correlation and regression. Fit a straight trend by the method of least squares to the following data and also forecast for the earnings for the year 2010:

Year	1999	2000	2001	2002	2003	2004	2005
Earnings (Rs. Lacs)	15	14	18	20	17	24	27

## UNIT-5

6a). Briefly explain the concept of research report writing. What are various types of research reports used in business research?

**Or**

b). Explain the best methods of presentation of data in business research



**SECTION C – Case Study (Not Exceeding 300 Words/ Problem from Unit-4)**

*(Compulsory)*

**1X15 = 15 Marks**

The following data shows the cost in hundred rupees per square meter of the floor area concerning randomly selected 7 schools and 5 office blocks from those completed during the period 1997 to 2002.

Schools	28	31	26	27	23	38	37	35	29
Office Blocks	37	42	34	37	35	26	30	-	-

Do the data support the hypothesis that the cost per square meter for the office blocks was greater than that for the schools?.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MBA 104- BUSINESS ENVIRONMENT**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X4 = 20 Marks)**

*Answer Any Five of the Following Questions*

1. Write short notes on:

- |                    |          |         |
|--------------------|----------|---------|
| a).PEST            | b). SICA | c).PSEs |
| d).New EXIM policy | e).SEZs  | f).BOP  |
| g).BIFR            | h).FDI   |         |

**SECTION B (5X10 = 50 Marks)**

*Answer all questions.*

**UNIT-1**

2 a). Discuss the influence of economic environmental factors on the activities of business enterprise.

Or

b). How legal environment affects the business? Explain the importance of legal environment.

**UNIT-2**

3 a). Briefly explain the contemporary relevance of mixed economy in the context of globalization.

Or

b). Explain the causes of sickness in Indian industry. Prepare a legal framework for reviving sick industries in India.

### **UNIT-3**

4 a). What is planning? Explain pre-requisites for effective planning.

Or

b). Explain the India's competitiveness in the world economy.

### **UNIT-4**

5 a). Critically evaluate India's trade policy post liberalization.

Or

b). What are various bilateral and multilateral policies adopted by Indian government during the last five years.

### **UNIT-5**

6a). What is fiscal deficit? How India's current fiscal reforms can contain its fiscal deficit.

b). Explain the advantages of special economic zones in coastal areas.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MBA 105 - MANAGERIAL COMMUNICATION**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer Any Five of the Following Questions*

1. Write short notes on:

- |                                  |                                |
|----------------------------------|--------------------------------|
| a). Process of communication     | b). Functions of communication |
| c). Intra personal communication | d). Jowhari window             |
| e). Listening skills             | f). Types of reports           |
| g). Blogs                        | h). Webcasts                   |

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions*

**UNIT-1**

2 a). Briefly explain the role of communication in business. Write the process of verbal communication.

**Or**

b). Briefly explain techniques of presentation skills. How do you achieve effectiveness in human communication.

**UNIT-2**

3 a). What is transaction analysis? How does it improve the effectiveness of intra and inter personal communication.

**Or**

b). Briefly explain various inter personal foundations of communication.

### **UNIT-3**

4 a). What is non directive counseling? Explain its importance in developing business communication skills.

Or

b). What is interpersonal influence? Explain the process of interpersonal influence.

### **UNIT-4**

5 a). Briefly explain the importance of 7Cs of effective written communication.

Or

b). Discuss the meaning and significance of report writing.

### **UNIT-5**

6a). What is new age communication? Briefly explain the types of new age communications used in business organizations.

Or

b). What are various challenges of new age communications in developing countries.

### **SECTION C – Case Study (Not Exceeding 300 Words)**

**(Compulsory)**

**(1X15=15 Marks)**

“Could you come to my office for a minute Balbir”? asked Tharanath, the General Manager. “Sure, I will be right there” said Balbir Singh. Balbir Singh was the Plant’s Quality Control Director. He had been with the company for four years. After completing his degree in mechanical engineering in Punjab University, he had worked as a production supervisor and then as a maintenance manager, before being promoted to his present job. Balbir thought he knew what the call was about.

“Your resignation letter catches me by surprise” said Tharanath to start the conversation. I know that Vishwas products will be getting a good man, but we sure need you here too”. “I thought about it a

lot” said Balbir “but there just doesn’t seem to be a future for me here”. “Why do you say that”? asked Tharanath. “Well” replied Balbir, the next position above mine is yours. With you only forty. I don’t think it is likely that you will be leaving soon”.

“The fact that is I am leaving soon” said Tharanath. “That is why it is even more a shock to me to know that you are resigning. I think I will be moving to the corporate office in June of next year. Besides, the company has several plants that are larger than this one. We need good people in those plants from time to time, both in quality control and in general management”. “Well, I heard about an opening in the Kolkata plant last year” said Balbir, “but by the time I checked, the job had already filled. We never know about job opportunities in the other plants until we read about them in the company news letter”. “All this is beside the point now. What would it take to get you to change your mind”? asked Tharanath. “I don’t think I change my mind now” replied Balbir “I have already signed a contract with Vishwas Products”.

**Questions:**

- (a) Evaluate the communication at this company.
- (b) What actions might have prevented Balbir’s resignation?

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MBA106 - ACCOUNTING FOR MANAGERS**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer any Five of the Following Questions*

1. Write short notes on:
- a). Trial balance      b). Human Resource Accounting      c). Funds flow statement
  - d). Debentures      e). Indian companies Act, 1956      f). Marginal Costing
  - g). C-V-P Analysis      h). Dividends

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions.*

**UNIT-1**

- 2 a). Elucidate the importance of accounting information for managerial decision making.

**Or**

- b). The following is a summary of Suresh's transactions:

March 1 Suresh began business with cash Rs.50,000

2 Took loan from Manish Rs.20,000

3 Bought for cash a computer Rs.58,000

4 Bought computer supplies on credit, Rs.6,000

19 Received payment for software sales, Rs.12,000

21 Paid creditors for supplies Rs.2,000

29 Paid salaries to employees, Rs.4,000 and office rent Rs.1,200.

30 Sold software on credit, Rs.8,000

31 Withdraw cash for personal use, Rs.3,500.

You are required to post the entries into ledger accounts and prepare a Trial Balance.

### UNIT-2

3 a). Why a trading and profit and loss account and a balance sheet is prepared? Show the proforma of Trading and Profit & Loss account and a Balance Sheet.

Or

b). From the following Balance sheet of XYZ Co. Ltd., prepare a schedule of changes in working capital and funds flow statement.

Liabilities	2008 Rs.	2009 Rs.	Asset	2008 Rs.	2009 Rs.
Equity share capital	1,50,00	2,00,00	Good will	35,000	20,000
15% Debentures	75,000	50,000	Buildings	80,000	60,000
General reserve	20,000	35,000	Plant	40,000	1,00,000
Profit & loss a/c	15,000	24,000	Debtors	1,19,000	1,54,500
Creditors	37,500	49,500	Stock	10,000	15,000
			cash	12,500	9,000
	2,97,500	3,58,500		2,97,500	3,58,500

Additional information:

1. Depreciation charged on plant: Rs.10,000
2. Depreciation charged on Buildings : Rs.20,000

### UNIT-3

4 a). Explain the Accounting treatment regarding the re-issue of forfeited shares.

Or

b). Ultra Ltd., issued 2000 2% debentures of Rs.2,000 each at a premium of Rs.100 payable as shown below:

On Application	Rs.300
On Allotment	Rs.400 (including premium)
On First & Final call	Rs.400



The company incurred an amount of 2000 on the issue of debentures. The debentures were fully subscribed and the moneys were duly received. Pass journal entries.

#### UNIT-4

5 a). What are the legal requirements relating to the Accounting Disclosures?

Or

b). What is inflation Accounting? State the advantages of Inflation Accounting.

#### UNIT-5

6 a). Distinguish between Absorption Costing and Marginal Costing.

b. From the following data, calculate:

- i) PV ratio
  - ii) Break-even point
  - iii) Sales to earn a profit of Rs.1,20,000
- Selling price per unit Rs.40  
Variable selling cost per unit Rs.3  
Variable manufacturing cost per unit Rs.22  
Fixed factory overhead Rs.1,60,000  
Fixed selling cost Rs.20,000

#### SECTION C – Case Study/Problem

*(Compulsory)*

**(1X15=15 Marks)**

The following are the balances extracted from the books of Mohan Lal on 31-12-2010. Prepare Trading and Profit & Loss Accounts and Balance sheet on this date after taking into account the given additional information:

Mohan Lal's Capital 30,000	Sales 1,50,000
Mohan Lal's Drawings 5,000	Sales Returns 2,000
Furniture and Fittings 2,600	Discount (Dr) 1,600
Bank Overdraft 4,200	Discount (Cr) 2,000
Creditors 13,800	Taxes and Insurances 2,000
Business Premises 20,000	General expenses 4,000
Stock (Jan, 2010) 22,000	Salaries 9,000
Debtors 18,000	Commission (Dr) 2,200
Rent from Tenants 1,000	Carriage on Purchases 1,800
Purchases 1,10,000	Bad debts 800

Additional information:

- i) Stock on 31-12-2010 was Rs.20,060
- ii) Write off depreciation on premises Rs.300
- iii) Make a reserve of 5% on Debtors for doubtful debts.
- iv) Carry forward Rs.200 for unexpected insurance.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MBA 107-COMPUTER APPLICATIONS IN MANAGEMENT**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X4 = 20 Marks)**

*Answer any Five of the Following Questions*

1. Write short notes on:

- |                                    |                        |                     |
|------------------------------------|------------------------|---------------------|
| a). CPU                            | b).ROM                 | c).LAN              |
| d).Mail merge                      | e).WWW                 | f). Word Processing |
| g). Principles of PPT Presentation | h).Accounting packages |                     |

**SECTION B (5X10 = 50 Marks)**

*Answer All Questions.*

**UNIT-1**

2 a). Explain the block diagram of a computer. Describe different kinds of RAM.

Or

b). Explain the categories of programming languages. What are the functions of an operating system? Explain file management through windows.

**UNIT-2**

3 a). How can organizations benefit from using the World Wide and Web technology? How can business benefit from Wireless Web?

Or

- b). Define LAN. Distinguish between LAN and WAN. Describe the alternative ways of accessing the Internet.

### **UNIT-3**

- 4 a). What do you mean by Control Panel? What are the various features of Control Panel?  
Explain the two types of formatting you can use in MS Word.

Or

- b). Explain the features provided by Tables in MS Word. Explain the mail merge process.

### **UNIT-4**

- 5 a). What are the permitted data types in Excel? Explain the steps to create an employee work sheet with the fields: name, designation, date of joining, basic pay, DA, HRA, deductions and monthly salary.

Or

- b). Explain different levels of formatting a Worksheet. Illustrate the use of Apply Design Template. Explain animation feature of Power Point.

### **UNIT-5**

- 6a). Explain the feature of transaction processing in Tally with suitable example.
- b). Explain in detail generation of financial reports in Tally.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**MBA 108 – BUSINESS LAWS**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X4 = 20 Marks)**

*Answer any Five of the Following Questions*

1. Write Shot Notes on:

- |                                 |   |
|---------------------------------|---|
| a) Contingent contract          | b) Differences between Condition and Warranty |
| c) Test for agency              | d) Consumer rights.                           |
| e) Objectives of cyber law      | f) Articles of Association.                   |
| g) Intellectual Property Rights | h) Quasi Contract                             |

**SECTION B (5X10 = 50 Marks)**

*Answer All Questions*

**UNIT-1**

2. a) 'All agreements are not contracts but all contracts are agreements'. Discuss the statement explaining the essentials of a Valid contract?

**Or**

- b) How is an agency terminated? Explain?

**Unit-II**

3. a) Briefly explain the conditions and warranties implied by law in a contract for the sale of goods.

**Or**

- b) What are the characteristics of a negotiable instrument? What are the different modes discharges of parties to a negotiable instrument?

**Unit-III**

4. a) How is company formed under the Companies Act, 1956? Enumerate the various documents to be filed with the registrar.

**Or**

- b) Describe the duties and liabilities of directors according to Companies Act 1956.

**Unit-IV**

5. a) What is memorandum of Association? What are its contents?

**Or**

b) Explain the types of voluntary winding up of companies and state its relevant provisions.

**Unit-V**

6. a) Write an account of Consumer Disputes Redressal Agencies as to its composition, jurisdiction and procedure to be followed by it.

**Or**

b) What are the objectives of the Environmental protection Act, 1986? Discuss its scope and Scheme of regulations?

**MBA SYLLABUS**  
**II SEMESTER**

**MBA 201-MARKETING MANAGEMENT**

**UNIT 1:**

Marketing: Concept, Nature, Scope and Importance – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Delivery Network – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Digitalization and Customization – Changing Marketing Practices: e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing.

**UNIT 2:**

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – Product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and Consumer Adoption Process – Price Setting: Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

**UNIT 3:**

Marketing Channel System – Functions and Flows – Channel Design – Channel management – Selection, Training, Motivation, and Evaluation of Channel Members – Channel dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions.

**UNIT 4:**

Marketing Communication: Concept, Definition, and Importance – Marketing Communication Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy

**UNIT 5:**

Marketing Organization and Control: Types of Marketing Organization Structures, and Factors Affecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities.

## Case Study (Not Exceeding 300 words)

### REFERENCE BOOKS:

Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, *Marketing Management – A South Asian Perspective*, Pearson Education.

Agarwal, P.K., *Marketing Management – An Indian perspective*, Pragati Prakasham

Kazmi SHH, *Marketing Management Text and Cases*, Excel.

Philip Kotler and Armstrong. G., *MARKETING*, Prentice Hall of India, 12<sup>th</sup> Edition.

Ramaswamy V.S. & Nama Kumari, S., *Marketing Management – Planning and Control*, Macmillan.

Jayachandran.S., *Marketing Management*, Excel Books.

Michale J.Etzel, Broce J.Walker, William J. Stanton, *Marketing*, Tata McGraw Hill.

William J Stanton, *Fundamentals of Marketing*, McGraw-Hill.

Palmer – *Introduction to Marketing*, Oxford University Press.

Zinkota & Kotabe, *Marketing Management*, Prentice Hall of India.

## MBA 202 – HUMAN RESOURCES MANAGEMENT

### UNIT 1:

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR manager – Models of HRM – HRM in a Changing Environment.

### UNIT 2:

Procurement: Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP – HRIS – HR Job Analysis and Design – Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, Cost-Benefit Analysis of Recruitment Sources, and Recent Trends in Recruitment Practices – Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

### UNIT 3:

Development and Performance Management: Objectives of Training, Investment in Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes –HRD as a Strategic Approach to Employee Performance –



Performance management: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.

**UNIT 4:**

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration, Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation, Wage Salary Survey, Salary Structure, Salary fixation, Incentives, Profit Sharing, Bonus Concepts, ESOPs, Pay for Performance, and Benefits Administration – Employee Welfare Measures.

**UNIT 5:**

Maintaining: Disciplinary Procedure – Grievance Procedure – HRM Approach to Employee – Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL – Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Knowledge Industry, Virtual Organizations, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing – HRM Changes in Management Control Systems: HRM Accounting, and HR Audit – International HRM: Perspectives and Challenges – HR Research.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Monappa, A., and Saiyaddin.M., *Personnel Management*, Tata Mc Graw Hill.
2. De Cenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice Hall of India.
3. Dessler, *Human Resource Management*, Pearson Education.
4. Singh. N. K., *Human Resources Management*, Excel Books.
5. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
6. Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
7. V.S.P.Rao, *Human Resources Management*, Excel Books.
8. Pattanyak, *Human Resource Management*, Prentice Hall of India.
9. Flippo E.E., *Personnel Management*, Mcgraw Hill.
10. Memoria C.B., *Personnel Management*, Himalaya Publishers.
11. Ivancvceovich, *Human Resources Management*, McGraw Hill.

## **MBA 203- FINANCIAL MANAGEMENT**

### **UNIT 1:**

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals, and Organising Finance Function – Changing Role of Finance Managers –Time value for money: Present Value, Future Value, Uneven Cash Flows, Perpetuity and Annuity, and Intra-year Compounding and Discounting – Risk and Return: Risk and Return of a Single Asset, Risk and Return of a Portfolio, Measurement of Market Risk, and Relationship between Risk and Return– Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning, Factors Affecting Financial Plan, and Financial Forecasting (Theory and Problems).

### **UNIT2:**

Financial Leverages: Meaning, Importance, and Types of Financial Leverages-EBIT and EPS analysis – Sources of Long Term and Short Term Finance – Cost of Capital: Meaning, Significance, and Measurement of Specific Costs of Capital – Weighted Average Cost of Capital(Theory and Problems).

### **UNIT3:**

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – Investment Decisions –Capital Budgeting: Nature, Scope, Significance, and Risks in Capital Budgeting –Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. (Theory and Problems)

### **UNIT 4:**

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle – Financing of Working Capital– Management of Cash, Receivables, and Inventory – Management of Profits: Dividend Policy, Procedural and Legal Formalities involved in the Payment of Dividend-Bonus Shares, Dividend Theories. (Theory and Problems)

### **UNIT 5:**

Financial Restructuring – Mergers and Acquisitions: Meaning, Objectives, Motives for M&As – Divestiture –Takeovers – Corporate Restructuring Trends in India – Golden Parachute – Green Mailing – Golden Shake Hands.

### **Case Study (Not Exceeding 300 words) or Problem**

### **REFERENCES BOOKS:**

1. James C Van Horne & John M. Wachowicz Jr, *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.

2. Arthur Keown, John Martin, William Petty & David Scott Jr, *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.
3. Brealey, Richard and Myers Stewart. C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
4. Brigham F Eugene and Houston F Joel, *Fundamentals of Financial Management*, International Students Edition.
5. Hampton J John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice Hall of India, New Delhi.
6. Weston, J F and Brigham, E. F., *Essentials of Managerial Finance*, Pearson Education.
7. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
8. Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
9. Khan M Y and Jain P. K., *Financial Management: Text and Problems*, Tata McGraw Hill.
10. Pandey I M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
11. Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
12. Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.

## **MBA 204 – OPERATIONS MANAGEMENT**

### **UNIT 1:**

Overview of Operations Management: Concepts, Objectives, and Operations as a Function – Role and Responsibilities of Production Manager – Strategic Decision in Operations – Manufacturing Vs. Service Operation – Productivity and Factors Affecting Productivity – Production Systems– Facility Planning: Importance, Factors Affecting Facilities Location Decisions, Facility Location Models – Facility Layout Planning – Principles of Layout Planning – Classification and Types of Plant Layouts: Product layout, Process layout, Fixed Position Layout, Cellular Manufacturing Layouts, Hybrid Layouts – Factors Influencing Layout Changes – Materials Handling: Principles of Material Handling, and Different Material Handling Equipments.

### **UNIT 2:**

Production Planning and Control: Objectives, Importance, Functions, and Procedure of PPC –Product Design/Processes – Types of Production System: Continuous, Job/Unit, and Intermittent Production – Concept of Manufacturing Process – Factors Affecting the Choice of Manufacturing Process – Types of Manufacturing Process: Jobbing, Batch, Mass or Flow, Process – Capacity Planning: Capacity Planning Decisions – Aggregate Planning – Master Production Scheduling – Optimal Production Strategies – Work Study: Method Study and Work Measurement – Method Study Process Tools for Method Analysis – Work Measurement Techniques: Time Study, Predetermined Motion Time Systems, Standard Data, Activity Sampling – Project Management Techniques: PERT and CPM.

### **UNIT 3:**

Maintenance Management: Need for Maintenance, Types, Functions, and Procedure of Maintenance Management – Best Practices in Maintenance Management – Trends in Maintenance Management – Equipment Life Cycle – Definition, Cost, Planning, Process, and Management of Equipment Life Cycle – Managing of Work Environment – Waste Management: Concept, and Methods of Waste Disposal – Automation: Definition, Concept, Different Tools of Automation.

### **UNIT 4:**

Materials Management: Meaning, Importance, and Functions – Purchase Management: Need, Objectives, Importance, and Process – Stores Management: Definition, System, and Procedures of Store Management – Stock Control: Concept, Need and Techniques of Stock Control – Inventory Management: Concepts, Types, Classification, Functions, and Costs of Inventory – Inventory Control Decisions – Inventory Control Models: Selective Inventory Control (ABC Analysis), EOQ Model, EBQ Model, MRP, TPS, JIT, and Agile Supply – Perpetual Inventory Control System.

### **UNIT 5:**

Quality Management: Concept, Dimensions, and Significance of Quality – Quality Systems: Need, Benefits, Linkage with Generic Strategies, ISO 9000–2000, QS 9000, and Caterpillar QMS Approach – Quality Improvement and Cost Reduction Techniques: 7 QC Tools and 7 New QC Tools, PDCA Cycle, and TQM – Total Quality Circles and Kaizen Teams – Modern Techniques for Operational Excellence: Business Process Reengineering (BPR), Total Productive Maintenance (TPM), Six Sigma, Lean Manufacturing, Kanban, and Agile Supply Chain – Quality Assurance – Acceptance Sampling – Statistical Quality Control.

### **Case Study (Not Exceeding 300 words)/ Problem**

### **REFERENCES BOOKS:**

- 1.Chary, S.N., *Production and Operations Management*, Tata McGraw Hill.
- 2.Elwood S. Buffa, Rakesh K. Sarin, *Modern Production and Operations Management*, John Wiley, New York.
- 3.Everett E. Adam, Jr., Ronald J. Ebert, *Production and Operations Management*, Prentice Hall of India.
- 4.Gopalakrishnan P. and Sundaresan. M., *Materials Management An Integrated Approach*, Prentice Hall of Indian.
- 5.Joseph S. Martin Ch., *Production and Operations Management*, John Wiley, New York.
- 6.Krajewski, L.J. and Ritzman, L.P., *Operations Management: Strategy and Analysis*, Addison Wesley Longman Pvt. Ltd.
- 7.Krishnaswamy. K.N., *Cases in Production/Operations Management*, Prentice Hall of India.
- 8.Mahadevan, B., *Operations Management: Theory and Practice*, Pearson Education
- 9.Martin K. Starr, *Production and Operations Management*, Wiley India Pvt. Ltd.

10. Moore, FG and Hendrick. T E. *Production/Operations Management*, Homewood, Illinois, Richard Irwin, New York.
11. Pannerselvam, R., *Production and Operations Management*, Prentice Hall of India.
12. Thomas E. Morton, *Production Operations Management*, Vikas Publishing House.
13. Mahele man Sudhin, *Production/ Operations Management*, Pearson Education.
14. K.Aswathappa K.Sriddhan Bhat, *Production and Operations Management*, Himalaya Publishers.

## **MBA 205 – OPERATIONS RESEARCH**

### **UNIT 1:**

Operations Research – Uses, Scope, and Applications of Operation Research in Managerial Decision-making – O.R. Models – Formulation of Models – Using Models for Problem Solving – Techniques of Operations Research – Limitations of Operations Research – Linear Programming: Mathematical Formulations of LP Models for Product-mix Problems – Graphical Method – Simplex Method and its Applications.

### **UNIT 2:**

Duality and Sensitivity Analysis: Duality in Linear Programming – Technical Issues in Simplex Method – Project Management – Network Models: PERT, and CPM and its Applications.

### **UNIT 3:**

Transportation Problem: Introduction – Methods for Finding Initial Solution – Optimum Solution – MODI Method – Assignment Problem: Hungarian Method.

### **UNIT 4:**

Game Theory – Introduction – Two Person Zero sum games – Pure and Mixed Strategies – Dominance Principles – Graphical method – Decision Theory and its Applications.

### **UNIT 5:**

Queuing model (M / M / I ONLY): Components, Basic Structure, and Assumptions – waiting line Decision Problem – Simulation: Process of Simulation, Applications of Simulation to Different Management Problems.

### **Case Study (Not Exceeding 300 words)**

#### **REFERENCE BOOKS:**

1. Taha M.A., *Operations Research*, Mac Milan.
2. Anand Sharma, *Operations Research*, Himalaya Publishing House.
3. Kantiswarup, P.K.Gupta and Manmohan, *Operations Research*, Sultan Chand & Sons.
4. Kalavarthy, S. *Operations Research*, Vikas Publishers House Pvt Ltd.
5. Franks S. Buknick Mcleavey, Richard Mojena, *Principles of Operations Research for Management*, AITBS publishers.
6. Kapoor, V.K., *Operation Research Techniques for Management*, Sultan Chand & Sons.
7. Sharma, J. K., *Operation Research – Theory and Applications*, MacMillan.

## **MBA 206 – ORGANISATIONAL BEHAVIOUR**

### **UNIT 1:**

Organizational Behavior: Meaning, Nature, Scope, and Functions of O.B. – Key Elements in O.B. – Challenges and Opportunities for O.B. – Contribution of Behavioral Sciences to O.B. – O.B. Models – O.B. in a Global Perspective.

### **UNIT 2:**

Individual Determinants: Nature of Human Behavior – Personality: Meaning, Determinants – Theories of Personality – Perception: Perception Process, Barriers in Perceptual Accuracy, and Enhancing Perceptual Skills – Values and Attitudes and their Relevance in O.B. Context.

Learning: Characteristics, and Principles of Learning – Learning process – Theories of Learning – Motivation: Content Theories of Motivation (brief discussion), Process Theories of Motivation, and Reinforcement and motivation – An integrative Model of Motivation – Motivational Techniques for Indian Managers.

### **UNIT 3:**

Group and Interpersonal Dimensions: Meaning, and Types of Groups, Formation, Classification, Stages, and group Dynamics – Group Decision Making – Developing Interpersonal Skills – Teams and Team Work – Transactional Analysis and Johari Window.

### **UNIT 4:**

Organizational Dimensions: Leadership (brief discussion), Organizational Culture and its Characteristics – Culture Functions – Creating and Sustaining Culture – Work Stress and its Implications – Organizational Conflicts – Meaning, Conflicts at Individual, Group, and Organizational Level – Sources of Conflicts – Functional and Dysfunctional Aspects, Stimulating Productive Conflict – Strategies for Conflict Resolution.

### **UNIT 5:**

Organizational Change and Development: Organizational Change and its Dimensions, Change Process, Pressures for Change, Resistance to Change, Overcoming Resistance to Change, and Change management – Approaches to Managing Organizational Change – Lewins Model – Kotters Plan for Implementing Change – Organizational Development: Definition, Characteristics, Objectives and O.D. Interventions.

### **Case Study (Not Exceeding 300 words)**

#### **REFERENCE BOOKS:**

1. Robbins, Stephen, P., *Organizational Behavior*, Prentice Hall of India.
2. Fred Luthans, *Organisational Behaviour*, Tata McGraw Hill.
3. Abraham.K. K., *Organisational Behaviour*, Prentice Hall of India.
4. Aswathappa.K., *Organisational Behaviour*, Himalaya Publishing House.
5. Donald R. Brown & Don Harwey, *An Experiment Approach to Organisational Development*, Pearson Education.

6. Udai Parek, *Understanding Organisational Behaviour*, Oxford.
7. P. Subba Rao, *Management of Organisational Behaviour*, Himalaya Publishing House.
8. Uma Sekaran, *Organisational Behaviour - Text & Cases*, Tata Mc Graw Hill
9. Keith Davis & John Newstrom, *Human Behaviour at work*, Mc-Graw Hill.
10. Mullins L. J., *Managemesnt and Organizational Behavior*, Pearson Education.

## **MBA 207: CORPORATE GOVERNANCE**

### **UNIT 1:**

Corporation: Meaning, Definition, and Characteristics – History of Corporate Form and Models – Corporate Objectives – Corporations and Government – Governance: Concept, Definition, Nature, and Importance of Governance – Characteristics of Good Governance – Corporate Governance: Meaning, Definition, and Significance of Corporate Governance – Corporate Governance Models around the World (overview).

### **UNIT 2:**

Theoretical Foundations of Corporate Governance – Notion of Conflict of Interest – Property Rights Theory - Nexus of Contracts – Agency Theory – Berle and Means' Theory – Concept of Separation of Ownership and Control –Shareholder-Stakeholder Debate.

### **UNIT 3:**

Elements of Governance in Organizations – Owners – Ownership Structure – Types of Owners – Ownership vs. Control – Board of Directors – Types of Directors – Board Roles and Board Attributes – Board Committees – Executive Management – Role of CEO – Succession Planning – Managerial Myopia – Institutional Investors: Types, Categories, Features, and Role.

### **UNIT 4:**

Emergence of Corporate Governance in India – Systemic Development Argument – Three stages of Systemic Evolution – Relationship-based Evolution Argument – Examples of Industry – Government Nexus – Kumara Mangalam Birla Committee Report – Serious Fraud Office – The problem of whistle blowing – Best Practices of Corporate Governance in India.

## **UNIT 5:**

Indian Work Ethos: Salient Ideas and Thoughts of Indian Ethos in Management (IEM) Basic Principles of Indian Ethos for Management (IEM)– Ethical Theories – Teleological, Deontological, Natural, Kantian, and Virtue Ethics – Applications of Ethical Theories to Decision Making – The Ethical Challenges of Globalization – Relevance of Gandhian Thought for the Contemporary Managers – Corporation as a Social Institution – Accountability and Sustainability Issues – Relevance of Triple Bottom Line Reporting to CSR – Codes of Conduct – Corporate Social Responsibility Practices in India.

**Case Study (Not Exceeding 300 words)**

## **REFERENCE BOOKS:**

1. Praveen B Malla, *Corporate Governance: Concept, Evolution and India Story*, Routledge.
2. Robert Monks and Nell Minow, *Corporate Governance*, Wiley Publications.
3. Bob Tricker, *Corporate Governance: Principles, Policies and Practices*, Oxford University Press.
4. Monks, R. Minow, N., *Corporate Governance*, Blackwell.
5. Banks, Eric, *Corporate Governance*, John Wiley.
6. Fernando, A C., *Corporate Governance*, Pearson Education.
7. *Business Ethics & Corporate Governance*, ICMR.
8. Chakraborty. S.K., *Foundations of Managerial Work – Contributions from Indian thought*, Himalaya publications house.
9. *Corporate Governance and Business Ethics*, Mathur, Macmillan India Ltd.

## **MBA 208 – ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

### **UNIT 1:**

Entrepreneurship – Definition, Role and Expectations – Entrepreneurial Styles and Types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post Independence Era – Entrepreneurial Motivation Theories – Developing Entrepreneurial Competencies – Constraints for the Growth of Entrepreneurial Culture in India – Women Entrepreneurship – Problems Faced by Women Entrepreneurs – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Intrapreneurship: concept, definition, nature, and its importance in emerging economies.



**UNIT 2:**

Small Business Management – Opportunity Identification – Sources of New Ideas – Creativity and Innovation – Marketing Research – Setting up MSME: Evolution, Definition of MSMEs, Characteristics, Role in Economic Development – Needs of MSMEs – Organizational Structures of MSMEs: Business Planning Process – Preparing a Model Project Report for Starting a New Venture.

**UNIT 3:**

Policy, Regulatory and Legal Framework: Policy Framework for MSMEs - Policy Shifts since 1991 – Regulatory Framework – Laws and Regulations for MSMEs – MSME Development Bill, 2005 – LLP Act, Changing Policy Framework & MSME Strategies.

**UNIT 4:**

Institutional Framework & MSME Financing: Institutions and Central Government, SSI Board, SIDO, SISI, PPDCs, RTCs, CFTI, NISIET, NIESBUD, NSIC – State Government: SFCs, Commercial Banks – Financing Options & Modes – Sources of Finance and Methods of Financing MSMEs: Venture Capital, Hybrid Capital, and Special Financial Products for MSMEs – Assessment of Term Finance / Working Capital for MSMEs.

**UNIT 5:**

Rehabilitation of MSMEs: Sickness in Small Business Enterprises, Symptoms, Warning Signals, Diagnosis and Prescriptions – Govt. Policies on Revival of Sickness and Remedial Measures – Future of MSMEs: Micro Finance Approach to MSMEs – Linkages with Agriculture and Industry – Globalization Issues, Impact, Intermediation Opportunities and Emerging Issues Affecting MSMEs.

**Case Study (Not Exceeding 300 words)****REFERENCE BOOKS:**

1. S.S. Khan, *Entrepreneurial Development*, S. Chand & Co.
2. Tabarrok, *Entrepreneurial Economics*, Oxford University Press.
3. Poornima. C., *Entrepreneurship Development and Small Business Management*, Pearson.
4. Mathew, J. Manimala, *Entrepreneurship Theory at the Crossroads*, Wiley India.
5. Eric A Morse, *Cases in Entrepreneurship*, Sage Response Books.
6. Vasant Desai, *Small Business in Entrepreneurship*, Himalaya Publishing House.
7. Jain, *Hand Book of Entrepreneurs*, Oxford University Press.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**MBA 201-MARKETING MANAGEMENT**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer Any Five of the Following Questions*

1. Write short notes on:

- |                          |                                |
|--------------------------|--------------------------------|
| a) Marketing Audit       | b) Product mix                 |
| c) E- marketing          | d) Positioning                 |
| e) Distribution Strategy | f) Marketing Communication mix |
| g) product life cycle    | h) Consumerism                 |

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions*

**UNIT-1**

2. a) Does Marketing Orientation impact business performance? Discuss.

Or

b) What is Marketing Environment? Describe about micro and macro environmental factors?

**UNIT-II**

3. a) What is Market Segmentation? What are the bases for market Segmentation? Also write about segmenting consumer markets?

Or

b) Write about the stages in New Product Development.

**UNIT-III**

4. a) What is distribution channel? What are the functions of Distribution channel?

Or

b) Explain about the process of selecting and Motivating of channel members?

#### **Unit-IV**

5. a) Discuss the role of personal selling and advertising in industrial products promotion. How does it compare to consumer product promotion?

Or

- b) What do you understand by Integrated Marketing Communication (IMC)? Explain the process of IMC in detail?

#### **Unit V**

6. a) What is marketing organization? What the factors influencing global organization?

Or

- b) What is marketing control? What are the different marketing controls the management can exercise?

#### **SECTION C – Case Study (Not Exceeding 300 Words)**

*(Compulsory)*

**1X15 = 15 Marks**

Please read the case given and answer the questions that follow:

The furnishing limited is a small chain of distributors of good quality office furniture, carpets, safes and cabinets. Within each category, the company offers a wide variety of products, with a great many variations of each product being offered. For example, the company currently offers some 4 different designs of chairs and 23 varieties of office desks. The company keeps in touch with advances made in the office furniture field worldwide and introduces those products which are in keeping with the needs of the market in terms of design, workmanship, value for money and technical specifications. Fine furnishing trades only in good quality furniture. Differences between its products and cheaper, lower quality ones are well known to those who have several years of experience in the business.

An important feature the company feels is the availability of a complete list of components of the furniture system. This enables customers to add bits and pieces of matching designs and colour in the furniture. Such components are available for sale separately. Systems are maintained in stock by the company for a number of years, and spare parts for chairs and other furniture are always available. The trade is currently witnessing a downturn due to recession. Fine furnishing has also experienced the same over the past two years. In addition, it had to trim its profit margins. Last year, it barely broke even and this year it is heading for a loss for the first time in the company's twenty year history.

#### **Questions**

- 1) Explain the term product-item, product-line and product mix in the context of the above situation.
- 2) Advise the company in relation to its product mix. How will your recommendations affect the company's image?

## MODEL QUESTION PAPER

**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**MBA 202-HUMAN RESOURCE MANAGEMENT**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer any Five of the Following Questions*

1. Write Short Notes on:

- |                                  |                         |
|----------------------------------|-------------------------|
| a) Human Resource planning       | b) Job Analysis         |
| c) Line and Staff responsibility | d) Quality of Work Life |
| e) Virtual Organizations         | f) Induction Program    |
| g) Human Resource Audit          | h) Job Evaluation       |

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions*

**UNIT-1**

2. a) Explain the changing role of HRM in the emerging business scenario in India. Compare it with the western models.

**Or**

b) Define and discuss the objectives and functions of Human Resource Management.

3. a) Why is human resource planning important? Discuss the process of human resource planning.

**Or**

b) Explain the concept of organizational socialization. Discuss socialization factors in organizational set-ups.

4. a) Describe the process of performance appraisal. Discuss the significance of assessment centers for improving organizational performance.

**Or**

b) Discuss training need evaluation and describe various training evaluation techniques.

5. a) "A pay packet alone is not adequate to attract and retain competent employees." Elaborate the statement and discuss the related concepts.

**Or**

b) Write notes on various methods and problems of job evaluation.

6. a) Discuss the concept of outsourcing and its consequences from HR point of view.

**Or**

b) Explain the significance and key elements of employee counseling.

### **SECTION C – Case Study (Not Exceeding 300 Words)**

*(Compulsory)*

**1X15 = 15 Marks**

Please read the following case and answer the questions given at the end.

Mr. Ramchandran is the Chief Executive of ABC Limited. Recently, it was decided by the Board of Directors that it would be profitable for the corporation to set up a separate Marketing Department. Mr. Ramchandran has been directed to pick up a person who he feels is capable of heading the department and then putting this person in charge of getting the department on its feet. After considering a number of good men Mr. Ramchandran has narrowed the field down to two possible choices: Rajesh Mehta and Pramod Kumar.

Rajesh Mehta has a good track record with the company. He was hired eight years ago, and through the years he has shown a good deal of drive and initiative in all of his endeavors. He is an aggressive young man, and has received the nickname of 'go-getter' in his department. Although Mehta seems to be more concerned at times with ends rather than means, he is very efficient and is considered a good leader by those who work under him. As one worker stated "Although he can get rough with you at times, you always know where you stand with him, and when you have done a good job, he lets you know it." Mehta is also credited with accepting full responsibility, in all cases, and making quick decisions when action is called for.

Pramod Kumar has been with the company for eleven years. He is well liked by all in his department and his work is first rate. Kumar's leadership style differs from Mehta's in that Kumar is not as aggressive and quick to act as Mehta. Before Kumar makes a decision, he generally consults others who he feels can contribute further information on a given subject. This often includes those who work under him.

#### **Questions**

(a) If you were Mr Ramchandran whom would you select as the head of the Marketing Department? Why?

(b) Will you give any weightage to the length of service in the organization? Why?

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**MBA 203-FINANCIAL MANAGEMENT**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer any Five of the Following Questions*

1. Write Short Notes on:

- |                              |                       |
|------------------------------|-----------------------|
| a) Optimum Capital Structure | b) Financial Leverage |
| c) Takeovers                 | d) Green Mailing      |
| e) Operating Cycle.          | f) Investments        |
| g) Turnover Ratios.          | h) Venture Capital    |

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions*

**UNIT-1**

2. a) Explain in detail the role and functions of finance manager of a globally diversified corporate entity

**Or**

b) State the objectives in conventional and modern approaches in financial management. “The objective of a finance manager is to maximize the wealth of the owners of the organization”. Prove how the wealth maximization approach is superior to the profit maximization approach.

**Unit-II**

3. a) What is Operating leverage? State the formula for calculating the degree of operating leverage.

**Or**

b) ‘According to Net Income approach the overall cost of capital would decrease as the value of the firm increases’ - Explain.

### Unit-III

4. a) What is capital structure? Briefly explain the factors determining the capital structure of a firm.

Or

- b) Under what circumstances do the Net Present Value (NPV) and the Internal Rate of Return (IRR) methods differ? What method would you prefer and why?

### Unit-IV

5. a) Efficient cash management will aim at maximizing the availability of cash inflows by decentralizing collections and decelerating cash outflows by centralizing disbursements. Discuss.

Or

- b) Discuss in detail the various short term and long term cash forecasting techniques

### Unit-V

6. a) What synergies do exist in  
(i) Horizontal merger  
(ii) Vertical mergers and  
(iii) Conglomerate merger

Or

- b) Distinguish between 'friendly takeover' and 'hostile takeover'. What strategies are adopted by the acquiring firm in the case of a hostile takeover?

### SECTION C – Case Study (Not Exceeding 300 Words)

*(Compulsory)*

**1X15 = 15 Marks**

7. Please read the following case and answer the questions given at the end.

EBIT of the company is Rs.20,00,000/-. It is planning to add Rs.50,00,000/-~additional funds through one of the following means for diversification. The present equity share capital (5,00,000 shares of RS.10 each) RS.50,00,000/-. Following are the alternative sources:

- a) Issue of 12% debentures.  
b) Issue of 2,50,000 equity shares at par & the balance by 12% debentures.  
c) Issue of 10% preference shares of Rs.25,00,000 and balance by 15% term loan.

Advise the company as to the selection of the best alternative by giving detailed reasoning therefore.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**MBA 204–OPERATIONS MANAGEMENT**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer any Five of the Following Questions*

1. Write Short Notes on:
- |  |   |
|--|---|
| a) ) Quality assurance and total quality     | b) Economic Order Quantity (EQQ)          |
| c) Advantage of process layout               | d) Work measurement techniques            |
| d) Objective of total productive maintenance | e) Computer-Aided Process Planning (CAPP) |
| f) Mass and Batch production                 | g). Material Requirement Planning (MRP)   |

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions.*

**UNIT-1**

2. a) Production personnel usually have a large volume and variety of resources at their command --- they should endeavor to make effective and efficient use of these resources to achieve the largest outputs. Comment.

**Or**

- b) Discuss the characteristics of different types of production systems.

**Unit-II**

3. a) What is PPC? Explain the procedure for conducting a method study?

**Or**

- b) Define method study? Explain the procedure for conducting a method study?



### Unit-III

4. a) What is Technology Management? Explain the factors affecting technology management?  
b) Explain the difficulties in implementing automation projects in small and start up businesses. How can these difficulties be overcome?

### Unit-IV

5. a) Discuss the various costs associated with the inventory. Derive the formula for Economic order and Quantity.

Or

- b) What are the objectives of purchasing? Discuss various parameters used in purchasing?

### Unit-IV

6. a) What are 'Average Outgoing quality curves' and 'Operating curves'? Explain?

Or

- b) Explain the following concepts.

(i) ISO 9000.

(ii) Kanban system

### SECTION C – Case Study (Not Exceeding 300 Words)

*(Compulsory)*

**1X15 = 15 Marks**

7. Read the following carefully and answer the questions at the end:

An appliance store carries a certain brand of TV which has the following characteristics:

Average annual sales = 100 units

Ordering cost = Rs. 25 per order

Carrying cost = 25 percent per year

Item cost = Rs. 400 per unit

Lead time = 4 days

Working days per year = 250

- (a) Determine the EOQ.  
(b) Calculate the reorder point for a 95% service level assessing normal demand.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**MBA 205-OPERATIONS RESEARCH**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X4 = 20 Marks)**

*Answer any Five of the Following Questions*

1. Write Short Notes on:
- |  |                            |
|--|----------------------------|
| a) Scope of O.R.                       | b) PERT                    |
| c) Characteristics of a queuing system | d) Decision theory         |
| e) MODI method                         | f) Pure and Mixed Strategy |
| g) Dynamic Programming                 | h) Duality in L.P.         |

**SECTION B (5X10 = 50 Marks)**

*Answer All Questions*

**UNIT-1**

2 a) Solve by Graphical method

- (i) Maximise  $z = 5x_1 + 7x_2$   
Subject to constraints:  
 $2x_1 + 3x_2 \leq 15$   
 $2x_1 + x_2 \leq 12$   
 $x_1 + 3x_2 \leq 10$ , and  $x_1, x_2 \geq 0$ .

**Or**

b) Solve the following problem by using Big M method

Maximize  $Z = 3x_1 + 2x_2 + 3x_3$   
Subject to constraints:

$$\begin{aligned} 2x_1 + 3x_2 &\geq 24 \\ 3x_1 + x_2 &\geq 12 \\ 2x_1 + 2x_2 &\geq 16, \text{ and } x_1, x_2 \geq 0. \end{aligned}$$

**Unit-II**

3. a) One unit of A contributes Rs. 7 as profit and requires 3 units of Raw material and 2 hours of labor. One unit of product B contributes Rs. 5 as profit and requires 2 units of raw material and one hour labor. Availability of raw material at present is 45 units and that of labor as 40 hours. Formulate it as linear programming problem and write its dual.

**Or**

- b) Explain briefly the net work models and its applications?

**Unit-III**

4. a) A single channel queuing system has Poisson arrivals and exponential service times. The mean arrival rate is 88 transactions per hour and the mean service rate is 23 per hour.

Determine:

- (a) The average time that a customer will wait in the system.
- (b) The average number of customers waiting in the queue.
- (c) The utilization factor of the system.

**Or**

- b) State Bellman's principle of optimality. Explain the forward and backward recursive approaches with an example.

**Unit-IV**

5. a) Solve the following game using principle of dominance

Player B

B1 B2 B3 B4 B5 B6

A1 4 2 0 2 1 1

A2 4 3 1 3 2 2

Player A

A3 4 3 7 -5 1 2

A4 4 3 4 -1 2 2

A5 4 3 3 -2 2 2

**Or**

- b) A and B play a game in which each has three coins, a 5 paise, a 10 paise and a 20 paise. Each selects a coin without the knowledge of the others choice. If the sum of the coins thus elected by them is an odd amount, A wins B's coin. If the sum is even B wins A's coin. Find the best strategy for each player and the value of the game.

**Unit-V**

6. (a) For M/M/1 : 8 /FCFS Derive an expression for:
- (i) Average number of customers in the system
  - (ii) Probability of having n customers in the system
  - (iii) Average queue length
  - (iv) Average waiting time in the system.

**Or**

- (b) What is simulation? Discuss the advantages and limitations of Simulation.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**MBA 206-ORGANIZATIONAL BEHAVIOUR**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X3 = 15 Marks)**

*Answer Any Five of the Following Questions*

1. Write Short Notes on:
- |  |                       |
|--|-----------------------|
| a) Four characteristics of an organization | b) Self image         |
| c) Learning organisations                  | d) Group cohesiveness |
| e) Work ethics                             | f) Leadership styles  |
| g) Hawthorne experiments                   | h) Committees         |

**SECTION B (5X8 = 40 Marks)**

*Answer All Questions*

**Unit-1**

2. a) What is organizational Behavior? How the knowledge of behavioral studies is important for a manager to manage people at work?

**Or**

- b) Explain the areas of OB that help managers to control and direct the behaviour at all levels of organization.

**Unit-II**

3. a) Define personality. Explain various factors that determine the personality of an individual?

**Or**

- b) Describe any two theories of motivation and their relevance in the modern work context.

**Unit-III**

4. a) Explain the characteristics of various types of groups? Explain different factors that are effecting the effectiveness of a group.

**Or**

b) What are the key interpersonal skills? What is the advantage of skills approach to interpersonal phenomena at work?

#### **Unit-IV**

5. a) What is functional conflict? Explain the important sources of conflicts in the context of an organization?

**Or**

b) What is meant by organizational culture? What are the measures for sustaining a desired culture in the organization?

#### **Unit-V**

6. a) Explain the objectives of planned change and describe the process of planned change.

**Or**

b) Define Organizational Development? Describe the nature and importance of Organizational Development?

### **SECTION C – Case Study (Not Exceeding 300 Words)**

*(Compulsory)*

**1X15 = 15 Marks**

Read the case given below and answer the questions given at the end of the case.

Giridhar had come a long way when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) had been an amicable personality, he had always displayed keenness to gain knowledge - learn more, many visible traits of creativity - in the sense try to make "unique" / different from others presentations, willing to share information and so on. It was typically these qualities of Giri, which made him approachable to others and appreciated by one and all and also saw him rising in the organisation structure.

Nicky, Tanwar, the Creative Director at R P. Communications, who had known Giri tight firm the time he had joined R.P. Communications as trainee, was surprised at recalling the contents of the just concluded meeting with the members of the creative team at R.P Communications. Meena (a recent recruit at R.P.) had said "Madam, Giri sir scares the hell out of us by refusing to listen to our point of view." Raj, an executive at R.P. Communications had revealed "Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P."

Mohan, a senior creative manager at R.P. had said that Giri seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed

before time, and doesn't entertain any questions/or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict.

Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one of the causes of Giri's behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri "You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before."

Nicky decided to seek the help of the CEO of Learn and Grow Leadership Centre (LSLG), a training firm, who regularly holds workshops meant for helping professionals and executives of firms to diagnose their own behaviour patterns as well on how to manage stress that could cause various levels of conflicts for the individual as well as the organisation.

**Questions:**

- (a) What do you think is the major cause of the problem in the above case?
- (b) Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behavior? Why?
- (c) Can you suggest ways in which firms such as R.P communications can avoid such occurrences in future?

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MBA-207 CORPORATE GOVERNANCE**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**  
**Marks: 70**

**Maximum**

**SECTION A - (5X3 = 15 Marks)**

*Answer any Five of the Following Questions*

1. Write short notes on:
- a). Corporate Governance      b). Berle and Means' Theory      c). Managerial Myopia
  - d). Serious Fraud Office      e). Business Ethics      f). Codes of Conduct
  - h). Triple Bottom Line Reporting      g). Agency Theory

**SECTION B - (5X8 = 40 Marks)**

**Answer All Questions**

**UNIT-1**

- 2 a). Explain the concept of corporate governance. What are recent trends in corporate governance in emerging economies?

Or

- b). Briefly explain main attributes of good corporate governance in emerging economies

**UNIT-2**

- 3 a). What are various theories of corporate governance? Briefly explain the pros and cons of Berle and Means' Theory.

Or

b). What is conflict of interest? Justify that how Property Rights Theory avoid conflict of interest.

### **UNIT-3**

4 a). Distinguish between Ownership and Control. Briefly explain the transparency of ownership and control.

Or

b). Describe the structure and Responsibilities of the Board of directors in a typical organization in a pharmaceutical industry.

### **UNIT-4**

5 a). Briefly explain the salient features of Kumaramangalam Birla Committee Report on corporate governance in India.

Or

b). Discuss various issues related to problem of whistle blowing in emerging economies.

### **UNIT-5**

6 a). Briefly explain various ethical theories that are currently used in contemporary business environment.

b). Critically evaluate the relevance of Gandhian thought for the Contemporary Managers in emerging economies.

### **SECTION C – Case Study (Not Exceeding 300 Words)**

*(Compulsory)*

**(1X15 = 15 Marks)**

Toyota is a huge car manufacturing company that is based in Japan, but Toyota cars have factories all over the world. Toyota is among the most reliable manufacturers of cars in automotive history. This reliability springs directly from the corporate culture that emphasizes doing it right. Executives who understand this philosophy has furthered the "Toyota Way". The company's emphasis on using reliable, thoroughly tested products is additionally supportive of the need of consumers who value reliability first. A constant requirement of self-reflection among employees and challenging suppliers to improve has created this first rate operation. Toyota has earned the reputation of reliability. However,



over the last few years, Toyota Car Company witnessed minor problems with their car models. Problems with “Unintended acceleration” of its cars, which Toyota has only belatedly take a seriously, have triggered an escalating crisis and the recall of whopping 8million vehicles. Toyota’s woes were compounded when it said (and did), it would recall 440,000 hybrid cars, including the celebrated Prius to fix a problem with their breaks. The company’s reputation for quality, on which the business was build, stands shattered. Its market capitalization has dropped an amount roughly equal to the entire value of Ford.

Product recalls are common among FMCG companies. In Toyota’s case, it is different. Though defects in its vehicles existed for more than 10 years, and numerous complaints were lodged with itself and with the America’s National Highway Traffic Safety Administration(NHTSA), it was only in 2009, that the company acknowledged the existence of problem, that too after a gruesome accident. Worst, amid the eruption of the blogosphere, media coverage and criticism from politicians in America and even in Japan, Toyota’s senior leadership went missing and surfaced only after SIX months. The companies president publicly acknowledged defects in their company’s vehicles, bowed in apology and assured that the company would do everything to put matters right. The company obviously misjudged and mishandled a crisis and this has landed it in deep trouble.

For years, Japanese executives rebuffed the idea of appointing outside directors on the grounds that Toyota seemed to be getting on perfectly well without them. That argument holds water no longer. True, Western style corporate governance has its own defects, highlighted by the Enron and World.Com scandals and the failure of boards to monitor the activities of risk-taking financial institutions in the run-up to the financial crisis. But outsiders at least bring in new ideas, and because they have not been brought up in the company culture, are more likely to question the way things work. If Toyota’s board had included, say a female German executive, a former American Senator, a high flying Hong Kong lawyer and a first generation Indian entrepreneur, its response to the crisis might have been different? Till then the question remains unanswered: Whither corporate governance?

## **Questions:**

1. Why huge corporations do has Toyota, Enron, World.Com and Satyam Computer Services, commit such errors?
2. What lessons does one learn from Toyota's misjudging and mishandling a crisis?

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MBA-208 ENTREPRENEURSHIP AND**  
**SMALL BUSINESS MANAGEMENT**  
**(2012-2013 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A - (5X3 = 15 Marks)**

*Answer any Five of the Following Questions*

1. Write short notes on:
- |                            |                               |                    |
|----------------------------|-------------------------------|--------------------|
| a). entrepreneurship       | b). Small Business Management | c). Liberalization |
| d). SIDO                   | e). SISI                      | f). Globalization  |
| h). Women Entrepreneurship | g). Intrapreneurship          |                    |

**SECTION B - (5X8 = 40 Marks)**

**Answer All Questions**

**UNIT-1**

- 2 a). Explain the concept of entrepreneurship. What are the chief attributes of a successful entrepreneur?

Or

- b). Briefly explain the problems and challenges faced by women entrepreneurs in emerging economies

**UNIT-2**

- 3 a). What is small business management? Explain the process of opportunity identification?

Or

b). What is business planning process? How do you prepare a model project report for starting a new venture?

### **UNIT-3**

4 a). Briefly explain the policy shifts in small business development in India.

Or

b). Describe various laws and regulatory framework for MSME development in India.

### **UNIT-4**

5 a). Briefly explain role of various funding agencies in MSME development in India.

Or

b). What is venture capital? Explain the approaches to venture capital financing.

### **UNIT-5**

6 a). What is sickness in small business enterprises? Discuss various mechanism available to overcome sickness in small business.

b). Critically evaluate the impact of globalization on Indian entrepreneurial ecosystem.

### **SECTION C – Case Study (Not Exceeding 300 Words)**

*(Compulsory)*

**(1X15 = 15 Marks)**

**MBA SYLLABUS**  
**III SEMESTER**  
**MBA 301 – STRATEGIC MANAGEMENT**

**UNIT 1:**

Evolution of Strategic Management – Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Strategic Decision Making – Stages of Strategic Management: Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.

**UNIT 2:**

Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value-Chain Approach – Corporate Level Analysis: BCG, GE Nine-cell Matrix, Bodnet Market Evolution Matrix ,Hofer’s Product Market Evolution and Shell Directional Policy Matrix – Industry Level Analysis: Porters’s Forces Model – Qualitative Factors in Strategic Choice – Distinctive Competitiveness – Concept of Strategic Business Units (SBUs).

**UNIT 3:**

Resource Allocation (Technological and Demand Forecasting): Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Building a Capable organization, and Functional Issues – Functional Plans and Policies – Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies;

**UNIT 4:**

Expansion and Growth Strategies: Types of Expansion Strategies – Intensification Strategies: Market Penetration, Market Development and Product Development – Diversification Strategies: Vertically Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships – Turnaround Management Strategies.

**UNIT 5:**

Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues – Organizational Learning – Structures for Strategies – Organizational Leadership and Corporate Culture – The concept of Balanced Score Card – Triple Bottom line Approach – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

**Case Study (Not Exceeding 300 words)**

## REFERENCE BOOKS:

1. J A. Pearce II and R. B. Robinson Jr., *Strategic Management Formulation Implementation and Control*, Tata McGraw Hill.
2. Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*, McGraw – Hill, New York.
3. V.S.P. Rao & V Hari Krishna, *Strategic Management Text & Cases*, Excel Books.
4. Andrews, Kenneth R., *The Concept of Corporate Strategy*, Dow – Jones – Irwin, Homewood (Illinois).
5. Glueck, William F. and Lawrence R. Jauch., *Business Policy and Strategic Management*, Mc GrawHill, International Edition.
6. Hamel, G. and S.K. Prahalad, *Competing for the Future*, Harvard Business School Press.
7. Kazmi, Azhar., *Business Policy*, Tata McGraw Hill.
8. Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, New Delhi
9. Hamel, G. and S.K. Prahalad, *Competing for the Future*, Harvard Business School Press, Boston, 1994.
10. Srinivasan R., *Strategic Management – The Indian Context*, Prentice Hall of India.
11. Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall of India.
12. Arthur Sharplin., *Strategic Management*, McGraw Hill.

## MBA 302 – INNOVATION MANAGEMENT

### UNIT 1:

Fundamentals of Innovation – Invention, Creativity, and Innovation – Invention vs. Innovation – Creative and Lateral Thinking Management – Drivers of Innovation – Characteristics of Innovation – Types of Innovation – Sources of Innovation – Designing the process of Innovation – Managing Innovation Process – Five levels of Analysis: Individual, Team, Network, Organizational, and Industrial – Challenges in Managing Innovation: Technology, Organization and Change – Organizing for Innovation – Innovation Model and Rules– Learning innovation – Learning systems for Innovation – Strategic Innovation –Management Innovation and Competitive Advantage.

### UNIT 2:

Innovation Life Cycle – Capturing Organizational Knowledge – Knowledge Transfer Process – Collaboration vs. Co-creation – Technology change; Product and Service Offerings, Process Technology, Enabling Technologies, Incremental, Semi-Radical and Radical Innovation – Technology and Innovation: Role of Technology in Innovation, Disruptive Technologies, and Managing the Technology Life Cycle – Organizing for New Product Development: Managing Product Development Cycle Time, Alternative Structures of NPD Organization, Benefits and Pitfalls of each, Forming Cross-functional Teams - New Product/Service Development Process: Sources of new product Ideas, Lead user Analysis, Customer Need identification, Converting customer Needs

Statements to Product Specification, Concept Development, Concept Screening, and Selection.

### **UNIT 3:**

Measures of Innovation: Input measures, output measures, and econometric analysis  
Types of Measures of Innovation: Firm Level, Organizational Level, and Political Level  
– Innovation Measurement Tools: Index of Corporate Innovation, and Balanced Score Card (Customer Perspective and Developmental Perspective) – Assessing Innovation Metrics– Indicators of Innovative Performance: R&D inputs, Patents, Patent Citations, New Product Announcements Factors Mediating Innovation – The Mediating Role of Innovative Collaborations – Assessing Innovation Impact – Innovation Diffusion – Innovation Diffusion Process – Diffusion of Innovations Theories and Models.

### **UNIT 4:**

Innovation and Entrepreneurship: Identifying, Evaluating, and Moving Innovative Ideas  
– Financing Entrepreneurial Innovation – Protection of Entrepreneurial Rents – Strategic Alliances and Networks – Business Innovation: Transformation of Business, Business Processes- the enablers of Innovation, and Insights for Innovation through Analytics – Business Model Change: Value Proposition, Supply Chain, and Target Customers – IT for Innovation – Creating New Marketing Space – Discovering New Points of Differentiation – Innovation in SMEs – Mapping Innovation – Managing Intellectual Property: Patenting, Copyright, and Trademarks – Intellectual Ventures, Issues, and Challenges.

### **UNIT 5:**

Innovation Culture within Organizations: Creative Climate for Innovation, Building an Innovation Factory, Creating Breakthroughs – 3M, Designing and sustaining a Winning Innovative Culture – Social Media and Building Innovations into Organizations – Creating Innovative Capabilities – New Trends in Innovation: Finding Lead User Innovations and Giving Customer Toolkits, Using User Innovation Communities, and Enlightened Experimentation – Social Sector as Beta Site for Business Innovation – Social Innovation – Government’s Role in Promoting Innovation – Implementing Innovation: Principles and Practices for Implementing Innovation.

### **REFERENCE BOOKS:**

1. Joe Tidd and John Besant, *Managing Innovation*, John Wiley and Sons.

2. Allan Afuah, *Innovation Management: Strategies, Implementation and Profits*, Oxford University Press.
3. Shlomo Maital and D V R Seshadri, *Innovation Management: Strategies, Concepts and Tools for Growth and Profit*, Response Books.
4. J E Ettlie, *Managing Technology Innovation*, John Wiley and Sons.
5. C Christensen, *The Innovator's Dilemma*, Harvard Business School.
6. Peter F. Drucker, *Innovation and Entrepreneurship, Drucker series, Butterworth-Heinemann Publications(2006)*.
7. Joe Tidd, John Bessant, Keith Pavitt, *Managing Innovation: Integrating Technological, Market and Organizational Change*, Wiley (3rd Edition (Paperback))
8. Edward De Bono, *Serious Creativity*, Indus Publishers.
9. Peter F. Drucker, *Innovation and Entrepreneurship: Practice and Principles*, Harper Collins.
10. C.K. Prahalad and M.S. Krishnan, *The New Age of Innovation: Driving Cocreated Value Through Global Networks*, Mc Graw Hill (2008).
11. Tony Davila, Marc J. Epstein, and Robert Shelton, *Making Innovation Work: How to Manage It, Measure It, and Profit from It*, Wharton School Publication (2005).

### **MBA 303 M – CONSUMER BEHAVIOR AND MARKETING RESEARCH**

#### **UNIT1:**

Consumer Behavior: Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behavior and Consumer Research – Application of Consumer Behavior and Knowledge in Marketing – Profile of the Indian Consumer and Understanding their Needs.

#### **UNIT2:**

Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, Theories, self concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories – Learning: Concept, Definition, Learning Theories and their Applications.

Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept – Family: Functions of Family, Family Decision Making – Environmental Influences on CB: Social Class, Life Style, Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross Cultural Understanding.

#### **UNIT3:**

Consumer Decision Making Process: Routinised Response, Limited and Extensive Problem Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.

#### **UNIT4:**

Marketing Research: Meaning, Nature, Significance – Marketing Research as an element of marketing information system – Marketing Intelligence approaches – Marketing



Research during Different Phases; Interaction between Management & Marketing Research – Management uses of Marketing Research – Problem Formulation – Marketing Research Process – Types of Marketing Research.

**UNIT5:**

Applications of Marketing Research: Product Research, Advertising Research, Copy Testing, Test Marketing, Sales & Marketing effectiveness, Cool hunting, and Commercial Eye Tracking – Marketing research in India – Ethical Issues Involved in Marketing Research.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Hawkins, Best, Coney., *Consumer Behavior Building Marketing Strategy*, Tata McGraw Hill.
2. Leen G. Schiffman and L.H.Kanuk., *Consumer Behavior*, Pearson Education.
3. Panwar, J.S., *Beyond Consumer Marketing*, Sage Response Books, New Delhi.
4. Deon ., *Buyer Behavior*, Oxford University Press.
5. Henry Assael., *Consumer Behavior*, Willey India, New Delhi.
6. Naresh Malhotra ., *Marketing Research*, Pearson.
7. Gilbert A. Churchill, Jr and Down Iacobucci ., *Marketing Research Methodological Foundation*, Cengage.
8. Donald S Tull and Del I Hawkins., *Marketing Research Measurement and Methods*, McGraw Hill publishers.

**MBA 303M – PRODUCT AND BRAND MANAGEMENT**

**UNIT1:**

Product: Concepts, Product Levels, Product Hierarchy, and Product Classification – Product Life Cycle – Portfolio Management – Market Potential – Product Demand Pattern and Trend Analysis – New Product: Planning, Development Strategies, and Launching Strategies.

**UNIT2:**

Product Mix - A Strategic Choice: Product Mix Decisions, Product Line Decision – strategic Decision involving Adding or Pruning Product Lines – Concept of Product Positioning: Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy, and Developing Positioning Strategy – Product Research: Importance, Tools and Analysis.

**UNIT3:**

Brand: Meaning, Definition, Evolution of Brands, Different Types of Brands, Functions of Brand to Consumer – Role of Brand – Advantages of Brand – Product Vs Brand – Brand Life Cycle – Branding: Meaning, Creation of Brands – Branding Decisions – Brand Management: Meaning and Definition – Strategic Brand

Management Process: Meaning, Steps in Brand Management Process – Concept of Brand Equity: Customer Based Brand Equity, and Models of CBBE – Brand Building and its Implications – Brand Value Chain.

**UNIT4:**

Branding Strategies: Multiple Branding, Brand Extension, Co-branding Strategies, Brand Personality, Brand Image Building, Brand Repositioning, Brand Leveraging – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Methods for Measuring Brand Performance – Brand Audit.

**UNIT5:**

Brand Rejuvenation and Re-launch – Brand Development through Acquisition, Takes over and Merger – Brand Licensing and Franchising – Role of Packaging and Labeling – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Branding Failures.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Kevin Lane Keller, *Strategic brand Management*, Person Education, New Delhi.
2. Jean Noel, Kapferer, *Strategic brand Management*, The Free Press, New York.
3. Paul Tmeporal, *Branding in Asia*, John Wiley & sons (P) Ltd., New York,
4. S.Ramesh Kumar, *Managing Indian Brands*, Vikas publishing House (P) Ltd., New Delhi.
5. Richard Elliott & larry Perclu, *Strategic Brand Management*, Oxford Press.
6. Chernatony, *Creating powerful brands*, Elsevier Publication.
7. Tapan Panda, *Brand Management*, Excel Publication.
8. Y L R Moorthi, *Brand Management-The Indian Context*, Vikas Publication.

**MBA 305M - SERVICES MARKETING**

**UNIT1:**

Introduction: Meaning, Nature, Scope, Characteristics, Classification and Growing Significance of Services Marketing – Difference between Goods and Service in Marketing – Environment of Service Marketing (Micro as well as Macro) – Concept of Service Marketing Triangle and its Implications – The Service Marketing Mix Framework– Myths about Services Marketing – Recent Trends & Opportunities in Services Marketing.

**UNIT2:**

Consumer Behavior in Services: Search, Experience and Credence Property, Customer Expectation of Services, Two levels of Expectation, Zone of Tolerance, Factors influencing Customer Expectation of Services, The Three-Stage Model of Consumer Behavior Applied to Services – Customer Perception of Services: Factors influencing Customer Perception of Service, and Strategies for Influencing Customer Perception – Market Segmentation and Positioning Services in Competitive Markets.

**UNIT3:**

Services Marketing Mix: Product-Service Continuum, product Differentiation and Product Levels, and Service Life Cycle – Pricing of Services and Revenue Management: Pricing Concepts, Pricing Strategies for Services – Communications Mix for Services – Service Distribution: Components of Service Delivery System, and Distribution Strategies for Services – Role of Employees and Consumers in Services – Integrated Communication and Service Branding – Concept of Service Encounter – Moment of Truth – Concept of Servicescapes and Physical Evidence – Concept of Process – Types of Process – Role of Process in Various Services – Customer Role in Service Process – Developing and Managing Service Processes.

**UNIT4:**

Customer Satisfaction & Service Quality Management: Concept of Customer Satisfaction, Determinants of Customer Satisfaction, Monitoring, and Measuring Customer Satisfaction – Service Quality Models: Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos Model – Technology & Service Strategy: Applying Technology to Service Settings, e-services.

**UNIT5:**

Relationships, Complaining & Service Recovery: Building and Managing Customer Relationships, Human Service Interfaces, Services Marketing Effectiveness, Service Deficiencies, Service Failure, and Recovery Services Strategies – Service Innovation and Design – Cost-Effective Service Excellence – Customer Profitability and Lifetime Value – Managing Customer Loyalty – Churn Diagnostic and Customer Retention – Service Audit.

**Case Study (Not Exceeding 300 words)****REFERENCE BOOKS:**

1. Lovelock. Christopher H., *Services Marketing*, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter, *Services Marketing*, Tata McGraw Hill, New Delhi.
3. Ravi Shankar, *Services Marketing*, Excel Books, New Delhi.
4. K. Ram Mohan Rao, *Services marketing*, Pearson Education, New Delhi.
5. Newton M P Payne, A., *The Essence of Services Marketing*, New Delhi, Prentice Hall of India.
6. Apte, *Services Marketing*, Oxford University Press.
7. Christian Gronrose, *Services Management and Marketing*, Maxwell Macmillan.
8. Kenneth E.Clow & David L.Kurtz, *Servies Marketing*, Wiley India, New Delhi.

## **MBA 303F FINANCIAL MARKETS AND SERVICES**

### **UNIT 1:**

Financial System: Overview of Indian Financial System, and Functions – Financial System and Economic Development – Structure of Financial Markets – Credit Market: Significance and Structure of the Credit Market in India – Money Market Instruments (Overview): Call/ Notice/ Term Money, Repo/ Reverse Repo, Inter Corporate Deposits, Commercial Paper, Certificate of Deposit, Treasury Bills, Inter Bank Participation Certificate Call Money Market, Commercial Paper Market, Commercial Bill Market, Certificates of Deposits, Repo Market, Treasury Bill Market, and Gilt Edged Securities Market – Foreign Exchange Markets – Interest Rate Futures Markets.

### **UNIT 2:**

Capital Market: Basics of Capital Markets – Capital Market Instruments: Bonds, Mutual Funds, Derivatives, Commodities, Currencies, zero Coupon Bonds, and Deep Discount Bonds – Capital Issues Management – Hybrid Instruments: Nature and Kind of Hybrid Instruments – Methods of Raising Funds from Primary Market – Public Issue Global Markets – Issue of American Depository Receipts and Global Depository Receipts – SEBI Guidelines on their Issue – Emerging Trends in India Capital Market.

### **UNIT3:**

Financial Services: Meaning, Nature, Characteristics, Scope, and Classification of Financial Services – Role of Financial Services in Economic Development – Financial Innovation: Reasons for Innovation, and Innovative Financial Instruments – Financial Engineering – New Financial Products and Services – Problems in Indian Financial Service Sector – Recent Trends in Indian Financial Service Sector – Development of Financial Institutions – Financial Intermediaries – Emerging Financial Services (Overview): Leasing Services, Hire Purchase Services, Discounting, Factoring and Forfeiting Services, Depository Services, Venture Capital Services, and Mutual Funds Services.

### **UNIT 3:**

Non Banking Financial Companies (NBFCs): Meaning, Nature, Scope and Functions of Merchant Banking – Structure of Indian Merchant Banking Industry – Merchant Banking Services – SEBI Guidelines on Merchant Banking – Non-banking Finance Companies: Meaning, Definition, and their Financial Services in India – NBFCs versus Banks – Role of Micro-finance Institutions in Financial Inclusion – RBI Regulations on NBFCs – Credit Rating services: Concept of Credit Rating, Types of Rating, and Advantages & Disadvantages of Credit Rating, and Credit Rating Agencies.

## **UNIT 5:**

Regulations and Governance of Financial Markets and Services: – Pherwani Committee Recommendations – Emergence of New Market System – SEBI Reforms of the Secondary Markets – Liberalization of Equity Markets and Corporate Governance issues in India – Current Legal Framework: Introduction to various Acts governing securities Market: Securities Contracts (Regulation) Act, 1956; Securities Contracts (Regulation) Rules, 1957; Securities and Exchange Board of India Act, 1992; SEBI (Prohibition of Insider Trading) Regulations, 1992, SEBI (Prohibition of Fraudulent and Unfair Trade Practices Relating to Securities Markets) Regulations, 2003 – Indian Financial Sector Reforms – Important Committees on Financial Sector Reforms: Narasimham Committee, Rangarajan Committee, and Raghuram Rajan Committee on financial system and banking Reforms – Financial Inclusion and Corporate Governance in Indian Financial Sector.

### **Case Study (Not Exceeding 300 words)**

#### **REFERENCE BOOKS:**

1. David and Zenoff, *Marketing of Financial services*, Ballinger publishing.
2. J.C Verma, *Merchant Banking*, Tata McGraw Hill.
3. Bhalla.V.K., *Management of Financial Services*, Anmol Publications.
4. Avadhani V A., *Marketing of Financial Services*, Himalaya Publishing House.
5. M.Y.Khan, *Financial Services*, Tata McGraw Hill.
6. Ramesh, S and Arun Gupta, *Venture Capital*, Oxford University press.

## **MBA 304 F- WORKING CAPITAL MANAGEMENT**

### **UNIT 1:**

Introduction: Meaning, Concept and Scope, Components of Working Capital (WC), Classification and Importance of Working Capital – Optimum WC – Working Capital Policy – Principles of Working Capital Management – Profitability Vs Liquidity – Operating Cycle, Production Cycle, Pipeline Inventories, and Working Capital Leverage – Forecast of WC Requirements – Sources of WC – Banker’s Appraisal of WC Proposals.

### **UNIT 2:**

Financing of WC: Determining the Working Capital Financing Mix, Management of Short term-Term Loans from Banks, Cash Credit Advances and Overdraft, Letter of Credit, Unsecured and Secured Borrowing, Concept of Security and Margin, Trade Credit, Commercial Paper, Bill Discounting, Inter Corporate Deposits – Instruments of International Money Market – Factoring, Cost and Risk of Short-term versus Long-term Debt.

**UNIT 3:**

Management of Cash and Receivables: Nature and Motives of Holding Cash, Cash planning, Cash Forecast and Budgeting – Management of Cash Flows – Cash Management Models: Baumol, Beranek, Miller-Orr model, Stone Model – Receivables Management: Meaning of Receivables, Determining the Appropriate Receivable Policy, Marginal Analysis, and Dimensions of Receivable Management – Credit Analysis and Decision: Optimum Credit Policy, Credit Information, Credit Investigation – Credit Analysis: Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.

**UNIT 4:**

Inventory Management: Meaning, Nature, Need, Objectives, and Scope of Inventory Management – Inventory Management Techniques: EOQ, VED, ABC Analysis, FSN Analysis, and Just-in-time (JTT) – Inventory Turnover Ratios – Inventory Management and Valuation – Financial Manager's Role in Inventory Management.

**UNIT 5:**

Recent Trends in WCM – Integrating Working Capital and Capital Investment Processes – Asset Reconstruction Companies – Monetary System in India – New Trends in Financing of Working Capital by Banks– RBI Policy and their Implications on Working Capital Finance – Recommendations of Various Committees on WC: Dahejia, Tandon, Chore, Marathe, Chakravarty, and Kannan Committees.

**Case Study (Not Exceeding 300 words)****REFERENCE BOOKS:**

1. James C. Van Horne, *Fundamentals of Financial Management*, Prentice Hall of India.
2. Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw-Hill.
3. Khan MY and Jain P.K., *Financial Management: Text and Problems*, Tata McGraw Hill.
4. Dheeraj Sharma, *Working Capital Management*, Himalaya Publishing.

**MBA 3035 F – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT****UNIT 1:**

Investment: Meaning, Characteristics, Objectives of Investment, Investment Vs. Speculation and Gambling, Types of Investors – Investment Avenues: Traditional and Modern – Risk: Meaning, Elements of risk, Systematic and Unsystematic Risk – Capital Allocation Between Risky & Risk Free Assets – Utility Analysis – Measurement of Risk: S.D, Variance, Correlation, Regression and Beta coefficients – Risk Returns Trade-off.

**UNIT 2:**

Valuation of Shares and Bonds: Concept of Present Value, Share Valuation Model, Constant Growth Model, Multiple Growth Model, Discount Rate, Multiplier Approach

to Share Valuation, and Regression Analysis – Bond Valuation: Bond Returns, Bond Prices, Bond Pricing Theorems, Bond Risks and Bond Duration.

**UNIT 3:**

Fundamental Analysis & Technical Analysis of Equity Stock: Economic, Industry and Company Analysis Framework, Economic Forecasting Techniques – Technical Analysis: Basic Principles and Assumption of Technical Analysis, Chart Patterns, and Technical Indicators – Dow Theory, Elliot Wave theory, Confidence Index, RSI, Moving Average Analysis, and Japanese Candlesticks.

**UNIT 4:**

Portfolio and Management: Random walk Theory, Efficient Market Hypothesis, and Forms of Market Efficiency – Portfolio Management: Process of Portfolio Management, Portfolio Analysis, Portfolio Risk and Return Calculation –Diversification of Risk – Portfolio Selection – Feasible Set of Portfolio – Efficient Frontier – Security Market Line – CML –Selection of Optimal portfolio using Markowitz and Sharpe Single Index model.

**UNIT 5:**

Capital Market Theory: CAPM-Arbitrage Pricing Theory – Methods of Portfolio Performance Evaluation: Sharpe, Traynor, and Jensen –Measures Portfolio Revision: Need for Revision, Constraints in Revision, Revision Strategies, Formula Plans, and Portfolio Management in India.

**Case Study/Problem (From 2, 4 & 5 Units Only)**

**REFERENCE BOOKS:**

1. Reilly and Brown, *Investment Analysis & Portfolio Mgmt*, Thomson Learning.
2. Fisher and Jordan, *Security Analysis & Portfolio Management*, Pearson, PHI.
3. David G.Luenberger, *Investment science*, Oxford.
4. Alexander, Sharpe, Bailey, *Fundamentals of Investment* – Pearson / PHI.
5. Barua, Verma and Raghunathan, *Portfolio Management*, TMH.
6. S. Kevin, *Portfolio Management*, Prentice Hall India.
7. Ranganathan & Madhumathi, *Investment Analysis & Portfolio Management*, PHI.
9. V A Avadhani., *Securities Analysis & Portfolio Mgmt.*, HPH.

**MBA 303 H - HUMAN RESOURCE PLANNING**

**UNIT 1:**

Basics of Human Resource Planning: Macro Level Scenario of Human Resource Planning, Concepts and Process of Human Resource Planning HRP – HRP and productivity – Methods and Techniques of HRP – Demand Forecasting: Methods and Techniques – Supply Forecasting: Methods and Techniques.

**UNIT 2:**

Human Resource Management and Human Resource Planning: Human Resource Policies – Strategic Human Resource Planning – Technology and Human Resource Planning.

**UNIT 3:**

Job Evaluation: Concept, Definition, Features, Objectives, Scope and Limitations of Job Evaluation – Job Analysis and Job Description – Job Evaluation Process – Job Evaluation Methods: Ranking, Classification, Factor Comparison, Market-based, and Bedaux's Method.

**UNIT 4:**

Career Management: Career Planning, and Career Development – Succession Planning – Performance Planning – Skills and Multi Skilling in HRP – Potentials Appraisal – Tools for Measuring Performance.

**UNIT 5:**

Measurements in Human Resource Planning: Human Resource Information System, Human Resource Audit, and Human Resource Accounting – Emerging Trends and Issues in Human Resource Planning – Manpower Planning in 21 century – Impact of Globalization on Manpower Planning.

**Case Study (Not Exceeding 300 words)****REFERENCE BOOKS:**

1. James W. Walker, *Human Resource Planning*, McGraw-Hill.
2. Cascio., *Managing Human Resources*, Mc Graw-Hill.
3. Mirza S Saiyadain & Tripti Pande Desai., *Emerging Issues in Human Resource Management*, Excel Books.
4. Noe & Raymond., *Fundamentals of Human Resources*, Mc Graw-Hill.

**MBA 304 H- PERFORMANCE AND REWARD MANAGEMENT****UNIT 1:**

Performance Management: Concept and Objectives, Prerequisites, Principles, and Characteristics of an Ideal PM Systems – Dimensions of Performance Management – Factors Affecting Performance Management – Pitfalls of Poorly Implemented PM systems – Performance Management Process – Performance Management and Strategic Planning – Performance Management and Performance Appraisal Concept.

**UNIT 2:**

Performance Appraisal System: Concept, Defining Performance, Determinants of Performance, Performance Dimensions – Approaches to Measuring Performance, Diagnosing the Causes of Poor Performance – Differentiating Task from Contextual Performance – Choosing a Performance Measurement Approach: Traditional Methods



and Modern Methods – Measuring Results and Behaviors – Gathering Performance Information, and Implementing Performance Management System.

**UNIT 3:**

Performance Management and Employee Development Plan: Components and Process of Personal Development Plans – HR Score Card – Performance Reviews – Conducting performance review meetings – Mentoring – Coaching – Role Efficacy – Performance Consulting: Concept, the Need for Performance Consulting, designing and Using Performance Relationship Maps – Contracting for Performance Consulting services – Organizing Performance Improvement Department.

**UNIT 4:**

Performance Management & Reward Systems: Performance Linked Remuneration System, Performance Linked Career Planning & Promotion Policy – Reward Management: Objectives and Criteria – Statutory Provisions Governing Different Components of Reward Systems – Competitiveness and Equity – Designing Compensation – Wage Levels and wage Structures – Determining Individual Pay – Executive Compensation Systems in Multinational Companies and IT companies.

**UNIT 5:**

Performance pay – Incentives, Individual, Group, Short-term and Long-term – Compensation of Special Groups, Supervisors, Executives, Directors, Sales Force, Technical Professional, and Women Executives – Fringe Benefits – Retirement Benefits including VRS / Golden Handshake Schemes.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. TV Rao, *Performance Management and Appraisal Systems*, Sage Response Books
2. G.K.Suri., *Performance Measurement and Management*, Excel Publications
3. Michael Armstrong, *Employee Reward*, Universities Press (India) Ltd.
4. D.K.Srivastava, *Strategies for Performance Management*, Excel Publications.
5. R.K. Sahu, *Performance Management System*, Excel Publications.
6. Chadha, *Performance Management*, MacMillan.
7. Michael Armstrong, *Performance Management*, Kogan Page India Ltd.
8. Boyett, J.H and Conn, H.P., *Maximizing Performance Management*, Glenbridge Publishing, Oxford.
9. Dipak kumar Bhatta charya, *Compensation Management*, Oxford.
10. Pareek, U., *Managing Transitions: The HRD Response*, TMH.

## **MBA 305H – INDUSTRIAL RELATIONS AND EMPLOYMENT LAWS**

### **UNIT 1:**

Industrial Relations: Definition, Nature, Scope, Determinant, and Significance of IR– Factors Influencing IR in Changing Environment – IR Approaches – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations – Trade Union: Function of Trade Union, Types & Structure of Trade Union, Impact of Globalization on Trade Union Movement.

### **UNIT 3:**

Collective Bargaining: Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining – Workers Participation in Management: Concept, Pre-Requisites, Levels of Participation, and Benefits of Participation.

### **UNIT 3:**

Machinery to Solve IR Disputes: Negotiation, Mediator, Arbitration, Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labor Court, Industrial Tribunal, National Tribunal – Role of Judiciary and its Impact on IR.

### **UNIT 4:**

Salient Features of Labor Legislations-I: The Factories Act, 1948, Industrial Disputes Act, 1947, Trade Union Act, 1926, and Employment Standing Order Act, 1946.

### **UNIT 5:**

Salient Features of Labor Legislations-II: Workmen’s Compensation Act, 1923, Payment of Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Employees’ State Insurance Act, 1948, and Maternity Benefit Act, 1961.

### **Case Study (Not Exceeding 300 words)**

### **REFERENCE BOOKS:**

1. Monappa, *Industrial Relations*, Tata McGraw Hill.
2. B.D.Singh, *Industrial Relations*, Excel Books.
3. C.B.Mamoria, *Industrial Relations*, Himalaya Publishing House.
4. Kochan, T.A. and Katz Henry, *Collective Bargaining and Industrial Relations*, Homewood.
5. Mamkoottam, K., *Trade Unionism: Myth and Reality*, New Delhi, Oxford University Press.
6. Papola, T S & Rodgers, G., *Labour Institutions and Economic Development in India*, Geneva, ILO.
7. Arora M, *Industrial Relations*, Excel Books.
8. Ramaswamy, E.A., *The Rayon Spinners. The Strategic Management of Industrial Relations*, Oxford University Press.
9. Venkat Ratnam, C.S., *Industrial Relations*, Oxford University Press.
10. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, *Industrial Relations, Trade Unions and Labour Legislation*, Pearson Education.
11. Ramaswamy E.A., *The Strategic Management of Industrial Relations*, Oxford University Press.

12. Cowling and James, *The Essence of Personnel Management and Industrial Relations*, Prentice Hall of India.
13. Ratna Sen, *Industrial Relations in India*, Macmillan India Ltd.

## **MBA SYLLABUS**

### **1V-SEMESTER**

#### **MBA401-KNOWLEDGE AND TECHNOLOGY MANAGEMENT**

##### **UNIT1:**

Introduction: Definition, Scope, Fundamentals, and Significance of Knowledge Management – Objectivist vs. Practice-based Epistemologies – Difficulties in Knowledge Management – Knowledge Management systems life cycle – Road Map of Knowledge Management – Implementation of Knowledge Management – Managing and Sharing Knowledge: Motivation behind Sharing Knowledge, Transferring Knowledge, Knowledge Hierarchy, and Types of Knowledge.

##### **UNIT2:**

Drivers of Knowledge Management: Pillars of Knowledge Management – Knowledge Management Framework – Supply Chain of Knowledge Management – Six Cs for Creating Effective Knowledge Management – Formulation of Knowledge Management strategy – Formulation of Knowledge Management Program – Critical Success Factors in Knowledge Management Implementation.

##### **UNIT3:**

Human Resource Management and Knowledge Management: Definition of Knowledge Worker, and Managing Knowledge Worker – Reward Systems – Effective Career Planning – Performance Measurement – Training and Development – Learning Organizations: Mystique of a Learning Organization, Learning and Change Innovation, Continuous Improvement, and Corporate Transformation

##### **UNIT4:**

Technology Management: Concept and Meaning of Technology, Strategic Role of Technology – Types of Technology – Forms of technology – Technology as a Tool for Competitive Advantage – Management of Technology – Impact of Technology on Society and Business – Technology Forecasting – Techniques and Applications.

##### **UNIT5:**

Technology Assessment – Technology Choice –Technology Acquisition – Technology Strategy: Concept, Types, Key Principles, Framework for Formulating Technology strategy – Technology Diffusion and Absorption – Innovation Time and Innovation Cost – Speed of Diffusion– Project Management in Adoption and Implementation of new Technologies – Technology Transfer Management: Technology Transfer, Process, and – Outsourcing Strategic Issues: Joint Ventures, and Technology Sourcing.

#### **Case Study (Not Exceeding 300 words)**

##### **REFERENCE BOOKS:**

13. Honeycutt, *Knowledge Management Strategies*, Prentice Hall of India.

14. Amrit Tiwana, *The Knowledge Management Toolkit*, Pearson Education.
15. Raman A.T., *Knowledge Management*, Excel Books,
16. Archana Shukia & Srinivasan R., *Designing Knowledge Management Architecture*, Sage Publications.
17. Darys Morey, Mark Maybury and Bhavani Thuraisingham, *Knowledge Management*, University Press.
18. Betz. F, *Strategic Technology Management*, McGraw-Hill.
19. V K Narayanan, *Managing Technology and Innovation for Competitive Advantage*, Pearson Education Asia.
20. Schilling, *Strategic Management of Technological Innovation*, McGraw-Hill.
21. Tarek Khalli, *Management of Technology*, McGraw-Hill.

## **MBA 402 – INTERNATIONAL BUSINESS**

### **UNIT 1:**

International Business: An overview, Types of International Business – International Business Environment – Globalization: Forces, Meaning, Dimensions and Stages in Globalization – The External Environment: Economic, Political, Socio-cultural, and Technological Environment – Introduction to Theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler.

### **UNIT 2:**

Trade and Investment: International Trading Environment – Influence on Trade and Investment Patterns – Determination of Trading Partner's Independence, Interdependence, and Dependence – Govt. Influence on Trade & Investment – Tariff and Non-tariff Barriers – Trade Blocks – Regional Blocks – W.T.O Implications – Rise of New Economies like Japan, South East Asia and China as Compared to India – Country Risk Analysis – Halsteade Model.

### **UNIT 3:**

International Financial Management: Balance of Trade and Payments – Macro Economic Management – Global Competitiveness – International Financial Bodies: UNCTAD, UNIDO, International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Current EXIM Policy and Its Implications – Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences.

### **UNIT 4:**

International Marketing: Country Evaluation and Market Selection, and Modes of Entry – Licensing, Joint ventures and Export Management – International Business Negotiations & Diplomacy – Barriers and Exit Strategies – Global Production, Outsourcing and Logistics – Global Supply Chain Management – Global Manufacturing Strategies – Global Marketing and R&D – Globalization and Indian Reform Process – India’s Competitive Advantage in Industries like IT, Textiles, Gems & Jewellery etc.

**UNIT 5:**

Social Responsibilities and Ethics: MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, Accounting in International Business: Source of Country Differences in Accounting Standards, Accounting Implications of Currency Translation, Rise of International Accounting Standards.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Francis Cherunilam, *International Business*, Prentice Hall of India private Ltd.
2. John D.Daniels & Lee H. Radebaugh., *International Business*, Pearson Education.
3. Vyuptakesh Sharam, *International Business*, Pearson Education.
4. Bhattacharya, *International Business*, Excel Books.
5. K.Awathappa, *International Business*, Tata McGraw Hill.
6. Sundarmos Black., *International Business Environment*, Prentice Hall of India.

**MBA 403 M – ADVERTISING MANAGEMENT**

**UNIT1:**

Advertising – Concept, Meaning, Definition, Importance, Functions, and Types of Advertising – Reasons for Advertising – Economic, Social, Ethical Aspects of Advertising – Advertising and Marketing Mix – Advertising as a Tool of Marketing Communication – Advertising role in Branding – Management of advertising agencies: Functions and Types of Agencies, Structure and Process, Agency Services, and Agency-Client Interface.

**UNIT2:**

Advertising Objectives and Budgeting: Problems in Setting of Advertising Objectives, Determination of Target Audience, Market Positioning, DAGMAR Approach – Advertising Budget: Factors Influencing Advertising Budget, Establishment and allocation of Resources, Methods and Models of Advertising Budget.

**UNIT3:**

Message Design and Development: Message Design and Marketing Objectives – Message Design and Positioning – Gap between a Copy Writer and Audience, Components of Message Design – Message Presentation, Message Structure, Message format, Message development, Negative advertising, Visualization, and Advertising Appeals – Advertising

Copy Elements – Layout Principles – Creativity in Advertising – Advertising Copy: Advertising Copy for Print Media, advertising copy for Radio, TV and Outdoor Media.

**UNIT4:**

Media Planning & Selection: Concept of Media, Establishing Media Objectives, Types of Media (Print Media, Electronic Media, Outdoor and Transit Media, Direct Marketing and Cinema), Media Selection, Media Planning Process, Types of Media (Print Media, Electronic Media, Outdoor and Transit) – Media Planning and Strategies – Media Mix Decisions – Media Scheduling.

**UNIT5:**

Advertising Research: Testing Validity and Reliability of Ads – Measuring Impact of advertisements – Market Testing, Testing via Internet, Pre Testing, Post Testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Aaker, David and Myers, John., *Advertising Management*, Prentice Hall.
2. Belch, G. and Belch, M., *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 6/e , Mc-Graw Hill.
3. Kazmi, *Advertising & Sales Promotion*, Excel Books, New Delhi.
4. Borden, William H., *Advertising*, New York, John Wiley.
5. Hard, Norman., *The Practice of Advertising*, Oxford, Butterworth Heinemann.
6. Kenneth Clow and Donald Baack., *Integrated Advertisements, Promotion and Marketing communication*, Prentice Hall of India, New Delhi.
7. George E Belch, Michel A Belch., *Advertising & Promotion*, McGraw Hill, Singapore.
8. Mohan, Manendr, *Advertising Management*, Tata McGraw Hill, New Delhi.

**MBA 404 M- SALES AND DISTRIBUTION MANAGEMENT**

**UNIT1:**

Sales Management: Concept, Nature and Scope, Objectives and Functions – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix –Trends and Challenges – Selling Through Different Media.

**UNIT2:**

Sales Forecasting & Operations: Methods and Procedural Steps in Forecasting - Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation — Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales , Sales Meeting and Sales Contest, Organizing

Display , Showroom and Exhibitions. – Planning Manpower Requirements – Recruiting and Selecting Sales Personnel – Methods and Administering Selection Procedures.

**UNIT-3:**

Sales force Management: Developing Sales Training Programs, Executing and Evaluating Sales Training Programs, Motivating Sales Personnel, Compensating Sales Personnel, Designing and Administering Various Compensation Plans, Controlling Sales Personnel and Managing, Sales Evaluation Programs, Comparing Standards with Actual Performances of Sales Personnel – Sales Audit and Analysis.

**UNIT4:**

Distribution Management: Role of Distribution in Marketing Mix – An Overview of Marketing Channels – Structure, Functions, and Relationships of Channels of Distribution – Channel Dynamics and Conflicts– Channel Planning and organizational Patterns in Marketing Channels – Channel Design Process and Channel Management Decisions – Channel Intermediaries: Role and Types – Wholesaling: Types of Wholesalers, and Wholesaler marketing decisions – Retailing: Types of Retailers, and Retailer Marketing Decisions;

**UNIT5:**

Market Logistics: Logistics Objectives, Market Logistics Decisions for Distribution Channels – Transport and Handling: Economic of Transportation, Modes of Transport, Organizing Transport Facilities, Transport Procedure and Documentation – Role of Information System in Distribution Channel Management – Assessing Performance of Marketing Channels.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Krishna K. Havaldar & Vasant M Cavale : *Sales & Distribution Management: Text & Cases*, Tata McGraw Hill.
2. Still, Cundiff and Govani , *Sales Management - Decisions, Strategies and Cases*, Prentice Hall.
3. Gupta S.L., *Sales & Distribution Management (Text and Cases)*, Excel Books, New Delhi.
4. Anderson. R. *Professional Sales Management*: Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Buskirk, R.H. and Stanton. W.J., *Management of Sales Force*, Homewood Illinois, Rochard D. Irwin.
6. Dalrymple, D.J., *Sales Management: Concepts and Cases*, New York, John Wiley.
7. Johnson. E. M., *Sales Management: Concepts, Practices and Cases*, New York. McGraw Hill.
8. Stanton, William J etc., *Management of Sales Force*, Chicago, Irwin.



## **MBA 405M – RETAIL MANAGEMENT**

### **UNIT1:**

Introduction to Retailing: Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Global Retailing – Growth and Development of Indian Retailing during 1990-2010 – Theories of Retail Development – Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing – Retail Customers and Consumers – Changing Trends of Consumerism and Consumer Buying Behavior Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping, and Cross-buying Behavior – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing.

### **UNIT2:**

Retail Market Strategy: Concept, Definition, and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process – Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion – Retail Location: Concept, Types, and Importance of Retail Location – Retail Location Theories – Retail Location Process – Retail Location and Retail Strategy – Retail Site Selection: Local, Legal, and Market Potential Considerations.

### **UNIT3:**

Retail Management: Concept, Scope and Process of Retail of Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Strategic Profit Model – Financial Performance Assessment in Retailing – Retail Merchandising: Process of Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

### **UNIT4:**

Retail Pricing: Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Price-promotions – Retail Communication Budget: Process and Methods of Budgeting – Emergence of Multichannel Retailing: Issues and Challenges – Integrating and Controlling Retail Strategy.

### **UNIT5:**

Store Management: Concept, Scope and Importance of Store Management – Store Layout, Design, Atmospherics, and Visual Merchandising – Retail Customer Service: Managing Service Quality, Complaint Handling, and Service Recovery Strategies – Customer Relationship Management: CRM Process and CRM Programs – Retail Customer Satisfaction, Loyalty, and Retention Strategies – CRM Measurements: Customer Life Time

Value and Customer Equity – Retail Information System – Supply Chain Management in Retailing – Ethical Issues in Retailing Retail – Audit and Retailing Research in India.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Levy & Weitz, *Retailing Management*, TMH.
2. Swapna Pradhan, *Retailing Management Texts & Cases*, McGraw Hill Companies.
3. A.J.Lamba, *The art of Retailing*, TMH.
4. Andrew J Newmann & Petes cullen, *Retailing Management*, Thomson Learning.
5. Barry Berman Joel &R Evans, *Retailing Management-A Strategic Approach*, Pearson Education.
6. Gilbert, *Retail Marketing Management*, Pearson Education.
7. Chetan Bajaj, Rajnish Tuli and Srivatsva, *Retail Management*, Oxford University Press.
8. Suja Nair, *Retail Management*, Himalaya Publisher.
9. Lecy, M., B.A. Weitz, and Ajay Pundit., *Retailing Management*, The McGraw-Hill Companies.

**MBA 403F- BANKING AND INSURANCE MANAGEMENT**

**UNIT I:**

Banking: Basics of Banking, Overview of Banking and Financial Institutions, and Fundamental Forces of Change in the Banking Sector and Banking Models – Types, Forms, and Functions of Banking – Process of Bank Management – Commercial Banking: Types and Role of Commercial Banking in India (viz. Intermediation, Payment System, Financial Services) – Organizational Structures of Commercial Banks in India – Banking Products: Fee Based and Fund Based – Understanding Basic Commercial Bank Financial Statements and Analysis – Retail Banking – Investment Banking in India – Micro Finance- Models – Socio-economic Environment and Socio Obligations of Banks in India – Role of Banking in Inclusive Growth.

**UNIT 2:**

Bank Management and Regulations: Liquidity Management, Investment Management, Loan Management, Liability Management, Credit Management, and Risk Management – Asset Liability Management – Evaluation of Commercial Loan Credit and Consumer Loan Credit –Regulations: Policy Issues in Bank Management, Bank Regulatory and Supervisory Mechanism, and BASEL Norms (I, II and III) – RBI Functions: Monetary Policy, CRR, SLR, Repos, and Reverse Repos – CAMELS (Capital Adequacy, Asset Quality, Management Quality, Earnings, Liquidity, Systems and Controls) Model for Rating of Domestic Banks – CACS (Capital Adequacy, Asset Quality, Compliance, Systems and Control) Model for Rating of Foreign Banks.

**UNIT 3:**

Recent Developments and Current Issues: Technology in Banking: ATM, Online Banking, Mobile Banking, Social banking, and Banking on Wheels – Problems in Bank Management

in India – Non Performing Assets (NPA) and Reduction Strategies – Efficiency Parameters – Intra and Inter-bank Competition – Competition from Global Players – Restructuring and Consolidation of Banking Industry in India – Autonomy and Governance in Banking – Banker and Customer: Customer Adoption, Customer Focus, Customer Service, and Relationship Management – Banking Ombudsman: Definition, Meaning, Functions and Role of Banking Ombudsman in Customer Care, Handling Complaints and Recovery.

**UNIT 4:**

Basics of Insurance: Definition, Meaning, Fundamental Principles, and Classes of Insurance – Growth Drivers and Barriers of Insurance sector in India – Pre and Post Liberalization of Insurance Scenario in India – Insurance Institutions: Structure and Functions – Basic Insurance Products and Services – Micro Insurance: Definition, Demand and Supply of Micro Insurance, and Models of Micro insurance – Micro Credit versus Micro Insurance – Investment Pattern and Policies of Insurance Companies – Overview of Rural Insurance Policies – Contribution to Indian Economy.

**UNIT 5:**

Risk Management and Insurance Regulations: Methods and Techniques of Risk Management – Role of Actuaries: Product Framing, Underwriting Guidelines, Re-insurance, and Preparation of Insurance Documents Policy Conditions – Financial Management of Life Insurance Companies – Insurance Regulations: Role of IRDA – Important Insurance Laws: IRDA-1999, IRDA Investments (Life and General)-2000, IRDA (Protection of Policyholder’s Interest) Regulations- 2002, IRDA (micro-insurance) Regulations-2005, IRDA (Sharing of Database for Distribution of Insurance Products) Regulations-2010 – Emerging Trends in Indian Insurance Sector: Product Innovations, Multiple Distribution Channels, Online Insurance, Bancassurance – Insurance and Corporate Governance – Insurance and Financial Inclusion – FDI in Insurance: Issues and Challenges.

**Case Study (not exceeding 300 words)**

**REFERENCE BOOKS:**

1. Gordon Natrajan, *Banking Theory, Law & Practice*, Himalya Publishing House.
2. Rose, Hudgins., *Bank Management & Financial Services*, McGraw Hill.
3. J.N. Jain & R.K. Jain: *Modern Banking and Insurance*, Regal Publications.
4. Vasanth Desai, *Nature and Problems of Commercial Banking in India*, Himalaya Publishing House.
5. Vasanth Desai, *Indian Banking, Nature and Problems*, Himalaya Publications House.
6. A. Ranga Reddy, C. Rangarajan, *Rural Banking and Overdues Management*, Mittal Publications.
7. M.N.Mishra, S.B.Mishra., *Insurance Principles and Practice*, S. Chand & Company Ltd.
8. S.C.Sahoo, S.C Das., *Insurance Management*, Himalaya Publishing House.
9. Mark S. Dorfman., *Risk Management and Insurance*, Pearson Education.
10. M.L.Tandon, *Banking Law and Practice in India*.

11. Scott E. Harringam Gregory R. Nichaus., *Risk Management & Insurance*, TMH.
12. George E. Rejda., *Principles of risk Management & Insurance*, Pearson Education.
13. Rejda, George E, *Principles of Risk Management and Insurance*, Pearson Education.
14. Besis Joel, *Risk Management in Banking*, John Wily & Sons.
15. Trieschmann, *Risk Management & Insurance*, Thomson Learning.

## **MBA 404 F – FINANCIAL DERIVATIVES**

### **UNIT 1:**

Introduction: Types of Trades and Traders – Financial Derivatives: Concept, Definition, Nature, Functions, and Types of Derivates – Pros and Cons of Financial Derivatives – Growth Drivers and Barriers of Derivatives Market in India – Status of Indian Derivatives Market vis-a vis Global Derivatives – Market Participants and Applicants of Financial Derivates – Trading Mechanism of Derivatives in India – Economic Role of Derivates(Overview): Risk Management, Price Discovery, and Transactional Efficiency of Recent Trends in Financial Derivatives in India.

### **UNIT 2:**

Futures and Forwards: Meaning, Importance, Futures Exchanges Market Participants – Clearing House and Margins – Futures Pricing – Stock Index Futures – Forwards Vs Futures – Hedging strategy Using Future – Basic Principle, Arguments for and Against Hedging –Basic Risk, Minimum Variance Hedge Ratio, Hedging through Stock Index Futures.

### **UNIT 3:**

Options: Meaning and Features of Options – Share Options, Currency Option – Benefits of Options – Basic principles of options- option strategies – Option spreads – Mechanism of Option Specification of Stock Option, Trading, Commission, and Margin.

### **UNIT 4:**

Option Pricing Models: Factors Affecting Option Prices –Application of Option Pricing Models: Black-Scholes Model, Binomial Model – Option Greeks and Hedging Strategies- Estimating Volatilities.

### **UNIT 5:**

Financial Swaps and Warrants: Meaning, and Uses –Types of Financial Swaps: Interest Rate Swaps, Currency Swaps, and Swap Pricing – Warrants – Other Derivatives and Derivative Disasters: Value-at-Risk, Credit Derivatives, Exotic Options, and Derivative Mishaps.

### **Case Study/Problem (From 2, 3, & 4 Units only)**

### **REFERENCE BOOKS:**

1. David A. Dufofsky and Thomas W. Miller, *Derivatives*, Oxford.
2. John C. Hull, *Options, Futures and other Derivatives*, Prentice Hall of India.
3. N DVohra and B R Bagri, *Futures and Options*, McGraw Hill.
4. Robert .A. Strong, *Derivatives*, Cengage.
5. Don M. Chance and Robert Brooks, *Derivatives and Risk Management Basics*, Cengage.

6. Jayanth Rama Varma, *Derivatives and Risk Management*, McGraw Hill.
7. Bishnu Priya Mishra, *Financial Derivatives*, Excel Books.
8. Franklin Edwards and Cindy Ma, *Futures and Options*, Tata McGraw Hill.
9. Redhead, *Financial Derivatives, An Introduction to Futures, Forwards, Options*, Prentice Hall of India.
10. Bhalla, V.K, *Financial Derivatives*, Sultan Chand.
11. Gupta S L., *Financial Derivatives: Theory, Concepts and Problems*, Prentice Hall of India, New Delhi.
12. Kumar S.S, *Financial Derivatives*, Prentice Hall of India, New Delhi

## **MBA 405 F - INTERNATIONAL FINANCIAL MANAGEMENT**

### **UNIT 1:**

Multinational Corporations: Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits, Complexities and Issues in Financial Decisions of a Multinational Firm – Financial Management Versus International Financial Management – IFM: Features, Objectives, and Importance of IFM.

### **UNIT2:**

International Monetary System: Gold Standard, Interwar Period, Bretton Woods System, Fixed and Floating Exchange Rate System – Foreign Exchange Market: Features and Functions – Exchange Rate: Determination of Exchange Rate – Spot and Forward Rates – International Parity Conditions: Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition – Exchange Rate Movement and Decision to Invest – Global Financial Markets: International Banks, Euro Currency Market, Euro Bond Market, International Stock Market, and Global Equity Market.

### **UNIT 3:**

Management of Exposure: Economic, Transaction, Translation, and Real Operating Exposure – Exposure Management Contractual and Natural Hedging – Interest Rate Risk Assessment and Management – International Capital Budgeting: Multinational Considerations and Calculation of Cash Flows, and Adjusted Present Value Approach.

### **UNIT 4:**

International Portfolio Management: Decision to Invest in Portfolio, International CAPM, and Identification of Optimum Portfolio – International Project Financing: Concepts, Types, Techniques, and Key Elements – Cost of Capital and Capital Structure of Multinational Firms – Long term Financing Sources of MNCs.

### **UNIT 5:**

International Working Capital Management: Cash Management, Receivables and Inventory Management – Short-term Financing – International Accounting: Foreign Currency Translation, Multinational Transfer Pricing and Performance Measurement – Consolidated Financial Reporting International Accounting Standards and Practices – International Taxation: Key elements and Issues, International Tax Environment, Bilateral Treaties, and

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. S.P.Srinivasan, B.Janakiram, *International Financial Management*, Wiley India.
2. V.Sharan, *International Financial Management*, 3<sup>rd</sup> Edition, Prentice Hall of India.
3. A.K.Seth, *International Financial Management*, Galgotia Publishing Company.
4. P.G.Apte, *International Financial Management*, Tata McGrw Hill, 3<sup>rd</sup> Edition.
5. Bhalla, V.K., *International Financial Management*, 2<sup>nd</sup> Edition, New Delhi, Anmol.
6. V.A.Avadhani, *International Financial Management*, Himalaya Publishing House.
7. Bhalla, V.K., *Managing International Investment and Finance*, New Delhi, Anmol.
8. Buckley Adrin, *Multinational Finance*, 3<sup>rd</sup> Edition, Engle Wood Cliffs, Prentice Hall of India
9. Jain, *International Financial Management*, MacMillan.
10. Thomas J.O' Brien, *International Financial Economics*, Oxford.
11. Alan C, Shapiro, *Multinational Business Financial Management*, Wiley India.
12. Jeff Madura, *International Corporate Finance*, Cengage.
13. Rathore, Shirin, *International Accounting*, Prentice Hall of India Pvt. Ltd.
13. Shapiro, Allen C., *Multinational Financial Management*, John Wiley & Sons.
14. Eun, Cheol and Bruce Resnick, *International Financial Management*, McGraw Hill.
15. Baker J.C., *International Finance: Management, Markets and Institutions*, Prentice Hall, Englewood Cliffs.

**MBA 403 H – HUMAN RESOURCE DEVELOPMENT (HRD)**

**UNIT 1:**

Human Resource Development: Concepts, Goals, Importance, Challenges of HRD – Macro and Micro Perspectives of HRD — HRD Climate and Culture – HRD Process – HRD Approaches for Coping with Organizational Changes – HRD Departments and their Tasks – HRD as A Profession – Duties and Responsibilities of HRD Manager – Present Status of HRD in India – HRD Matrix.

**UNIT 2:**

Interventions of Human Resource Development: Behavioral Factors in HRD – Performance Management, Performance Appraisal, Potential Appraisal, Coaching, Counseling and Mentoring, Career Planning and Development – Organizational Development Process – Organizational Development Interventions: Concept and Role of HRD Interventions –TQM and HRD Strategies.

**UNIT 3:**

Training and Development: Need for Training, Concept of Learning and Learning Principles, Training Process, Training Need Analysis, Training Methods, and Evaluation of Training Methods – HRD and Employee Engagement – Management Development: Concept, Meaning, Importance and Scope of Management Development – Management Development versus Organization Development.

**UNIT 4:**

HRD in Practice: HRD in Strategic Organizations – HRD Experiences in Indian Public and Private Sector Industries – HRD in Government and Service Sectors – HRD in Voluntary Organizations – Global Developments and Implications for HRD in India.

**UNIT 5:**

HRD Audit & Research: HRD Audit: Concept and Objectives of HRD Audit, Methodology, Preparation of HRD Audit, HRD Score Card, HRD Audit Failures – Current Status of HRD Audit in India- Future of HRD – Research on HRD.

**Case Study (Not Exceeding 300 words)****REFERENCE BOOKS:**

1. Nadler Leonard., *Corporate Human Resource Development*, Van Nostrand, Rinhold/ASTD.
2. TV.Rao., *Human Resource Development Audit*, Sage Publications.
3. TV. Rao., *Future of Human Resource Development*, Macmillan.

**MBA 404 H – LEADERSHIP****UNIT 1:**

Introduction to Leadership: Definition, Importance of advanced leadership, Roles of a leader – Leadership theory paradigms, levels of analysis of leadership theory – Leadership Traits and Ethics: Personality Traits and Leadership, Traits of Effective Leaders, Leadership Attitudes, Ethical Leadership – Achievement Motivation Theory – Leadership as Responsibility – Thought Leadership

**UNIT 2:**

Leadership Behavior and Motivation: Leadership Behavior and Styles, University of Michigan and Ohio Studies, Leadership Grid – Leadership and Motivation – Content and Process Theories: Reinforcement Theory, Contingency Leadership Theories and Models, Leadership Continuum theory, Normative leadership theory, and Leadership Substitute Theory

**UNIT 3:**

Team Leadership, Organizational Leadership: The Use of Teams in Organizations, Types of Teams, Decision Making in Teams – Leadership Skills for Effective Team Meetings – Ginnert's Team Effectiveness Leadership Model – Virtual and Self Managed Teams – Changing Role of Leadership in Self Managed Teams – Charismatic and Transformational

leadership – Stewardship and Servant Leadership – Leadership of Culture and Diversity, Creating High Performance Culture – Strategic Leadership.

**UNIT 4:**

Leader-follower Relations: Followers, Evolution of Dyadic Theory – Leader Member Exchange Theory, Fellowship, Delegation, Coaching, and Managing Conflict – Leadership and Change Management.

**UNIT 5:**

Leadership Development and Succession: Development through Self Awareness and Self Discipline, Development through Education, Experience, and Mentoring – Succession Policy – Leadership Development Programs – Evaluation of Leadership Development Efforts-Leadership in Indian Business.

**Case Study (Not Exceeding 300 words)**

**REFERENCE BOOKS:**

1. Lussier/ Acheson, *Effective Leadership*, Thomson SouthWestern.
2. Hughes, Ginnet, Curphy, *Leadership-Enhancing the Lessons of experience*, TMH.
3. Andrew J Durbrin, *Leadership-Research findings, Practice, and skills*, Biztantra.
4. Gary Yukl, *Leadership in Organizations*, Pearson Education.
2. Richard L Daft, *The Leadership Experience*, Cengage Learning.
3. Craig Watson, *Dynamics of leadership*, Jaico Publication.
4. George Manning and Kent, *The art of leadership*, Mc-Graw Hill Education.
5. Warren Bennis and Burt Namus, *Leadership-The successful strategies for Taking over*.

**MBA 405 H - STRATEGIC & GLOBAL HUMAN RESOURCE MANAGEMENT**

**UNIT 1:**

SHRM: Meaning, Nature and Scope of SHRM – Strategic Framework for HRM– Process of Strategic HRM – Corporate Strategy and SHRM – SHRM Approaches: Universalistic, Contingency and Configurational Approaches – Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning Acquisition and Development – Recruitment and Retention Strategies: Online Recruitment, Employee Referrals, Recruitment Process Outsourcing, Head Hunting, Executive Education, Flexi Timing; Telecommuting – Work–life Balance Practices – Employee Empowerment – Employee Involvement – Autonomous Work Teams.

**UNIT 2:**

Training, Development and Performance Strategies: Creating a Learning Organization, Competency Mapping, Multi-Skilling Succession planning, Cross Cultural Training – Defining Key Result Areas (KRA), Result Based Performance, and Merit Based Promotions – Linking Performance to Pay: Performance Based Pay, Skill Based Pay, Team Based Pay, Broad Banding, Profit Sharing, Executive Compensation, and Variable Pay.



**UNIT 3:**

Human Aspects of Strategy Implementation: Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Human Side of Mergers and Acquisitions, Leadership, Power and Politics, Employee Morale – Personal Values and Business Ethics – Retrenchment Strategies: Downsizing, Voluntary Retirement Schemes (VRS), HR Outsourcing, Early Retirement Plans, and Project Based Employment.

**UNIT 4:**

Global HRM: Concept, Nature, and Importance – Domestic Vs Global HRM – International Staffing: Policies and Practices – Global Recruitment and Selection Process – Global Labor Market Differences – Global Compensation Policies and Procedures– Managerial Transfers – Repatriation Issues – Developing HR as a Value Added Function – Global Management Development Techniques – Human and Cultural Variables in Global Organizations – Ethics in International Business – Western and Eastern Management thoughts in the Indian Context.

**UNIT 5:**

Global HRM Strategies: Structural Evolution of Global Organizations, Cross-cultural Differences and Managerial Implications , Cross-cultural Communication and Negotiation Problems – Cross-cultural Leadership and Strategic HR Issues in International Assignments – Cross-cultural Communication and Negotiation – Global HRM Models: Poles Adaptation of the Harvard Model, Brewster and Bournois Model – An overview of HRM in USA, UK, Japan, West Germany and Russia – Innovative Management Techniques and their Influences on Global HRM – Research in Global HRM.

**Case Study (Not Exceeding 300 words)****REFERECE BOOKS:**

1. Jeffrey A Mello, *Strategic Human Resource Management*, Thomson, Singapore, Southwestern.
2. Randy L.Desimone, Jon M. Werner, David M. Marris, *Human Resource Development'*, Thomson Southwestern.
3. Robert L. Mathis and John H. Jackson, *Human Resource Management*, Thomson Southwestern.
4. Srinivas Kandula, *Human Resource Management in Practice*, Prentice Hall of India, New Delhi.
5. Anuradha Sharma, *Strategic Human Resource Management: An Indian perspective*, Sage Response Books.
6. Nadler, *Competing by Design*, Oxford University Press.
7. Charles R.Greer, *Strategic Human Resource Management*, Pearson Education.
8. Freed R.David, *Strategic Management*, Prentice Hall of India.
9. Michael Armstrong, *Strategic Human Resource Managemen*, Koga Paye,