

MBA (Distance Mode) 2 Years Programme 2012-13

RULES AND REGULATIONS GOVERNING REVISED
(MBA Programme under adopted Regular Mode)
w.e.f Batches admitted from the academic year 2008-2009 onwards



School of Distance Learning and Continuing Education
Kakatiya University, Warangal 506 009

1. The Programme

The duration of MBA programme is two academic years consisting of four semesters (two semesters in each year).

2. Admission

Candidates possessing a Bachelor Degree in any discipline (Excluding B.O.L, and B.F.A) with 40% aggregate marks and qualified in ICET examination of 2011 or 2012 or the Entrance Test conducted by SDLCE, Kakatiya University are eligible for admission to MBA (DM) Programme subject to the rules and regulations of the University from time to time.

3. Course Structure

The MBA programme offers in all 30 papers consisting of 22 core papers and 8 elective papers apart from Viva-voce and project report. The details of semester-wise subjects and weightage of marks are as mentioned below:

COURSE STRUCTURE OF MBA PROGRAMME

FIRST YEAR - FIRST SEMESTER

Course Code	Course Code	Internal	Uni. Exam.	Total
101	Management and Organization Theory	30	70	100
102	Business Environment	30	70	100
103	Managerial Economics	30	70	100
104	Accounting for Managers	30	70	100
105	Creativity and Innovation	30	70	100
106	Statistics for Management	30	70	100
107(a)	Information Technology for Managers	30	50	80
107(b)	IT-Lab	-	20	20
	Total	210	490	700

FIRST YEAR - SECOND SEMESTER

Course Code	Course Code	Internal	Uni. Exam.	Total
201	Human Resource Mgt.	30	70	100
202	Marketing Management	30	70	100
203	Financial Management	30	70	100
204	Management Accounting	30	70	100
205	Managerial Communication	30	70	100
206	Operations Research	30	70	100
207	Business Research Methods	30	70	100
	First Year Viva		50	50
	Total	210	540	750

SECOND YEAR - FIRST SEMESTER

Course Code	Course Code	Internal	Uni. Exam.	Total
301	Organisational Behaviour	30	70	100
302	Operations Management	30	70	100
303	Strategic Management	30	70	100
304	E-Business	30	70	100
310-HUMAN RESOURCE MANAGEMENT- ELECTIVES				
311	Human Resource Development	30	70	100
312	Labour Laws	30	70	100
313	Organisation Development	30	70	100
314	International Human Resource Management	30	70	100
320-MARKETING MANAGEMENT - ELECTIVES				
321	Consumer Behavior & CRM	30	70	100
322	Advertising Management	30	70	100
323	Sales & Distribution Management	30	70	100
324	Product & Brand Management	30	70	100
330- FINANCIAL MANAGEMENT- ELECTIVES				
331	Security Analysis	30	70	100
332	Financial Markets & Institutions	30	70	100
333	International Financial Management	30	70	100
334	Corporate Taxation & Planning	30	70	100

SECOND YEAR - SECOND SEMESTER

Course Code	Course Code	Internal	Uni. Exam.	Total
401	International Business	30	70	100
402	Business Laws and Ethics	30	70	100
403	Entrepreneurship Development	30	70	100
404	Management Information System	30	70	100
410-HUMAN RESOURCE MANAGEMENT- ELECTIVES				
411	Performance Management	30	70	100
412	Management of industrial Relations	30	70	100
413	Compensation Management	30	70	100
414	Strategic Human Resource Management	30	70	100
420-MARKETING MANAGEMENT- ELECTIVES				
421	Services Management	30	70	100
422	Global Marketing	30	70	100
423	Rural Marketing	30	70	100
424	Retail Marketing Management	30	70	100
430-FINANCIAL MANAGEMENT- ELECTIVES				
431	Portfolio Management	30	70	100
432	Financial Services Management	30	70	100
433	Strategic Financial Management	30	70	100
434	Financial Derivatives	30	70	100
	Project Report		100	100
	Viva - Voce		50	50
	Total Marks			3200

Viva-Voce:

There shall be Viva-voce at the end of II semester and at the end of IV semester with 50 marks for each Viva-voce. The Second semester end Viva-voce is based on the subjects studied in I and II semesters. The fourth semester end Viva is based on the subject studied and the project report.

The Second Semester end Viva-Voce Committee shall be as under:

There will be three members in viva committee.

2 - Members from the faculty of the University Department/ University Constituent colleges.

1 - Faculty member nominated by the Director, SDLCE, Kakatiya University, Warangal

All three members will be nominated by the Chairman, BOS from among the faculty of the Department.

The Fourth Semester end Viva- Voce Committee consists of 4 members of which 2 members are external. Out of the remaining two one shall be the Head/Chairman, Board of Studies / Dean and a Professor of the Department. The quorum will be three members of which at least one shall be External Member. Depending on the need, more than one Committee could be constituted.

4. Fee Structure

		Tuition fee	Examination fee
I Year	I Semester	Rs. 9,000=00	950=00
	II Semester	Rs. 9,000=00	950=00
II Year	III Semester	Rs. 9,000=00	950=00
	IV Semester	Rs. 9,000=00	950=00

5. Rules of Promotion

A student has to put in 80% of attendance and register for examination for each semester and also appear in each semester for promotion to the next semester.

The minimum pass marks shall be 40% in each paper in the end semester University examinations and a paper minimum of 40% including internal assessment marks and an aggregate of 50% of marks in each semester. If a candidate fails to appear for any or all two internal assessment examinations, no further examination will be conducted.

Two Internal Assessment examinations shall be conducted in each semester. Out of the marks obtained by the student in two examinations, the higher marks shall be considered.

The detailed rules concerning Internal Assessment examinations shall be as per the University rules applicable to all P.G. examinations including M.B.A.

6. Counselling Sessions

10 days (70 hours) contact classes will be arranged for the students in each Semester. Attendance in the contact classes is compulsory and the students have to fulfill 80% of attendance without which they will not be permitted to appear semester examinations.

7. Award of Degree

At the end of the fourth semester, the result of the candidate shall be declared after ensuring that a student passes all the semester exams by securing a minimum of 50% aggregate in each semester. The students who could not secure 50% aggregate marks in any semester can appear for all or any of the papers of that particular semester for securing the required aggregate marks.

There shall be no supplementary examinations for the course and the examinations shall be held for I & III and II & IV semester simultaneously.

8. Declaration of result at the end of IV semester:

- i) There shall be only two divisions viz.,
II Division : 50% and above but less than 60%
I Division : 60% and above but less than 70%
Candidates securing 70% and above shall be awarded First Division with distinction.
- ii) The award of Division, distinction and rank will be in accordance with the general rules applicable to other Post-Graduate courses of the University.
- iii) The rules pertaining to improvement shall be the same as are applicable to other Post-Graduate courses in the University.

9. Project Report:

A student has to undergo practical training for a period of 6 weeks in a corporate enterprise during the first summer vacation. During the training period, the candidates should work on a specific problem related to the management and working of the organization. At the end of practical training, the student should obtain a certificate for receiving the training from the organization.

The student should prepare a Project Report under the supervision of a guide from the Faculty of Management of the concerned college. However, the students who prepare Project Report in the area of Systems can also work under the guidance of Faculty member from Computer Science Department.

The student has to present a Seminar in the concerned college on the Project work done by him. The Principal of the College concerned shall certify and intimate the list of candidates who have given seminar presentation to the Head / Chairman, Board of Studies, Department of Commerce & Business Management, Kakatiya University. Two copies of the report should be submitted before the commencement of IV semester end examinations. The Project Report carries 100 marks.

SYLLABUS

FIRST YEAR – FIRST SEMESTER

101 – MANAGEMENT AND ORGANISATION

Learning Objectives:

1. To introduce the concepts of organisation and management
2. To ensure the understanding of different principles, functions and process of Management

Unit I : Introduction to Organisation and Management: Organisation: - Definition and nature of organisations – characteristics- Types of organisations: Formal and informal - Management: Definition and Characteristics. Management as an Art, Science and Profession. Concept of efficiency and effectiveness – Functions of Management: Planning, Organizing, Staffing, Leading, and controlling – Approaches: An Overview of Classical, Human Relations and Systems Approaches- Fayol's Principles of Management.

Unit II : Planning and Decision Making: Types of Plans – MBO - Decision Making: Decision Making Process, Types of Decisions - Decision Making Models: Classical, Administrative and Political - Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Technique, Lotus Blossom Technique

Unit III : Organizing: Departmentation: Product, Functional, Matrix and other bases for Departmentation, Team based, Virtual, Boundary-less and Learning Organization - Authority and Responsibility: Bases for authority, power and responsibility, distinctions - Delegation and Decentralization: Concept, Barriers and Overcoming barriers to delegation, factors pointing to decentralization - Span of Management: Factors influencing Span, Span and Organisation Structure - Line and Staff: Concepts and conflicts, resolution of conflicts.

Unit IV : Leadership and Controlling: Direction: Elements - Motivation: Nature of Motivation, motivators, financial and non-financial.- Leadership: Nature, Trait and Charismatic approach, leadership styles, Ohio and Michigan studies, Managerial Grid – Communication: Process, types and barriers. – Coordination: Nature, methods and techniques. – Controlling: Control process, types-Problems, Requisites of Good Control System.

Unit V : International Management: International Management: Challenges of present day management- Factors influencing International Management- international Organisational design: Organisational structures in international organisations. - Leadership in international organisations: Leadership traits and preferences in international organisations. - Communication in international organisations: Communication in International Organisations.

Reference Books:

1. Weihrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Cullen B John and Praveen K Parboteeah, 2005, International Management: A Strategic Perspective, Cengage Learning India Private Limited, New Delhi.
3. Daft L.Richard, 2006, The New Era of Management, Thomson Corporation, New Delhi.
4. Robbins P Stephen and Decenzo A David, 2006, Fundamental of Management: Essential Concepts and Applications, Pearson Education, New Delhi, p 53.
5. Sridhara Bhat, 2005, Management and Behavioural Process: Text and Cases, Himalaya Publishing House, Hyderabad.
6. Satya Raju, R and Parthasarathy, A, 2005, Management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.
7. Hill W L Charles and McShane L Steven, 2008, Principles of Management, Tata McGraw Hill Company Limited, New Delhi.

102 : BUSINESS ENVIRONMENT

Learning Objectives:

1. To understand the nature of business and the influence of the environment;
2. To explain the influence of the various factors on business;
3. To enable the students to understand business in its proper perspective; and
4. To understand the symbiotic relationship between business and its environment.

Unit I – Business and its Environment : Concept of Business Environment – Characteristics of Business Environment – Significance – Environmental Scanning – Process – Techniques of Environmental Scanning – Practices of Environmental Scanning.

Unit II – Economic Environment : Economic Systems – Nature, Growth and Role of Public Sector – Privatization – Nature and Objectives – Privatisation Routes – Disinvestment – Globalization – Nature and Rationale – Multinational Corporations – India & WTO – Fiscal and Monetary Policy – Foreign Direct Investment – Mergers and Acquisitions – Business Process Outsourcing – Competition Policy.

Unit III – Industry Analysis : Industry Analysis – Economic Reforms and Competitive Environment – Business Environment and Current Issues – Airlines Industry, Mobile Services, Software Industry, Steel Industry, Cement Industry, Passenger Cars, Two-wheelers, Pharmaceutical Industry, Organised Retailing, Express Services Industry

Unit IV – Political, Social & Cultural Environment : Political Institutions – Legislature, Executive, Judiciary and Judicial Activism – Culture and Business Ethics – Social Responsibility of Business – Nature, Models and Strategies – Corporate Governance & Corporate Social Responsibility – Social Audit – Ecology and Business – Nature of Physical Environment – Impact on Business.

Unit V – Technological Environment : Technological Environment – Features and Impact on Technology – Technology and Society Restraints on Technological Growth – Status of Technology in India – Technology Policy.

Reference Books:

1. Aswathappa : Essentials of Business Environment, Himalaya Publishing House.
2. Justin Paul: Business Environment-Text and Cases, The McGrawHill.
3. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
4. Mathew: Business Environment, RBSA Publications.
5. Adhikary: Economic Environment of Business, RBSA Publications.
6. Sengupta: Government and Business, Vikas Publishing House, New Delhi.

103 : MANAGERIAL ECONOMICS

Learning Objectives:

1. To highlight the significance of Managerial Economics in Business Management and Managerial Decision Making;
2. To outline the basic tools and techniques of economic analysis useful for business decisions;
3. To explain different types of competitive situations of a business firm in the market for gaining competitive advantage; and
4. To enable the students to gain expertise in the core areas of Business operations of a firm.

Unit-I : **Introduction :** Nature, Scope and Significance of Managerial Economics- Tools and Techniques of Analysis- Theory of Firm- Alternatives- Objectives of Firm- Functions of Managerial Economist in Business Firm- Impact of Information Technology on Managerial Economics- Economic factors influencing and decision making.

Unit-II : **Demand Analysis :** Demand Analysis- Significance- Demand Functions- Law of Demand- Elasticity of Demand- Supply Analysis, Supply function, Elasticity of Supply- Significance of Elasticity Demand in Pricing Decision- Demand Forecasting- Techniques of Demand Forecasting, Supply Function, Elasticity of Supply, Significance of Supply Elasticity. (Simple Problems).

Unit-III : **Cost and Production Analysis :** Cost Analysis- Types of Costs and their impact on Management- Behaviour of Short run Average Cost Curves (SAC)- Behaviour of Long run Average Cost Curve (LAC)- Cost - Production function- Types of Production Function, Linear, Quadratic, Cubic, Power and Cobb-Douglas- Managerial uses of Cost and Production function(Simple Problems).

Unit-IV : **Market Analysis :** Structure of Competition- Features of Perfect Competition- Types of Imperfect Competition- Features of Monopoly- Negative consequences of Monopoly- Oligopoly Competition- Monopolistic Competition- Price and Output in different competitive situations-Pricing Method Dual Pricing- Administered Price- Subsidies- Trend towards Monopolistic Competition- Emerging scenario of Oligopoly Competition with mergers and Acquisitions in National and International Markets (M & A).

Unit-V : **Profit Analysis :** Profit Analysis- Nature, Significance and Theories of Profits- Functions of Profit- -Profit earning Vs Profiteering- Profits for Control- Profit Performance Chart-Du Pont Control Chart Profit Policies-National Income concepts, Business Cycles.

Reference Books:

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
3. Joel Dean: Managerial Economics, Prentice Hall, New Delhi.
4. Mote, Paul & Gupta: Managerial Economics-Concepts & Cases, McGraw Hill, New Delhi.

104 : ACCOUNTING FOR MANAGERS

Learning Objectives:

1. To provide Basic understanding about Accounting Process; and
2. To expose to latest trends in Corporate Accounting Practices.

Unit-I : Accounting and Economic Decisions- Processing Transactions-Accounting Cycle-Journal Ledger-Trial Balance- Accounting for Merchandising Transactions- Internal Control Systems relating to Cash and Receivables-Basic Accounting Concepts and Conventions.

Unit-II : Accounting for Inventories- Inventory Valuation- Pricing the Inventory-Specific Identification Method- First in First Out Method- Last In First Out Method- Weighted Average Method-Accounting for Manufacturing Costs-Direct Costing and Absorption Costing.

Unit-III : Accounting for Fixed Assets- Determining Cost of Acquisition-Accounting for Depreciation Methods of Depreciation- The Straight Line Method, accelerated

Unit-IV : Methods, Written Down Method, Sum of the Years Digits Method, Annuity Method, Production Units- Method of Revaluation of Fixed Assets-Special Problems in Depreciation Accounting- Capital and Revenue Expenditure.

Unit-V : Preparation of Financial Statements- Profit and Loss Account- Balance Sheet- Measuring Business Income-Completing Accounting Cycle-Corporate Financial Reporting. Financial Statements Analysis- Objectives- Using Financial Ratios- Liquidity, Solvency, Profitability and Turnover Ratios- Funds Flow and Cash Flow Analysis.

Reference Books

1. R.Narayanaswamy, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
2. Ashish K.Bhattacharya, Essentials of Financial Accounting, Prentice Hall of India, New Delhi, 2008.
3. Jain and Narang, Accounting , Part 1,, Kalyani Publishers, Ludhiana.
4. Meigs and Johnson, Intermediate Accounting, Prentice Hall.
5. Dryden and Bhattacharya, Accounting for Management, Prentice Hall of India.
6. Ashok Banerjee, Financial Accounting- A Managerial Emphasis, Excel Books.
7. S.Jayapandian, Accounting for Managers- Effective Techniques for Decision Making, Ane Books.
8. P.Periaswamy, A Text Book of Financial, Cost and Management Accounting, Himalaya Publishing House,
9. Arulanandam, Advanced Accounting, Himalaya Publishing House.

105 : CREATIVITY AND INNOVATION

Learning Objectives:

1. To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner;
2. To expose the learners to creative problem solving exercises by developing integrative intelligence to become managers with creative skills;
3. To help the learners to become thoughtful managers by understanding workplace creativity and ways of harnessing it for organizational excellence; and
4. To expand the knowledge horizon of individual creativity and corporate creativity to transform the living conditions of the society.

Unit-I : **Realms of Creativity-** Creativity-Concept-Convergent and Divergent Thinking-Creativity Intelligence-Enhancing Creativity Intelligence-Determinants of Creativity-Creativity Process-Roots of Human Creativity-Biological, Mental, Spiritual and Social-Forms of Creativity-Essence, Elaborative and Expressive-Existential, Entrepreneurial and Exponential.

Unit-II : **Creative Personality-** Traits Congenial to Creativity- Motivation and Creativity-Strategies for changing Motivation Creativogenic Environment- Formative Environment and Creativity-Adult Environment- Environmental Stimulants-Blocks to Creativity-Strategies for unblocking Creativity.

Unit-III : **Corporate Creativity-** Creative Manager-Techniques of Creative Problem Solving- Creative Encounters and Creative Teams- Perpetual Creative Organisations-Creative Management Practices-Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

Unit-IV : **Creative Organisation-** Issues and Approaches to the Design of Creative Organisations-Policy frameworks Organisational Design for Sustained Creativity-Mechanism stimulating Organisational Creativity-Creative Diagnosing-Creative Societies-Necessity-Model of a Creative Society.

Unit-V : **Management of Innovation-** Nature of Innovation-Technological Innovations and their Management-Inter-Organisational and Network Innovations- Design of a Successful Innovative Organisation-Training for Innovation-Management of Innovation-Agents of Innovation- Skills for Sponsoring Innovation.

Reference Books

1. Pradip Khandwalla- Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
2. Pradip Khandwalla-The Corporate Creativity-The Winning Edge, Tata McGraw Hill, New Delhi
3. Pradip Khandwalla- The Fourth Eye, Wheeler Publishing, New Delhi.
4. Rastogi, P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
5. Jone Ceserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
6. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
7. Margaret, A. White & Gary D. Bruton - The Management of Technology Innovation- A Strategic Approach
8. Praveen Gupta-Business Innovations in the 21st Century, S.Chand, 2008.
9. CSG Krishnama Charyulu & R.Lalitha-Innovation Management, Himalaya Publishing House, 2007.

106 : STATISTICS FOR MANAGEMENT

Learning Objectives

The basic objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

Unit-I : **INTRODUCTION** - Statistics: Meaning and Salient Features of Statistics- Statistical Techniques- Role of Statistical Techniques in Management Decision Making- Techniques of Business Forecasting: Correlation and Regression Analysis with two variables.

Unit-II : **PROBABILITY AND PROBABILITY DISTRIBUTIONS** - Probability: Concepts of Probability- Additive and Multiplicative Laws- Baye's Decision Rule- Probability Distributions: Binomial, Poisson and Normal Distribution.

Unit-III : **SAMPLING THEORY AND TESTS OF SIGNIFICANCE** - Sampling: Concept of Sampling- Reasons for Sampling- Types of Samples- Estimation Hypothesis Testing – Type I and Type-II Errors- Large Sample Tests: Mean Test- Difference Between Two Means- Difference between Two Standard Deviations- Small Sample Tests: Mean Test- Difference between Means of Two Independent Samples- Difference between Two Dependent Samples or Paired Observations.

Unit-IV : **NON-PARAMETRIC TESTS** - Meaning- Advantages and Limitations of Non-Parametric Tests- The Sign Tests: One Sample Sign Test- The Two Sample Sign Test for paired and independent observations- The Runs Tests: One Sample Runs Test- Test of Randomness using Runs above and below the Median- Rank Sum Tests: The Mann Whitney U Test- The Kruskal Wallis Test- The Wilcoxon Signed Rank Test- Chi Square Test for Goodness of fit.

Unit-V : **ANALYSIS OF VARIANCE (ANOVA)** - Meaning- Assumptions- Procedure for Analysis of Variance- General form of ANOVA- One-way Classification- Two-Way Classification- Computation of Variance.

Suggested Readings

1. Amir D. Aczel & Jayavel Sounderpandian- Complete Statistics, 6th Edition, TMH.
2. GC Beri- Business Statistics, TMH.
3. Anderson R, David Sweeney J, Dennis & Williams A Thomas- Statistics for Business and Economics, 9th edition, Thomson.
4. ND Vohra- Management Decisions, New Age Publications.
5. SP Gupta & MP Gupta- Business Statistics, Sultan Chand & Sons.
4. Levin R.L. Rubin S. David- Statistics for Management, 7th Edition, Pearson/PHI.

107 : INFORMATION TECHNOLOGY FOR MANAGERS

Learning Objectives:

1. To expose the students to the latest trends in Information Technology; and
2. To provide necessary IT working skills for office productivity with emphasis on MS-Office.

Unit-I : Information Technology-Development and Trends-Managerial Issues in IT Planning-Information Technology Economics- Cost-Benefit Analysis of IT- Role of Computers in Management-MIS-Concept and applications- Decision Making Process-Programmed and Non-Programmed Decisions.

Unit-II : Data Communication and Management- Computer Networks-Network Topology-Security in Data Communication-Internet and World Wide Web- E-Commerce and E-Business-Concepts.

Unit-III : Database Management Systems-Database Models-Creating and Managing Databases-Data Warehousing and Data Mining-Concepts and Applications.

Unit-IV : Working with Office Productivity Software-I MS-Office-Document Creation and Management through MS Word-Mail Merge-Spread Sheet Applications- MS Excel- Creation and Applications of Spread Sheets-Data Analysis and Management through Spread Sheets-Use of functions and diagrams. (Theory -8 hours and Practicals-10 Hours)

Unit-V : Working with Office Productivity Software-II Presentation Graphics through MS Power Point-Creation and Organisation of Slides Organising presentation through Multi-media Files and Slides-Data Management through MS Access-Database Creation-Table creation-Establishing relationships-Creation of forms and reports.

IT LAB : MS-Word-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web. MS Excel-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions Use of Macros –Sorting and querying data-Working with graphs and charts. Data Analysis with Statistical Tools-Use of Financial Tools-Use of other functions in Excel for data analysis.

MS Power Point-Creation of slides-Use of templates and slide designs for creating power point slides-use of drawings and graphics- Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,

MS Access-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.

Reference Books

1. Turban,McLean,Wetherbe - Information Technology for Management, 19th Edition, Wiley India, 2007.
2. Peter Norton- Introduction to Computers-Sixth Edition, 2007, Tata McGraw Hill.
3. Brian K.Williams, Stacey C.Sawyer-Using Information Technology-A Practical Introduction to Computers and Communications-Sixth Edition-Tata McGraw Hill, 2007.
4. V.Rajaraman-Introduction to Information Technology, Prentice Hall India, 2008.
5. Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, Prentice Hall India, 2007.
6. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
7. Lambet, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
8. David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press, 2007.

FIRST YEAR – SECOND SEMESTER

201 : HUMAN RESOURCE MANAGEMENT

Learning Objectives:

This paper aims at providing an understanding about the functioning of the human resource function in an organisation. It makes the learner to know the recent trends in the Human resource management.

- Unit-I : Introduction - Human Resource Management:** Meaning nature, scope and significance of human resource management (HRM) – HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model – Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India – Changing role of HRM – e- HRM.
- Unit-II : Human Resource Planning -** Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR – Job Analysis: Nature, Importance, Tools for Analysis – Job Description: Job Specification, Role Analysis – Job Design: Factors and Approaches – Job Enrichment: Nature, Process and Problems. Recruitment: Factors influencing, Process and Sources, Recruitment and Job Portals – Selection: Nature and Process – Testing: Objectives, Administration, Advantages and Problems of Selection Tests –Types of Selection Tests, Physical Skills and Psychological Testing – Pseudo Scientific Methods of selection - e-selection.
- Unit-III : Socialization and Performance Appraisal -** Induction: Placement - Induction Programmes – Training: Nature and Process – Techniques: On the Job and Off the Job Training, Evaluation — Development-Management Development-Executive Development - Career Planning and Development - Performance Appraisal: Nature, Uses and Process Appraisal – Techniques: Traditional and Modern Methods – Limitations - Effective Performance Appraisal Criteria.
- Unit-IV : Employer Employee Relations -** Industrial Relations – Concept – Importance – Evaluation of Industrial Relations system – Industrial disputes – Machinery for Settlement of disputes – Trade Union – Strengths and Weakness of trade unions in India –Workers participation in management- Employee Grievance handling and Discipline.
- Unit-V : Contemporary Issues in HRM -** Contemporary Issues: HRIS – HR Account - HR Audit, Balance Score Card, Competency Mapping,

Employer's Brand, Benchmarking – HR Outsourcing: Temping, Talent Management, Managing HR in BPO and Call Centres, Attrition, Exit Interviews – Strategic HRM and International HRM-Concept and Issues – Growing Importance of HRM in Globalization.

Reference Books:

1. Mondy R Wayne and Noe M Robert, 2006, Human Resource Management, 9th Edition, Pearson Education, New Delhi.
2. Subba Rao P, 2008, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games, Himalaya Publishing House, Mumbai.
3. Aswathappa K, 2008, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
4. V S P Rao, 2007, Human Resource Management: Text and Cases, 2nd Edition, Excel Books, New Delhi.
5. Ivancevich M John, 2001, Human Resource Management, 8th Edition, McGraw Hill Irwin, Boston.
6. Pattanayak Biswajeet, 2002, Prentice Hall of India Private Limited, New Delhi.
7. Bhattacharyya K Dipak, 2008, Human Resource Management, 2nd Edition, Excel Books, New Delhi.

202 : MARKETING MANAGEMENT

Learning Objectives:

After completing this course, the student should be able to understand the marketing concepts and major decisions involved in marketing management. Further he/she is expected to develop necessary skills in analyzing marketing problems and situations.

Unit-I : Marketing :Definition - Importance – Scope - Marketing Management : Tasks and Trends -Company orientations towards marketplace : Production Concept – Product Concept – Selling Concept – Marketing Concept – Holistic Marketing Concept – Building customer value, satisfaction and loyalty – Customer Relationship Management(CRM) - Analyzing marketing environment : Demographic, Economic , Political and Legal environment – An overview of Indian marketing environment.- Marketing mix: concept and components.

Unit- II : Developing marketing strategies and Plans: Corporate and Division Strategic Planning – Business Unit Strategic Planning –Concept of Marketing Plan – Dealing with Competition : Identifying and Analyzing Competitors – Competitive Strategies for Market Leaders, market challengers, market followers and market nichers.

Identifying Market Segments and Targets: Levels of Market Segmentation – Bases for segmenting consumer markets – Bases for segmenting business markets – Targeting,

Positioning: Concept – Developing and communicating positioning strategies.

Unit-III : Marketing Information: Components of modern marketing information system – Analysing consumer markets: A brief discussion about factors influencing consumer behaviour –Consumer buying decision process.

Analyzing Business Markets: Buying situations – Participants in buying process – Purchasing process – Stages in buying process Designing and managing services: Meaning – Nature and characteristics of services.

Unit –IV: Product : Concept, levels, classification, differentiation and hierarchy – Product systems and mixes – Products line analysis – Product life cycle and marketing strategies – New product development process – Branding : Meaning, role and scope of brands – Brand Equity.

Packaging, labeling, warranties and guarantees.

Price: Concept – Steps in setting the price – Adapting the price – Initiating and responding to price changes.

Unit-V : Designing and managing integrated marketing communications: Integrated marketing communications – Marketing communication mix. Developing and managing an Advertising Programme: Deciding on media – Measuring effectiveness- Sales promotion: Objectives – Major decisions - Events and experiences: Objectives – Major decisions- Marketing Public Relations: Major decisions in marketing public relations- Direct Marketing: Channels used for direct marketing – Interactive marketing.

Personal Selling – Principles of personal selling – An Overview of sales force management decisions.

Designing and managing marketing channels: Concept of Channels and value Networks – Role of marketing channels – Channel design, Management and integration decisions – Channel conflict, cooperation and competition.

Marketing logistics: Objectives – Decisions.

Reference Books:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha: **Marketing Management** -
2. A South Asian Perspective (Thirteenth Edition), Pearson Education Inc., New Delhi.

203 : FINANCIAL MANAGEMENT

Learning Objectives:

- Unit-I** : The course aims to ensure broad understanding of the concepts, theories, and techniques and functions of Financial Management. Introduction – Concept, Scope and Functions of Financial Management – Profit Maximization Vs. Wealth Maximization – Financial Planning : Concept, Types and Estimation of Financial Requirements – Time value of money.
- Unit-II** : Financing Decision – Concept of capital structure – Capital Structure determinants – Sources of financing: Cost of Capital – theories of capital structure; NI, NOI Traditional and MM approach – Operating and Financial leverage – EBIT and EPS analysis (Problems and cases)
- Unit-III** : Investment Decision – Nature of Capital budgeting decision – investment evaluation criterion - Traditional Vs Discounted cash flow techniques – Risk analysis in capital budgeting: Measurement of Risk and return – Risk evaluation approaches – Probability distribution approach – Sensitivity and Decisions Tree Approach (Problems_
- Unit-IV** : Working Capital Decision – Concept – Components – of working Capital – Operating cycle – working capital determinants – forecasting working capital requirements (Problems and cases) Management of inventory, Receivable and Cash – Financing Current assets (theory only)
- Unit-V** : Dividend Decision – types of dividend – dividend Vs. Profit Retention decision – Dividend policies – Factors influencing dividend policy – dividend theories: Relevance and irrelevance of dividends – Walter and Gordon's models – MM approach (Problems and cases)

Reference Books

1. Khan and Jain : Financial Management TMH
2. IM Pandey : Financial Management, Vikas Publications
3. James C vanhorne: Financial Management and Policy (PHI)
4. Prasanna Chandra: Fundamentals of Financial Management (TMH)
5. SN.Maheswari: Financial Management: Principles and practice, Sultan Chand
6. John J. Hampton: Financial Decision Making (PHI)
7. Lawrence J. Gilma: Principle of Managerial Finance, Addisa werly

204 : Management Accounting

Learning Objectives:

1. The course aims at understand the various concepts of cost and management accounting which are useful for decision making.
2. It also deals with various accounting control measures.

Unit-I : Introduction to Management Accounting - Management accounting: Definition – Scope – Importance – Nature and Characteristics of Management Control System – Role of Management Accountant – Cost Behaviour and Decision Making: Fixed and variable costs – Relevant and Opportunity Costs.

Unit -II : Cost Analysis for Decision Making - Cost-volume- Profit Analysis: Concept of Break-Even Point – Assumptions – Profit-Volume Graph – Equation Approach – Margin of Safety – Profit Planning – Managerial Uses for Decision Making – optimization of product mix – Make or Buy – Capacity Utilisation – Plant shutdown - Add or Drop – Equipment Replacement – Key factor analysis.

Unit -III : Management Accounting for Control - Standard Costing: Meaning – Purpose of standards – Types of standards – Standard Setting- Variance Analysis – Controllability of Variances-Advantages of Standard Costing–Budgetary Control: Meaning and Purpose–component of effective budgeting programme–Performance Budgeting-Zero-based Budgeting-Concept-Importance & Relevance – Balanced Score Card – Linking Balanced Score Card to Organisation Strategy

Unit -IV : Activity Based Costing - Activity Based Costing systems – Tracing costs from activities to products and services – Activity-Based Management – Activity cost drivers – Activity based costing vs. traditional costing.

Unit -V : Responsibility Accounting - Responsibility Centres – Need for Divisionalisation – Types of Responsibility centres – Performance Reports – Responsibility Accounting and Behavioural aspects – Segmented Performance evaluation – Transfer Pricing.

Reference Books

- 1) Hansen & Mown, 2003 – Cost Management – Accounting and Control, 4th edition, Thomson South Western.
- 2) Ronald W. Hilton, “Managerial Accounting – Creating Value in a Dynamic Business Environment”, Tata Mc Graw Hill, 6th Edition
- 3) Charles T. Horngren Gary L. Sundem Willam O Stratton “ Introduction to Management Accounting, Perason Publication 13th Ed.
- 4) S.N. Maheswari “ Management Accounting” Sultan Chand and Sons, New Delhi
- 5) Shashi K. gupta and R.K. Gupta “ Management Accounting Principle and Practices” Kalyani publication, New Delhi.
- 6) B.K. Chatterles Cost and Management Accounting for Managers” Jaico Publishing House, New Delhi.
- 7) Khan and Jain “Management Accounting” Tata McGraw Hill, New Delhi.
- 8) Robert N. Anthoney “ Management Accounting (R.D Irwin)
- 9) Cases in Management Accounting and control systems Brandt R.Allon e. Richered Brownless Mark E.Haskins Luann J. Lynch, Pearson Education, New Delhi.

205 : MANAGERIAL COMMUNICATION

Learning Objective:

To prepare the students to understand the nature and importance of different forms of communication. It also aims at making them to develop communication skills for organizing their jobs.

- Unit-I** : Communication in Business: Importance and benefits, components – concepts and problems- nonverbal communication – The seven Cs of effective communication: Completeness, Conciseness, consideration, concreteness, clarity, courtesy and correctness – Business Communication in the Global Context: Background to inter-cultural communication, national cultural variables, individual cultural variables – Business Communication and the Technology Context – Managing information within organization-E-mail and other communication technologies – managing information outside organization.
- Unit-II** : Oral Communication: Strategies for improving oral presentation, listening skills – Informative and persuasive speaking kinds, audience analysis , organization supports – interpersonal communication: Dyadic Communication – interviewing – Telephoning – dictating- meetings – kinds of meetings – solving problems in meetings – leadership responsibilities and participant responsibilities in meetings.
- Unit-III** : Written Communication: The process of preparing effective business messages – planning steps, organizational plans, beginning and ending of meetings, Appearance and Design of Business Messages – Business letters, memorandums, time saving – message media – Reports – Types of Preparation of Reports.
- Unit-IV** : Organizational Communication: Perspectives on communication – Classical, human, integrative and contemporary perspectives – structural issues affecting communication – communication networks – External Communication – environmental scanning – the management of external communication.
- Unit-V** : Communication for organizational Effectiveness - sources and effects of conflict – Ladden Communication – Approaches to managing conflict communications - Communication and role conflict – Communication for improving organizational efficiency and effectiveness.

Reference Books

1. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas” Effective Business Communication”, Tata McGraw Hill Publishing Company Limited, New Delhi 1997
2. Dalmar Fisher “Communication in Organizations”, Jaico Publishing House, Mumbai, 1999
3. Lesikar, Pettit & Flatley. Lesikar’s Basic Business Communication, Tata McGraw Hill.
4. Chappan and Reed: Business Communication.
5. N.H. Arthereya: Written Communication and Results.
6. Kaul: Effective Business Communication.

206 : OPERATIONS RESEARCH

Learning Objective:

The course aims at understanding the various techniques used in the research operations in an Organization.

- Unit -I :** **DECISION THEORY** - Anatomy of Decision Theory- Decision Models: Probabilistic Decision Models: Maximum Likelihood Rule- Expected Payoff Criterion- Competitive Decision Models: Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models- Game Theory : Two Person-Zero-Sum Game- Saddle Point- Value of Game- Dominating Strategy- Mixed Strategy.
- Unit -II :** **LINEAR PROGRAMMING PROBLEM (LPP)**- Meaning, Assumptions and characteristics of LPP - Business Applications of Linear Programming Technique – Formulation of LPP – Solution by Graphic Method – Simplex Method – Concept of Dual.
- Unit -III :** **TRANSPORTATION AND ASSIGNMENT PROBLEMS** - Transportation Models: Problem statement – Loops in Transportation Table- Steps in Transportation Methods: North – West Corner Method – Least Cost Method – Vogel’s Approximation Method (VAM) – Modified Distribution ((MODI) Method. Assignment Problems: Meaning - Presentation of Assignment Problem-Steps in Assignment Problem – Hungarian Assignment Method (HAM)
- Unit -IV :** **QUEUING THEORY** - General Structure of a Queuing System – Arrival Process – Service System – Queue Structure – Operating Characteristics of Queuing System – Basic Concepts in Queuing Theory Queuing Models: (1) Poisson Exponential Single Server Model Infinite Population - (2) Poisson-Exponential Single Server Model Finite Population- (3) Poisson Exponential Multi Server Model– (4) Erlang’s Method
- Unit -V :** **SEQUENTIAL DECISION MAKING** - Meaning – Need and Importance - Steps in Sequential decision making – Applications of Sequential decision making to different situations: Traveling salesman’s problem- Pricing problem – Production scheduling and Inventory problem.

Reference Books

1. C.R.Kothari : Introduction to Operational Research, Vikas Publishing House
2. N.D.Vohra : Quantitative Techniques in Management, TMH
3. G.V. Shenoy, U.K. Srivastava and S.C. Sharma : Operations Research for Management, New Age Publications
4. Hamdy Taha : Operations Research – An Introduction, TMH
5. Richard Bronson, Govindasami Nadimuthu : Operations Research, Schaum Series, TMH
6. Ravindran, Phillips, Solberg : Operations Research- Principles and Practice, John Wiley & Sons
7. Nita H.Shah, Ravi M. Gor and Hardik Soni : Operations Research, PHI
8. Anand Sharma : Quantitative Techniques for Decision Making, Himalaya Publishing House, Mumbai ,2000

207 : BUSINESS RESEARCH METHODS

Learning Objectives:

The Course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making. It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

- Unit-I : Introduction-** Business Research: Definition-Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research-Deduction and Induction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Technology and Business Research: Information needs of Business – Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research: Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.
- Unit-II : The Research Process --** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework- -Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis
- Unit-III : The Research Design -** Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales-Ranking Scales- Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity.
- Unit-IV : Collection and Analysis of Data -** Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews-Observational Surveys- Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures.
- Unit-V : The Research Report -** Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation-Deciding on the Content-Visual Aids-The Presenter-The presentation and Handling Questions

Reference Books

1. Uma Sekaran, "Research Methods for Business—A Skill Building Approach", John Wiley & Sons (Asia) Private .Ltd, Singapore,` 2003.
2. Donald R Cooper and Pamela S Schindler, "Business Research Methods", Tata McGraw-Hill Publishing Company Limited, New Delhi, 2007
3. William G. Zikmund, "Business Research Methods", Thomson Business Information India Pvt. Limited, Banglore, 2005.
4. Wilkinson & Bhandarkar: Methodology and Techniques of Social Science Research, Himalaya Publishing House.
5. C.R. Kothari: Research Methodology – methods & Techniques, Vishwa Prakashan, New Delhi.
6. Speegal, M.R.: An Introduction to Management for Business Analysis, McGraw Hill.
7. Michael, V.P: Research Methodology in Management , Himalaya Publishing House.