



PERIYAR UNIVERSITY

PERIYAR PALKALAI NAGAR

SALEM – 636 011.

MBA

For the Candidates Admitted to MBA Programme of University
Department from 2012 - 2013 onwards

I Semester (2012-2013)

S.N	Subject Code	Subject Name	IA	EA	Credit
1	MBAUC01	Concepts of Management & Organizational Behaviour	25	75	04
2	MBAUC02	Human Resource Management	25	75	04
3	MBAUC03	Managerial Economics	25	75	04
4	MBAUC04	Accounting Practices for Managerial Decision	25	75	04
5	MBAUC05	Quantitative Techniques for Managers	25	75	04
6	MBAUC06	Business Environment & Mercantile Law	25	75	04

II Semester

S.N	Subject Code	Subject Name	IA	EA	Credit
1	MBAUC07	Operations Management	25	75	04
2	MBAUC08	Financial Management	25	75	04
3	MBAUC09	Marketing Management	25	75	04
4	MBAUC10	Research Methodology for Social Science	25	75	04
5	MBAUP01	MIS & Business Lab	25	75	04
6	MBAPEDC1	Extra Disciplinary Course - 1	25	75	04

Supportive Courses offered by PRIMS are MBA PEDC 1 – Entrepreneurship Development & MBA PEDC 2 Business Ethics.

During the summer vacation, the student has to avail 6 & 8 weeks (i.e May & June) for project data collection and analysis in consultation with the faculty guide. The report has to be submitted on the last working day of the III semester.

III Semester

S.N	Subject Code	Subject Name	IA	EA	Credit
1	MBAUC11	Operations Research	25	75	04
2	MBAUE01	E1	25	75	04
3	MBAUE02	E2	25	75	04
4	MBAUE03	E3	25	75	04
5	MBAUP02	Project Work & Viva Voce	200		06
6	MBAPEDC2	Extra Disciplinary Course - 2	25	75	04

In the third semester the student has to select any one of the following area and has to undergo all the three subjects of that area.

Electives in III Semester

Area: Finance

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	MBAUEF1	Merchant Banking & Financial Services	25	75	100	04
2	MBAUEF2	Investment Management	25	75	100	04
3	MBAUEF3	International Financial Management	25	75	100	04

Area: Human Resource

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	MBAUEH1	Human Resource Development	25	75	100	04
2	MBAUEH2	Knowledge & Talent Management	25	75	100	04
3	MBAUEH3	Change Management	25	75	100	04

Area: Operations

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	MBAUEO1	Supply Chain Management	25	75	100	04
2	MBAUEO2	Total Quality Management	25	75	100	04
3	MBAUEO3	Integrated Materials Management	25	75	100	04

Project report evaluation consists of report evaluation and the conduct of viva voce examination. Report evaluation (150 marks) will be undertaken by an external examiner and the faculty guide independently and the average of the two will be the final mark. Viva voce examination (50 marks) will be conducted by the external and the faculty guide together.

IV Semester

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	MBAUC12	Strategic Management	25	75	100	04
2	MBAUE04	E4	25	75	100	04
3	MBAUE05	E5	25	75	100	04
4	MBAUE06	E6	25	75	100	04
4	MBAUP03	Placement & Training	25	75	100	04

Placement and Training course should be conducted as a practical module as per the syllabus. The students should maintain a record of works and submit the same. The record will be evaluated by a panel of internal examiners consisting of all staff members. The assessment will be 50 marks for record and 50 marks for panel evaluation.

Electives in IV Semester

Area: Marketing

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	MBAUEM1	Retail & Rural Marketing	25	75	100	04
2	MBAUEM2	Services Marketing	25	75	100	04
3	MBAUEM3	Export Management	25	75	100	04

Area: Systems

S.N	Subject Code	Elective Subject Name	IA	EA	Total Marks	Credit
1	MBAUES1	Systems Management	25	75	100	04
2	MBAUES2	Business Application Software	25	75	100	04
3	MBAUES3	E-Commerce	25	75	100	04

**For the Candidates Admitted to MBA Programme of University Department from
2012—2013 onwards**

Question Paper Pattern:

Time: 3 Hours

Max. Marks: 75

Part A (5X4=20 Marks)

Answer all the questions (Two questions from each unit with internal choice)

1. (a) or (b)
2. (a) or (b)
3. (a) or (b)
4. (a) or (b)
5. (a) or (b)

Part B (5X8=40 Marks)

Answer all the questions (Two questions from each unit with internal choice)

6. (a) or (b)
7. (a) or (b)
8. (a) or (b)
9. (a) or (b)
10. (a) or (b)

Part C (1X15=15 Marks) Compulsory

Case let followed questions / Application Oriented Problem

**MBAUC01 – Concepts of Management & Organizational
Behaviour**

Unit I

Management – Meaning, Nature, Importance, Scope, Levels – Contributions of F.W. Taylor & Fayol – JIT, KAIZEN, SIX SIGMA, 5S and other Modern Management Concepts - Planning – Meaning, Importance, Process, Types, MBO & MBE.

Unit II

Decision Making – Organizing – Meaning, Process, Types of Organization Structure, Span of Control – Delegation of Authority – Staffing – Meaning, Purpose, Process – Directing – Meaning, Importance, Controlling – Meaning, Process, Types & Techniques.

Unit III

Meaning, Concepts, Importance and Scope of Organizational Behaviour – Hawthorne's experiments and its implications – Personality – Determinants, types and tests – Perception – Factors influencing perception and process of perception.

Unit IV

Motivation – Meaning, importance, techniques – Maslow's need Hierarchy Theory – Herzberg's Two Factor Theory – Job satisfaction – Determinants, importance and measurement – Morale – Factors influencing morale – Group Dynamics – Group Formation, types of group, group cohesiveness and group decision making techniques.

Unit V

Conflict – Nature, types, process and resolution techniques – Leadership
– Role and functions of a leader, leadership theories and styles.

Reference Books:

1. Essential of management: An International Perspective - Harold Koontz & Heinz Weirich
2. Management & Ethics Omnibus - S.K.Chakraborty, Oxford University press.
3. Business Ethics & Managerial Values – S.K.Bhatia, Deep & Deep publications.
4. Newstrom & Davis - Organizational Behaviour, Tata McGraw Hill Publishing House.
5. Jit S Chandan - Organizational Behaviour, Vikas Publishing House Pvt.Ltd.
6. K.Aswathappa - Organizational Behaviour, Himalaya Publishing House.
7. M.N.Mishra - Organizational Behaviour, Vikas Publishing House Pvt.Ltd.
8. Fred Luthans - Organizational Behaviour, McGraw Hill Publishing House.
9. L.M.Prasad - Organizational Behaviour, Sultan Chand & Sons.

MBAUC02 – Human Resource Management

Unit I

Human Resource Management: Meaning, Definition, Objectives and Functions - Scope – Environment of HRM – HRM Policies.

Unit II

Human Resource Planning – Importance – Factors affecting Human Resource Planning – Human Resource Planning Process – Forecasting Techniques – Job Analysis and Design – Job Description – Job Specification – Job Evaluation.

Unit III

Recruitment: Definition, Importance and Process – Internal and External Sources. **Selection:** Selection Process – Methods of Selection – Placement, Induction, Training and Development.

Unit IV

Performance Appraisal – Definition & Process – Methods and Techniques – wage and Salary Administration – Bases for Wage and Salary Fixation – Incentive Schemes – Employee Benefits.

Unit V

Workers Participation in Management – Evaluation of Participative Management – Discipline – Objectives – Procedure for Effective Discipline – Grievance Handling Procedure.

Text Book:

1. Human Resources and Personal Management – K.Asawathappa .

Reference Books:

1. Dynamics of Personal Management – C.B.Mamoria – Himalaya Publishing Company.

MBAUC03 – Managerial Economics

Unit I

Managerial Economics: Meaning, Nature, and Scope of Managerial Economics – Relationship between Managerial Economics and other disciplines – Role and Responsibilities of Managerial Economist – Approach of Managerial Decision Making – The Theory of Firm.

Demand Analysis: Meaning, Determinants and types of demand – Demand distinctions – Elasticity of demand – Demand Forecasting – Methods of demand forecasting.

Unit II

Cost Analysis: Cost concepts, Classifications and determinants – Cost output relationship – Break even analysis – Production function – Supply analysis.

Unit III

Pricing and output decisions under different market structures.

Pricing policies & Practices: Pricing objectives – Pricing methods.

Unit IV

Capital management – Business cycles: Phase, causes and effects – Inflation and Deflation: Types, causes and effects – International Trade: Balance of Trade and Balance of Payments.

Unit V

National Income: Definition – Concepts of National Income – Methods of calculating National Income – Consumption – Savings – Investment

Text Book

1. Varshney & Maheswari – Managerial Economics, Sultan Chand & Sons.

Reference Books:

1. Samuelson & Nordhaus – Economics, Tata McGraw Hill.
2. G.S.Gupta – Managerial Economics, Tata McGraw Hill.
3. Joel Dean – Managerial Economics, Mote & Paul.
4. D.N. Dwivedi – Micro Economic Theory, Vikas Publishing House.
5. Wali and Kalkundrikar – Managerial Economics

MBAUC04 – Accounting Practices for Managerial Decision

Unit I

Financial Accounting – Definition – Purpose – Principles – Concepts and Conventions – Accounting Standards – Management Accounting: Meaning and Definition – Objectives – Differences between Financial, Management and Cost Accounting.

Preparation of Financial Statements – Trail Balance – Manufacturing Account – Trading Account – Profit and Loss Account – Balance Sheet – Depreciation methods and Accounting.

Unit II

Financial Statement Analysis

Ratio Analysis – Funds Flow Analysis – Cash Flow Analysis (as per accounting standard 3).

Unit III

Budgets and Budgetary Control – Principles – Methods – Types – Flexible Budgeting – Cash Budget – Master Budget – Zero Base Budgeting.

Unit IV

Costing – Utility of Costing – Elements of Cost – Cost Sheets.

Marginal Costing and Cost Volume Profit (CVP) Analysis – Break Even Analysis – Applications and Limitations.

Unit V

Standard Costing and Variance Analysis – Material, Labour Overhead, Sales and Profit Variances.

Text Book

1. Introduction to Computerized Accounting – Dr.S.N.Maheswari – Sultan Chand & Sons, New Delhi.
2. Accounting for Management – Dr.V.R.Palanivelu – University Science Press, New Delhi.

Reference Books:

1. Management Accounting – Brown and Howard, ELBS.
2. Management Accounting – Khan & Jain, Tata McGraw Hill, New Delhi.
3. Financial Accounting and Analysis – S.P.Jain & Narang, Kalyani Publishers, Ludhiyana.
4. Elements of Management Accounting – I.M.Pandey, Vikas Publishing House.

Important Note:

Question Paper should have 80% weightage for problems and 20% weightage for theory

MBAUC05 – Quantitative Techniques for Managers

Unit I

Data Analysis: Univariate and Bivariate – Grouped and Ungrouped Data – Measures of central tendencies – Measures of dispersion – Estimation: Point and Interval estimates for population parameters.

Unit II

Testing of Hypothesis: Parametric Tests – Z-Test (One sample and two sample tests), T-test (One sample and two sample tests), F test – ANOVA (one way).

Unit III

Non-Parametric Tests: Sign test for paired data, Rank Sum test, Mann-Whitney U test and Kruskal Wallis test, Run test (one sample) – Chi-Square Test.

Unit IV

Time Series Analysis: Correlation and Regression Analysis – Time Series – Trend, Cyclical, Seasonal and Irregular Variations.

Unit V

Probability and Probability Distributions: Definition and rules for probability – Addition and Multiplication Theorems – Baye's Theorem – Probability Distributions – Binomial, Poisson and Normal Distributions.

Text Book

1. Statistical Methods – S.P.Gupta

Reference Books:

1. Levin R.T. and Rubin D.S., - Statistics for Management, PHI.
2. Anand Sharma – Quantitative Techniques for Decision Making, Himalaya Publishing House.

Important Note:

Question Paper should have 75% weightage for problems and 25% weightage for theory

MBAUC06 - Business Environment and Mercantile Law

Unit I:

Business and its Environment – Introduction – Nature of Business – Scope of Business – Characteristics of Contemporary Business – Objectives of Business – What is Environment – Knowing the Environment - Goals of the Environmental - Analysis – Process of Environmental Analysis – Limitation of Environmental Analysis.

Unit II:

Globalization – Nature of Globalization - Challenges of International Business Strategies of Global Business-.

Unit III:

Monetary Policy – Banking Sectors Reforms - Fiscal Policy – New Economic Policy and its Impacts.

Unit IV:

Mercantile Law – Law of Contract – Contract of Indemnity and Contract of Guarantee – Contract of Agency.

Unit V:

Negotiable Instrument Act – Consumer Protection Act - Sale of Goods Act.

References Books:

1. Essentials of Business Environment - K.Aswathappa - Himalaya Publishing.
2. Business Environment – Text and Cases – Francis Cherunilam – Himalaya Publishing.
3. Business Environment – K.Aswathappa - Himalaya Publishing.
4. Indian Economy – A.N.Agarwal – Wishwa Prakasam.
5. Economic & Managerial Environment - in India – Pruti.S.

MBAUC07 – Operations Management

Unit I

Production Management – Definition – Scope and Functions – Production System and Types of Production Systems – Plant Location – Factors influencing Plant Location – Plant Layout – Principles and Criteria of Plant Layout – Factors influencing Plant Layout – Types of Plant Layout – Value Analysis and its procedure.

Unit II

Production Planning and Control – Objectives – Functions – Requirements of effective Production Planning and Control – Routing and Scheduling – Importance, Objectives and its Procedure.

Unit III

Inventory Control – Techniques – EOQ Analysis – ABC Analysis – Material requirement planning - Just in Time System – Lean manufacturing.

Material Management: Objectives – Functions – Purchase Management – Vendor Rating.

Unit IV

Quality Control – Objectives – Importance – Inspection – Kinds of Inspection – KAIZEN – Key elements of KAIZEN – Steps in Implementation – Quality Circles – Total Quality Management – Maintenance – Requirements for effective maintenance – Types of maintenance – Maintenance Techniques – Material handling – Objectives - Material handling equipments.

Unit V

Work Environment – Worker Safety – Major Components of work study – Method study – Work measurement – Techniques of work measurement – Steps involved for conducting time study – steps in method study – Principles of motion economy.

Text Book:

1. Production and Operations Management – R.Panneer Selvam – Prentice Hall of India, New Delhi.

Reference Books:

1. Production and Materials Management – P.Saravanel and S.Sumathi – Margham Publications, Chennai.
2. Production and Operations Management – P.Rama Murthy – New Age International.
3. Production and Operations Management – K.Aswathappa, K.Sridhar Bhat – Himalaya Publishing House.
4. Production Planning and Control – L.N.Aggarwal, Kanna – K.C.Jain Publications.
5. Production and Operations Management – R.B.Khanna – PHI.
6. Operations Management and Control – Dr.C.B.Gupta - Sultan Chand and Sons, New Delhi.
7. Industrial Engineering and Management – Khanna.P.O – DhantPat Rai Publications Pvt. Ltd.
8. Production and Operations Management – S.A.Chunawalla and D.R.Patel - Himalaya Publishing House.

MBAUC08 – Financial Management

Unit I

Financial Management – Nature and Scope - Finance Function – Its Relationship with other Functions – Role of Finance Manager - Finance Organization – Objectives of Financial Management.

Unit II

Capital Budgeting – Meaning – Definition – Concept of Capital expenditure – Importance of capital budgeting – Limitation of capital budgeting - Kinds of capital investment proposal – Capital Budgeting appraisal methods – Pay Back method - ARR method – Discount cash flow method – Control of Capital expenditure – Capital rationing..

Unit III

Cost of capital – Meaning – Importance of cost of capital in decision making – Determination of cost of capital – Computation of cost of capital – computation of cost of each specific sources of finance – Computation of weighted average cost of capital.

Leverages – Meaning – Significance – Limitations – Computation of leverage.

Unit IV

Capital structure – Meaning – Patterns of capital structure – Thoeries of capital structure – NI approach – NOI approach – MM approach – The traditional approach – Determination of capital structure – Computation of valuation of firms.

Unit V

Working capital – Meaning – Definition of working capital – Types of working capital – Factors determining the working capital requirements – Methods of estimating working capital requirements – Sources of working capital finance.

Text Book

1. Financial Management – I.M.Pandey, Vikas Publishing House.
2. Financial Management – Dr.V.R.Palanivelu, S.Chand & company Ltd., New Delhi.

Reference Books:

1. Fundamentals of Financial Management – James C.Van Horne – Person, New Delhi.
2. Financial Management – P.V.Kulkarni – Himalaya Publishing House.
3. “Financial Management – Theory and Practice” - Prasanna Chandra – Tata McGraw Hill Publishing Co Ltd., New Delhi.
4. “Financial Management – An Analysis and Conceptual Approach” – S.C.Kuchhal – Chaitanya Publishing House, Allahabad.

MBAUC09 – Marketing Management

Unit I

Introduction – Meaning – Significance – Core Concepts of Marketing – Environmental Scanning – Marketing Functions – Marketing Interface with other functional areas – Marketing in the Globalized Environment.

Unit II

Market Segmentation – Meaning, Need, Importance, Bases of Segmentation, Process – Segment/Target Marketing, Market Positioning – Competitive strategies – Consumer Behavior – Influencing factors – Buying motives and process – Building Customer Satisfaction – Types of Consumers.

Unit III

Product Management – Levels, Types of Product. Product Line Mix, Product Differentiation, Positioning, Repositioning –Branding – Packaging – Labeling - Product Life Cycle – New Product Development Process – Pricing Decisions – Objectives – Pricing Strategies.

Unit IV

Channel Management –Levels – Types – Selection - Functions, Roles & Responsibilities, Channel Supporting strategies- Modern methods of Distribution - MLM – Promotion Management, Promotion Mix – Personal Selling, Sales Promotions, Advertising and Publicity – Features of good Promotional Mix.

Unit V

Advertising objectives – Advertising process – Budget appropriation – Measuring advertisement effectiveness – Advertising agency and its functions – Organization structure of a typical advertising agency.

Text Book

1. Marketing Management - Ramasamy and Namakumari – Mac Millan India.

Reference Books:

1. Marketing Management – Philip Kotler – Prentice Hall of India (P) Ltd.
2. Fundamentals of Marketing – William J.Stanton, Michael, J.K.Etzel – McGraw Hill Publication – New York.

MBAUC10 – Research Methodology for Social Science

Unit I

Basics of Research: Research Meaning, Scope and Objectives – Types of Research – Research Vs. Research Methodology – Research Process - - Relevance of research for decision making in various functional areas of management.

Unit II

Problem definition– Techniques - Formulation of Research hypothesis - Choosing the appropriate Research Design – Types (Desk Research, Exploratory, Descriptive and Conclusive research – Experimental research designs – Case study method of research.) Sampling Design – Techniques - Steps – Sample size determination - Precautions – Errors.

Unit III

Measurement and Scaling Techniques - Data Collection - Primary data and secondary data – Methods of collection – Questionnaire design – Essentials of a good Questionnaire – Pre testing a Questionnaire – Pilot Study – Merits and Demerits of Questionnaire – Use of Schedules – Structured and Unstructured Interviews – Observation Method.

Unit IV

Processing and Analysis of Data: Editing – Types of Editing – Guidelines for Editing - Coding – Classifications – Tabulation – Need, Nature and Guidelines – Ungrouped and Grouped frequency tables, Charts and Diagrams – Use of Computer packages for data analysis – Application of Statistical tests and interpretation of test of results.

Unit V

Presentation of research results - Organizing a research report - The significance report – Steps in writing report - The integral parts of a report – Types of reports – Precautions for writing research reports.

Text Book

1. Research Methodology – C.R.Kothari – New Age International Publishers, New Delhi.

Reference Books:

1. Research Methods in Social Science – Good & Hatt.
2. Business Research Methods – E.Mory & Cooper.
3. Research Methods for Commerce and Management – K.V.Rao.

**MBAUP01 – Management Information Systems and
Business Lab**

Objective: To introduce the concepts of computer applications in business management with practical applications.

Unit I

Introduction to computers – Operating Systems – Information Systems – Evolution of Information Systems – Business Models – Information System Architecture.

Unit II

Information Systems – Functional Areas – Marketing, Production, Finance, Personnel Management – Information System Levels – DSS, EIS, ES – Comparison, Managing Global Information System.

Unit III

Application of Internet – Email – Search Engines – Business decision making using Online.

Unit IV

Business Application Software – Office Application – Word – Spread Sheet – Power Point and Access (Practical).

Unit V

Business and Management Application Packages – Research Analysis Packages – SPSS etc. – Accounting Packages – Tally etc. – Marketing Packages – Production Packages – HR Packages (Practical).

Reference Books:

1. Gorden B.Davis – Management Information System: Conceptual Foundation, Structure and Development, Mc Graw Hill.
2. James A O'Brien, Management Information Systems, A Managerial user Perspective.

MBAUC11 – Operations Research

Unit I

Introduction to operations research – Evaluation – Definition – Scope – Model and limitations of operations research – Linear programming – Formulation – Graphical solution – Simplex method (only theory, no problem) – Dual problems in LP.

Unit II

Transportation problem – Northwest corner rule – Least cost method – Vogel's approximation method – Test for optimality – MODI method – Assignment problems – Hungarian method.

Unit III

Game theory – Meaning and characteristics – Saddle point – Dominance property – Algebraic and Graphical solution – Decision theory and its applications – Decision making under risk – Uncertainty in decision making – Mini max – Max mini – Regret – Laplace criteria.

Unit IV

Queuing theory: General structure of queuing system – Operating characteristics of queuing system – Models – Sequencing problem – Processing N jobs through two machines – Processing N jobs through three machines – Processing N jobs through K machines – Processing two jobs through K machines.

Unit V

Replacement and maintenance problems and its applications – Replacement theory – Replacement policy – Networks analysis – Programme Evaluation and Review Technique (PERT) – Critical Path Method (CPM).

Text Books:

1. Quantitative Techniques in Management – N.D.Vohra, Tata McGraw Hill Publishing House Company Limited.

Reference Books:

1. Operations Research: An Introduction – Hillier, Tata McGraw Hill Publishing House Company Limited.

MBAUEF1 – Merchant Banking & Financial Services

Unit I:

Indian financial system – Institutional arrangements – Money market and capital market – Reserve bank of India – Commercial banks – Cooperative banks – Regional banks – Foreign banks.

Unit II:

Financial services – An overview – Growth of financial services in India – Financial services sector problems – Regulatory frame work – RBI – SEBI.

Unit III:

Recent developments in financial services – Consumer finance – Credit cards – Debit cards and smart cards – Hire purchase – Leasing – Bill discounting - Loan syndication.

Unit IV:

Merchant banking – Mutual funds – Venture capital – Factoring – Forfeiting – Portfolio management services – Mergers and Acquisition.

Unit V:

Financial from international sources and financing of exports – EXIM BANK – Export Credit Guarantee Corporation (ECGC).

Reference Books:

1. Financial Services – M.Y.Khan – Tata McGraw Hill Publishing Co-Ltd.
2. Indian Financial and Hire Purchase System – Vikas Publication House.
3. Merchant Banking and Financial Services – Dr.S.Gurusamy, Thomson.

MBAUEF2 – Investment Management

Unit I:

Introduction – Investment, Speculation, Gambling, Increasing popularity of investments – Features of an investment programme – Risks of investment – Savings and investment – Mobilization of savings for investment - Investment activity – Objectives of investors – Investment opportunities – Sources of investment information.

Unit II:

Investment avenues – Introduction – Classification of investments – Features of investment avenues – Macro aspect of savings and investments – Modes of investment.

Unit III:

Investment company – Introduction – Meaning – Concept – Types of investment companies – Open end investment companies and closed end investment companies – SEBI guidelines for mutual fund authorization – RBI guidelines on mutual funds – Mutual fund 2000 – Mutual fund operations in India – Computation of net asset value.

Unit IV:

Securities Exchange Board of India (SEBI) – Introduction – Objectives of SEBI – Features of SEBI - Organization of SEBI – SEBI's role in the primary market – Secondary market and SEBI – SEBI and the FII's.

Unit V:

Capital market – Meaning – Structure of the market – Special features of the Indian capital market – Recent trends in capital market – Institutional structure in capital market – New issue market – The secondary market.

Reference Books:

1. Investment and Securities Market in India - V.A.Avadhani, Himalaya Publishing House.
2. Investment Management – V.K. Bhalla, S.Chands & Company Ltd.
3. Security Analysis and Portfolio Management – Punithavathi Pandian, Vikas Publishing House.
4. Security Analysis and Portfolio Management – Donald E.Fisher and Ronald J. Jordan, PHI/Pearson.

MBAUEF3 - International Financial Management

Unit I:

Trade and Balance of Payments – Current items – Capital items – Components of international finance system – Foreign exchange market – International current markets – Institutions in international finance system.

Unit II:

Objectives of IMF – Fund's role of consultation – Sources of funds – Quotas – Share capital of IMF – Other sources of funds – Fund's lending operations – Standby arrangements – IMF charges – Other facilities – Exchange rates and par values – International monetary reforms – international liquidity – Need for reserves – Composition and level – Adequacy of reserves – Problems of liquidity – Augmentation of liquidity – Special Drawing Rights (SDRs) – SDR allocation – Limitations – Uses – SDRs in India – India's IMF net position – Additional SDRs.

Unit III:

World trade trends – World aid trends – Role of MNCs – World monetary trends – Role of GATT – Role of UNCTAD – Origin in NIEO – Emergence of North-South dialogue – Objectives – Elements – Implementation of N.I.E.O. action programme – Growth of regionalism.

Unit IV:

Definition – Hurdless of globalization – Management of change to globalization – Strategic planning – Recent environmental changes – Macro environment – Requisites for globalization – Globalization models – Environmental adoption for globalization – Financial environment – World economic trends – Policy changes – Monetary and credit trends – Trade policy

and trends – Liberalised access to foreign borrowing – Capital and stock markets – Conclusion.

Unit V:

International debt instruments: short-term borrowing, medium-term borrowing – Euro markets – International bond market – Financing the multinational and its overseas subsidiaries: International financing choice – Managing risk – Foreign currency financing decisions – Project finance – Source of finance.

Reference Books:

1. International Finance - V.A.Avadhani – Himalaya Publishing House.
2. Security Analysis and Portfolio Management – Donald E.Fisher and Ronald J.Jordan, PHI/Pearson.

MBAUEH1 - Human Resource Development

Unit I:

Foundations of Human Resource Development - Evolution - Characteristics - Functions - Challenges - Human resource management vs Human resource development.

Unit II:

Employee behavior-model of employee behavior - Factors influencing employee behaviour - Learning & Human resource development: Learning strategies and styles - HRD need assessment: Definition - Purpose - Importance - Levels - Strategic and organizational analysis.

Unit III:

Human resource development intervention - Creating - Human resource development programs, training methods - OJT, Self-based/computer-based training - Classroom training.

Unit IV:

Performance appraisal, work improvement-methods, setting time standards, employee-employer relations, motivation & morale, job analysis in Human resource development, applications of Human resource development, coaching and performance management.

Unit V:

Human resource development evaluation-purpose, models and frame works, data collection, ethical issues, assessing impact of human resource

development career management and development, employee counseling and wellness services, Human resource development and diversity.

Reference books:

1. Human resource Development-Jon M.Werner, Pandy L. Desimone, 4th edition, Akash Press, Delhi.
2. Human Resource Development-Vinitaa Agarwal, Book endave, Jaipur.
3. Dynamics of Human resource development-vijay sharma, ABD publishers Jaipur, India.
4. Fundamentals of Human resource management, eighth edition, David A Decenzo, Stephen P.Robbins Wiley student edition.

MBAUEH2 - Knowledge & Talent Management

Unit I:

Knowledge management - Introduction, definition, need, knowledge culture, model of strategic knowledge management - '5 P's of strategic knowledge management, Evaluation, value of knowledge.

Unit II:

Knowledge leaders – Contributions - Generic attributes - Leadership roles - recruiting & selecting knowledge leaders – Imperatives - global knowledge economy-Approaches.

Unit III:

Essentials of knowledge management – Techniques - Systems and tools – Roles market value - KM's value proposition - Weaving the web of knowledge.

Unit IV:

Talent management – Definition – Importance – Impact - 360 feedback process and systems - Managing conflict - Managing stress - Criteria for effective talent management.

Unit V:

Managing career – Meaning – Importance - Individual vs organizational perspective - Career development vs employee development - Career development value for the organization

Reference Books:

1. Knowledge management-shelda Debowski, John wiley and sons, Australia ltd.
2. Knowledge management-sudhir warier-vikas publishing house.
3. The essential guide to knowledge management-amit tiwana-pearson education.

MBAUEH3 - Change Management

Unit I:

Organizational Change - Origin, Definition, Nature, Dynamics of organizational change, forces of change.

Unit II:

Change models - Approaches to organizational change - Planned changes for development - Change intervention - Depth of change – Steps of managing change.

Unit III:

Models of organizational change – Strategic leverages to change – Organizational restructuring – Reorganizing work activities – Process oriented strategies – competitor and customer oriented strategies.

Unit IV:

Organizational mental modes and change – Managing change through people – Resistance to change – Reasons – Overcoming resistance to change – Change management of individual and groups.

Unit V:

Three Rs of change management – Organizational culture and change - Organizational change in Indian companies – Organizational change in MNCs.

Reference books:

1. Management of organizational change - K.Harigopal, A division of sage publications.
2. Organizational Behaviour, concepts, skills and practices - Angelo kinicki, Robert breather.
3. Organistional Behaviour - M.N. Mishra, Vikas Publishing.
4. Organizational Behaviour – Stephen P.Robbins and Seema Sanghi, Pearson Education.

MBAUEO1 - Supply Chain Management

Unit I:

Introduction to Supply Chain Management (SCM) – Concept and Components of SCM – Features and Strategic Issues in SCM – Value Chain Management and Customer Relations Management.

Unit II:

Customer Focus in SCM – Demand Planning – Purchase Planning – Make or Buy Decision – Indigenous and Global Sourcing – Development and Management of Suppliers – Legal Aspects of Buying – Cost Management – Negotiating for Purchasing / Sub Contracting.

Unit III:

Manufacturing Scheduling – Manufacturing Flow System – Work Flow Automation – Dynamic Optimization - Material Handling – Design and Decision – Warehousing and Storekeeping – Strategies of Warehousing and Storekeeping.

Unit IV:

Logistics Management – Role of Logistics in SCM – Integrated Logistics Management – Transportation Design and Decision – Multi Modalism – Third Party Logistics – Facilities Management – (Port/Airport/ICD's) – Channels of Distribution – Logistics and Customer Service.

Unit V:

Modern Practices in Supply Chain Management – Role of technology in SCM - Organizational Issues to Implement SCM – International Logistics – Ocean Carrier Management – Import – Export Logistics Management.

Reference Books:

1. Logistics and Supply Chain Management – Christopher – Ricahrd Irwin, 1994.
2. Supply Chain Management for Global Competitiveness – B.S.Sahay, Mac Millar, 1999.
3. Logistical Management – Donald J.Bowersox and devid J.Closs – Tata Mc Graw Hill.
4. Manufacturing Operations and Supply Chain Management – David Taylor and David Brunt – Vikas Thomson.
5. Global Operations and Logistics – John Wiley & Sons – New York, 2002.
6. Supply Chain Management – Chopra – 2nd Edition – Person.

MBAUEO2 - Total Quality Management

Unit I:

Principles of Quality Management: Definitions of Quality – Quality Philosophies of Deming – Crosby and Miller – Service Vs. Product Quality – Customer Focus – Quality and Business Performance - Leadership for Quality Management – Quality Planning – Designing for Quality - Manufacturing for Quality – Vision and Mission Statements and Quality Policy.

Unit II:

Total Quality Management: Evaluation for TQM - TQM Models – Human and System Components – Continuous Improvement Strategies – Deming Wheel – Internal, External Customer Concept – Customer Satisfaction Index – Customer Retention- Team Work and Team Building – Empowerment – TQM Culture – Quality Circles – KAIZEN – Top Management Commitment and involvement.

Unit III:

Quality Management Tools for Business Applications: Principles and Applications of Quality Function Development – Failure Mode and Effect Analysis – Taguchi Techniques – Seven old QC Tools – Seven New Management Tools – Statistical Quality Control Techniques (only Theory and no Problems) – Mistake Proofing – Benchmarking – 8D Methodology.

Unit IV:

Quality Imperatives for Business Improvement: Dimensions of Quality - Reliability Prediction Analysis – Total Productive Maintenance – Costs of Quality – Business Process Reengineering – Process Capability Analysis – Quality Assurance and ISO9000 Certification – ISO 9001:2000.

Unit V:

TQM Implementation Strategies: Organizational Structure and Mindset of Individuals – Motivational aspects of TQM – Change Management Strategies – Training for TQM – TQM Road Map – Quality Improvement Index – Six Sigma concept.

Reference Books:

1. Total Quality Management – Dale H.Besterfield et al - Pearson Education.
2. Quality Control and Total Quality Management – P.L. Jain - Tata McGraw Hill.
3. Total Quality Management – Poornima M.Charantimath – Pearson Education.

MBAUEO3 - Integrated Materials Management

Unit I:

Materials Management – Meaning – Need and Importance – Functional areas of materials management – Material planning – Budgeting – Modern developments in materials management – Applications.

Unit II:

Purchasing – Planning – Letter of intent – Vendor selection – Sources of supply – Vendor rating techniques – Purchase process – Tender and quotation – Quality control in purchase – Transportation management – Procedure for foreign purchase – JIT system.

Unit III:

Materials receipt – Storage – Stores management – Stores system and Equipments – Stores records – Standardization and Codification – KANBAN – Warehouse management – Inventory control – Models – Deterministic and probabilistic models – Probabilistic model – Problems and techniques.

Unit IV:

Inventory control – Deterministic model – EOQ models – Inventory systems – Reorder level – Inventory control methods – ABC analysis.

Unit V:

Materials handling – Systems – Importance – Equipment – Obsolete and waste management – Materials insurance – Logistics and supply chain management – Fundamentals.

Reference Books:

1. Integrated materials management – Gopalakrishnan – Tata McGraw Hill.
2. Production and operations management: Manufacturing and services – Chase, Aquitano, Jacobs – Tata McGraw Hill.

MBAUC12 - Strategic Management

Unit I:

Introduction to business policy: Evolution – Nature – Purpose – Importance and the objectives of business policy – An overview of strategic management – Policy – Strategy – Tactics – Levels of strategy – Strategic decision making – Strategic management – Process of strategic management – Strategists and their role in strategic management.

Unit II:

Strategy formulation: Strategic intent – Vision – Mission – Business definition – Goals and objectives – External environment – Market – Technological – Supplier – Economic – Regulatory – Political – Socio-cultural and international environment – Techniques of environmental analysis – Organizational analysis – Organizational capability profile (OCP) – Strategic Advantage Profile (SAP).

Unit III:

Strategy alternatives: Corporate level strategies – Grand strategies – Stability – Expansion – Retrenchment – Combination – Business level strategies – Porter's generic business strategies.

Unit IV:

Strategic analysis and choice: Corporate level strategic analysis – Boston Consulting Group (BCG) matrix – General electric (GE) nine cell matrix – SWOT analysis – Business level strategic analysis – Michael Porter's five force model – SPACE.

Unit V:

Strategy implementation and evaluation: Project and procedural implementation – Resource allocation – Structural – Behavioural – Functional and operational implementation - Strategic evaluation and control.

Reference Books:

1. Strategic Management Theory: An Integrated Approach – Charles W.L.Hill and Gareth R. Jones – Houghton Mifflin Company – Princeton New Jersey – All India Publishers and Distributors.
2. Concepts of Strategic Management and Business Policy - Thomas L. Wheelen and J. David Hunger - Pearson Education.
3. Business Policy and Strategic Management – Azhar Kazmi – Tata McGraw Hill Publishing Company Ltd.
4. Crafting and Executing Strategy the Quest for Competitive Advantage, Concepts and Cases – Arthur A.Thompson Jr. A.J.Strickland III and John E.Gamble - Tata McGraw Hill Publishing Company Ltd.
5. Strategic Management: Concepts and Cases – Fred R.David – Pearson Education.

MBAUEM1 – Retail & Rural Marketing

Unit I:

Retailing – Definition, Functions, Importance, Types of retailing – Store and Non store – Retailing in India – Current scenario – Consumer buying decision process – Influencing factors, Consumer shopping behavior – Impact of IT in retailing.

Unit II:

Retail location decision – Trading area analysis – Types of location site evaluation – Store design – Layout and space management – Visual merchandising and displays – Retail pricing - approaches, influencing factors.

Unit III:

Retail promotion – Setting objectives – Role of advertising – Sales promotion – Personal selling – Public relations and relationship marketing in retailing – Human resource issues and considerations – Customer service management – Consumerism and ethics in retailing.

Unit IV:

Rural marketing – Definition and importance – Characteristics of Rural markets – Problems and challenges in Rural marketing – Profile of the Rural consumer – Factors influencing Rural consumer behavior - Rural STP – Rural marketing strategy.

Unit V:

Marketing Mix for Rural Market – Rural Product – Rural price – Rural distribution – Rural communication.

Reference Books:

1. Retail Management – Berman and Events, Pearson / Prentice Hall.
2. Retail Management – David Gilbert, Financial Time / Prentice Hall.
3. Retail Management – Gibson Vedamani, Jaico Books.
4. Retail Management - Levy & Weitz, Tata McGraw Hill.
5. Rural and Agricultural Marketing – Ramkishen.Y, Jaico Books.
6. Rural Marketing – R.V.Badi & N.V.Badi, Himalaya Publishing.
7. Rural Marketing Book – Kashyap and Raut, Biztantra Publishing.

**For the Candidates Admitted to MBA Programme of University Department from
2012 - 2013 onwards**

MBAUEM2 - Services Marketing

Unit I:

Services: Definition – Product Vs services – Special characteristics – Classification of services – Reasons for the growth of services sector – Services marketing triangle: Internal Marketing – External Marketing – Interactive marketing – Role of Technology in services marketing.

Unit II:

Services quality – Definition of quality – Developing service quality – Quality standards – Bench marking – PZB model of SERVQUAL: Quality Gaps – Gaps closing strategies.

Unit III:

Services Marketing Mix Elements: 7s Ps - Service products – Service life cycle strategies – New service development – Service differentiation strategies – Positioning strategies – Pricing for services: Objectives of pricing – Price terminologies – Pricing strategies.

Unit IV:

Service distribution difficulties and strategies - Promoting the services – Promotional mix – Media choice and selection – People and services – The role of employees in services marketing – Process strategies: Service Blue Print – Physical evidence strategies.

Unit V:

Services Marketing – 7 Ps: Banks – Insurance – Transport – Telecommunication – Hospitals – Hotels – Tourism Industry – Consultancy – Legal services – BPO & KPOP - Advertising agencies – IT Enabled services – Personal services.

Reference Books:

1. Services Marketing – Helen Woodruffe.
2. Services Marketing – Jha S.M
3. The Essence of Services Marketing – L. Adrian Payne
4. Marketing Financial Services – Mary Ann Pezzullo

MBAUEM3 – Export Management

Unit I:

Export management: Meaning – Scope – Functions – Role of exports in Economic Development – Planning for Export – Market Analysis – Market Intelligence and Market Research – Market Selection and Entry Strategies for Export.

Unit II:

Export Financing – Methods and Sources of Export Finance – Terms of Payment for Export – Letter of Credit – Institutional Aid for Export Financing: RBI, EXIM Bank, ECGC – Commercial Banks – Export pricing – Factors Influencing Export Price – Pricing Approaches – Transfer Pricing – Dumping – International Price Quotation – INCOTERMS

Unit III:

Export procedure and documentation – Export order execution – Product preparation – Quality control and pre-shipment inspection – Packaging – Freight forwarders.

Unit IV:

Cargo insurance – Customs clearances – Documentation procedure and clearing export bills – Import licensing – Replenishment licenses – Advance import licenses – Pass book scheme – Import of capital goods.

Unit V:

India's export performance – Problems in export trade – export promotion – Need – Export promotion in India – Institutional support for export promotion – export promotion incentives – EPZ & FTZ, 100% EOU, Export houses – Trading houses – Star trading houses – Project and consultancy export.

Reference Books:

1. Export Management – TAS Balagopal – Himalaya.
2. International Marketing – Varsheny & Battacharya – Sultanchand.
3. International Trade and Export Management – Francis chernilam.
4. Export Management – B.S.Rathor – Himalaya.

MBAUES1 - Systems Management

Unit I:

System Analysis Fundamentals: Role of System Analysis – Understanding Organizational Style and its Impact on Information Systems – Determining Feasibility Managing Analysis and Design Activities.

Unit II:

System Analysis Tools: DFD – Decision Tables – Warnier Orr Diagrams – HIPO Charts – Process Flow Charts – System Flow Chart.

Unit III:

System Analysis: System Development Life Cycle – Information Gathering – Problem Solving Approach – Data Modeling with Logical Entity Relationship.

Unit IV:

System Design: Designing Effective Input and Output – Designing Database and Files – Designing User Interface – Designing Accurate Data Entry Procedures.

Unit V:

System Implementation: System Testing - Conversion – Post Implementation and Review – Software Maintenance – Hardware and Software Selection – Security, Disaster and Recovery.

References Books:

1. “System Analysis and Design Methods”, Whitten, Bentley and Barlow, Galgothia Publications.
2. “System Analysis and Design – A Case Study Approach” – Robert J.Thierauf.
3. System Analysis and Design – Elio M.Awad.

MBAUES2 – Business Application Software

Unit I:

Introduction to business application software – Objectives – Importance – Areas of application – Developing business application software – Difference between ready to use and customer oriented software's.

Unit II:

ERP – Meaning – Objectives – Uses – Modules – Types – ERP software's and features.

Unit III:

SAP – Meaning – Objectives – Uses – Modules – Types – SAP development and applications – SAP software's and features.

Unit IV:

Tally – Objectives – Uses – Modules – Versims Tally and its business applications – Other financial application software's.

Unit V:

Specialized software's – Market research software's – Open access software's – Project Management software's.

References Books:

1. Enterprise Resource Planning and Beyond – Langenwalter, G.A. 2000, Boca Raton, FL, St. Lucie Press.

**For the Candidates Admitted to MBA Programme of University Department from
2012 - 2013 onwards**

MBAUES3 - E-Commerce

Unit I:

Introduction to E-Commerce – Traditional Commerce Vs E-commerce – Economic Forces for E-Commerce – Value Chains – Technology Infrastructure – The Internet and the World Wide Web – Origin and Growth – Internet Protocols – Markup Languages – Internet Connection Options.

Unit II:

Business Strategies for E-Commerce – B to B Strategies –Electronic Data Interchange – EDI to E-Commerce – Supply Chain Management – Purchasing, Logistics and Support Activities – Electronic Market Places and Portals – Web Auctions and Related Business.

Unit III:

Marketing on the Web – Strategies – Communication – Customer Behaviour and Relationship Intensity – Advertising – E-Mail Marketing – CRM – Brands on the Web – Elements – Selling on the Web – Revenue Models – Web Site Usability – Online Trading – E-Banking.

Unit IV:

Environment of E-Commerce – International Nature – Legal Environment -Ethical Issues – E-Commerce Security – Objectives – Protecting Client Computers – Protecting E-Commerce Channels – Protecting the Web Server.

Unit V:

Payment Systems for E-Commerce – Payment Cards – Electronic Cash – Electronic Wallets – ATM Cards – Stored Value Cards – Planning for E-Commerce – Initiative – Strategies for Developing E-Commerce Websites – Managing Implementations.

References Books:

1. Electronic Commerce – Gary P.Schneider – Thom Son.
2. Frontiers of E-Commerce – Ravi Kalakota, Andrew Whinston – Addison Wesley.
3. Business on the Net – An Introduction to E-Commerce – Kamallesh N.Agarwala, Amit Lal and Deeksha Agarwala – Macmilan India Ltd.

MBAPEDC1 – Entrepreneurship Development

Unit I:

Concept of Entrepreneur – Characteristics of an entrepreneur – Types of entrepreneurs – Role of Entrepreneurship in economics development – Concept and functions of women entrepreneurs – Meaning and need of rural entrepreneurship – Factors affecting.

Unit II:

Entrepreneurial motivation – Entrepreneurship development programmes – Objectives, course contents and phases of EDPs

Unit III:

Small Scale Industries – Definition – Types – Characteristics – Role of SSI's – Project identification – Project selection – Project formulation.

Unit IV:

Sources of finance – Institutional finance to entrepreneurs – IFC – IDBI – ICICI – LIC – SFC – UTI – SIPCOT – SIDBI – Institutional support for entrepreneurs – DIC – NSIC – SISI – TCO.

Unit V:

Government support to SSI – Incentives and subsidies – Concept and causes of industrial sickness – Export Potential of Small Scale Units – Problems of entrepreneurs.

Reference Books:

1. Entrepreneurial Development – S.S.Khanka – S.Chand Edition-2004.
2. Entrepreneurial Development – P.Saravanavel – ESS PEE KAY Publishing.
3. Entrepreneurial Development – N.P.srinivasan & G.P.Gupta – Sultan Chand & Sons.
4. Dynamics OD Entrepreneurial Development and Management – Vasanth desai – Himalaya Publishing.

MBAPEDC2 – BUSINESS ETHICS

Unit I:

Introduction to Business Ethics – Meaning – Importance – Need – Traditional theories – Application of Traditional theories to modern business decision making

Unit II:

Ethics & Corporate social responsibility – Corporate strategy and decision making: Accountability – Competitive Intelligence & Ethical dilemmas – Corporate culture and Reputation Management.

Unit III:

Ethics in Business functional areas – Ethics and Production – Ethics and HRM – Ethics and Finance & Accountancy – Ethics and Marketing – Ethics and Advertising.

Unit IV:

Ethical Implications of Technology – Ethics in the Natural and Global environments: Public relations and corporate environmentalism – Ethical principles governing global business – Multi Cultural perspectives.

Unit V:

Corporate codes and ethics programs – Maximizing ethics and profits – Corporate Environmental responsibility – Indian standards and business ethics – role of government bodies.

Reference Books:

Perspectives in Business Ethics, Laura P. Hartman, Tata McGraw- Hill, 2nd Edition.

