



**School of Commerce and Management Sciences,
Swami Ramanand Teerth Marathwada University,
Nanded.**

**Master of Business Administration (MBA)
(CGPA System)**

Under the faculty of Management Studies

**Course Details, Course Objective, Course Structure and
Workload and Course Contents**

(Revised syllabus with effect from June 2013)

(C) COURSE STRUCTURE AND WORKLOAD

MBA Syllabus 2013-14

SCHOOL OF COMMERCE & MANAGEMENT SCIENCES

Name of the Class: M.B.A. (First Year) (Semester I and II)

M.B.A. Semester I (New)

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
101	I	Principles & Practices of Management	04	04	50	50	100
102	II	Accounting for Managers	04	04	50	50	100
103	III	Managerial Economics	04	04	50	50	100
104	IV	Legal aspects of Business	04	04	50	50	100
105	V	Quantitative Techniques & Business Mathematics	04	04	50	50	100
106	VI	Organisational Behaviour	04	04	50	50	100
107	VII	Computer Applications in Management	03 + 01=04 (L+P)	04	50	50	100
108	VIII	Seminar on Contemporary Management Issues	04	02	50	--	50
Total			32	30	400	350	750

M.B.A. Semester II (New)

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
201	IX	Marketing Management	04	04	50	50	100
202	X	Financial Management	04	04	50	50	100
203	XI	Production & Operations Management	04	04	50	50	100
204	XII	Human Resource Management	04	04	50	50	100
205	XIII	Research Methodology, & Statistics for Management	04	04	50	50	100
206	XIV	Environment for Business & Environmental Management	04	04	50	50	100
207 (A)	XV (A)	Management of Creativity and Innovations OR	04	04	50	50	100

207 (B)	XV (B)	Business Process Reengineering and Quality Management	04	04	50	50	100
208	XVI	E-Business	3+1=04 (L+P)	04	50	50	100
209	XVI I	Comprehensive Viva	--	02	--	50	50
Total			32	32	400	450	850

Paper No. I
PRINCIPLES AND PRACTICES OF MANAGEMENT

Objectives: -

To familiarize students with basic management concepts, tasks, processes in organization. To enable students to analyze and evaluate management philosophy and impact of this philosophy

Unit I: Introduction to Management:

Definition, Characteristics and Nature of Management, The Management Process, Management levels and hierarchy, Managerial Roles, Management skills, Universal applicability of Management.

Unit II: Theories of Management:

The Evolution of Management Theory: Early thinking about Management, **Classical Theories:** Scientific Management School, Administrative Management, Bureaucratic Management **Neo-classical theories:** Human Relations school- Behavioral approach Quantitative or Management science approach **Recent development in management theory:** Systems approach, Contingency approach etc

Unit III: Corporate Social Responsibility and Managerial Ethics

Social responsibilities of Management, Arguments for and against social responsibilities of Business, Social stakeholders, Managerial ethics

Unit IV:- Functions of Management Part I

Planning- Characteristics, Nature, Importance, Steps, Limitations, Types of Planning, & Plans

Management by Objectives (MBO)

Decision Making - Concept, Nature, Process, Types of decisions

Organizing- Concept, Nature, Importance, Principles, Centralization, Decentralization. Organization Structure- Line and Staff authority, Functional, Product, Matrix, Geographical, Customer, New forms of organization- virtual etc

Unit V: Functions of Management Part II

Staffing- Concept, Nature, Importance, Steps.

Directing- Concept, Nature Importance.

Leadership - Concept, Nature, Importance, Attributes of a leader, Leadership theories

Controlling - Concept, Importance, Process of controlling, Types of Control, Control techniques

Books Recommended:

1. Management - Stoner, Freeman, Gilbert, Prentice Hall of India
2. Management Concepts, Practice and Cases - Kariminder Ghuman, K. Aswathappa, Tata McGraw Hill Education Pvt. Ltd., 2010
3. Management Tasks, Responsibilities, Practices - Peter F. Drucker, Allied Publishers
4. Management Theory and Practice (Text and Cases) - Dr. P. Subba Rao, Himalaya Publishing House, 2012
5. Principles of Management: Concepts and Cases - Rajeesh Viswanathan, Himalaya Publishing House

Paper No. II
ACCOUNTING FOR MANAGERS

Objective: To develop an insight of postulates, principles and techniques of accounting and Utilization of financial and accounting information for planning, and decision-making helpful for Managers.

Unit I : Introduction to Accounting for Management:

Nature and Scope ó Management Accounting Processó Financial Accounting Vs Cost Accounting Vs Accounting for Management ó Role of Account in Modern Organization.

Unit II: Financial Accounting System:

Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements Basic Accounting terminologies, Classification of Accounts, Meaning of Journal, Writing of Journal Entries, Secondary Books of Accounting, Preparation of Trial Balance, Final Accounts of Sole Traders.

Unit III: Introduction to Management accounting:

changing role of Management Accounting Financial Statement Analysis- Ratio Analysis ó types & calculations

Unit IV: Elements of Cost:

Cost Sheet Preparation and Managerial Decision Making Techniques like

- (a) Marginal costing ó Cost volume profit analysis, BEP
- (b) Budgetary control, Operating and Financial Budgets, Flexible Budgets.
- (c) Standard Costing ó Materials Cost and Labour cost variances only.

Unit V: Emerging issues in Management Accounting:

Human Resource Accounting Responsibility Accounting Inflation Accounting. Recent trends in Accounting for Managers

Books Recommended:

1. Cost Accounting ó Jawaharlal
2. Cost and Management Accounting - S.M.Inamdar
3. I. M. Pandey : Management Accounting Vikas Publishing House.ND
4. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
5. Management Accounting - Dr. A. P. Rao
6. Management Accounting - Dr. Mahesh Kulkarni
7. Management Accounting 3rd Ed. - Khan & Jain
8. Principles and Practice of Cost Accounting ó Ashish K. Bhattacharya
9. Theory & Problems in Management & Cost Accounting - Khan & Jain

Paper No. III
MANAGERIAL ECONOMICS

Objective:

The objective of the course is to provide insights into these aspects. Students of management must be exposed to the time tested tools and techniques of managerial economics to enable them to appreciate their relevance in decision making.

Unit I: Introduction to Managerial Economics:

Nature and Scope of Managerial Economics, Role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits Theory of Demand ó concept, determinants of Demand, Demand Function and econometric techniques. Theories of Supply-concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Demand forecasting.

Unit II: Cost Functions:

Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial use of cost Function; Production Function to cost function-long run and short run Total cost. Production and cost-Return to scale, cost curves.

Unit III: Market Structure and pricing decisions:

The competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.

Unit IV: National Income:

Concept and measurement. GDN, GNP, Business cycles, fiscal policy, Monetary policy and inflation.

Unit V: Case studies /numerical problems on the above topics.

Books Recommended:

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 and Case, Mc Graw Hill, New Delhi.
5. D. M. Mithani: Managerial Economics- Himalaya Publishing, Mumbai
6. Prasad, Sinha, Mnagaerial Economics- Pragati Publising, Meerut
7. H.L. Ahuja, Managerial Economics, S. Chand Publictaion
8. Geetika, etal, Managerial Economics, Tata Mc Graw Hill Publishing, New Delhi
9. G. S. Gupta, Managerial Economics Tata Mc Graw Hill Publishing, New Delhi

Paper No. IV
LEGAL ASPECTS OF BUSINESS

Objective:

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

Unit I : Introduction:

Meaning and Concept Law, Need, Mercantile Law, Need and sources, Its importance.

Unit II Contract Act, 1872:

Definition, concept of contract, valid contract and its essential elements, Types of contract, discharge of contract: various; remedies for breach of contract, Govt. Contract.

Unit III Sale of Goods Act, 1930:

Introduction, contract of sale, agreement to sell documents of title, conditions and warranties, doctrine of caveat emptor: transfer of property significance of transfer of ownership, rule; performance: delivery of goods by seller, acceptance of delivery by buyer; remedies for breach: Rights of unpaid-sellers.

Unit IV Negotiable Instruments Act, 1881:

Definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instruments; Methods of negotiation of instrument, endorsement and deliver of negotiable instrument, negation by unauthorized parties, negotiation of dishonored and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer, Dishonour of cheque and its consequences.

Unit V A. Partnership Act, 1932:

Definition of partnership, types, of partnership, formation of Partnership, registration of partnerships, and kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm

B. Companies Act, 1956: definition of company, formation of company, memorandum and articles of associations of a company, types of companies, directors and meeting; winding up of companies

Unit VI Consumer protection Act, 1986:

Definition of consumer, goods and defect, services and deficiency, consumer forums, procedure to approach consumer forums

Unit VII The Information Technology Act, 2000

Digital Signature- Digital Signature Certificate, Electronic Governance , Electronic Records , Certifying Authorities, Penalty & Adjudication .

Unit VIII Miscellaneous Provisions:

Conceptual understanding of patents, copyrights, trademarks ,FEMA, Environmental protection Act., Sick Companies Act 1985 , IRDA , Competition Act 2002, Right to Information Act 2005

Books Recommended:

1. Kuchhal MC-Business Law(Vikas), 2nd ed 1998.
2. Tlsian-Business Law, (Tata Mc Graw- Hill), 2nd edition)
3. Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.
4. Bulchandani Business Law.

Paper No. V

QUANTITATIVE TECHNIQUES AND BUSINESS MATHEMATICS

Objectives:

To impart basic concepts in quantitative techniques and business mathematics, to develop skills in structuring and analysis problems and develop aptitude to implement the solutions of the decision problems.

Unit I Quantitative Techniques:

Meaning and Classification of Quantitative Techniques, Programming Techniques, Role of Quantitative Techniques in Management Decision - making.

Unit II Transportation and Assignment Problems:

Transportation Model, Problem Statement, Loops in Transportation Table, Steps in Transportation Method. North ó West Corner Rule, Least Cost Method (Matrix Minima), Column Minima, Row Minima Method, Vogelø Approximation Method (VAM), Modified Distribution (MODI) Method. Hungarian Assignment Method (HAM), Maximization Case.

Unit III Queuing Theory:

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 multiple server model (4) Erlangø Method.

Unit IV Game Theory, Replacement Models and Sequencing Models:

Game Theory ó Two Person ó Zero Sum ó Game. Saddle Point, Value of Game, Dominance Strategy, Mixed Strategy, Replacement Models, Sequencing Models, Johnsonø Algorithm for n jobs & Two machines n jobs & three machines, Two jobs and m machines problems

Unit V Business Mathematics:

Determinants & Matrices, Functions & Limits, Differential Calculus, Binomial Expansions, Permutations & Combinations, Compound Interest & Annuity.

Books Recommended:

1. Quantitative Techniques in Management. (TMH)ó by N.D. Vohra , Tata Mc Graw Hill
2. Quantitative Techniques by C.R. Kothari, Vikas Publishing House, Delhi.
3. Statistical Methods - by S.P. Gupta, Sultan Chand & Sons.

Paper No. VI
ORGANIZATIONAL BEHAVIOUR

Objective:

The Paper aims to present the basic concepts of organizational behavior. The objective is to help student comprehend perceive and understand dynamic nature of groups; provide an insight into behavior of individuals in organization and adopt effective strategies to influence it. It also aims to help the student develop decision making skills through case discussions.

Unit I Organizational Behavior:

Definition, assumptions, significance -Historical Evolution- Fundamental concepts of OB, OB- as an emerging challenge of managing diversity.

Unit II Individual Behavior and Managing diversity,

Factors affecting individual behavior, Personality Development: meaning and determinants, theories of Personality development, managerial consideration for further developing of personality development of employee. Perception: Meaning and definition, Perceptual process, Managerial implications of perception in business situations, Perceptual errors i.e. factors influencing perception.

Unit III Motivation:

Nature and importance, basic process- theories of motivation: Maslow's hierarchy of needs theory, Herzberg theory, Alderfer's ERG theory, McClelland's Achievement Motivation Theory, Expectancy theory, Theory X & Y.

Unit IV Group Behavior:

Group formation: formal and informal group, stages of group development, Group decision making, group effectiveness and self managed teams.

Unit V Conflict and Stress Management:

Meaning, process, functional and dysfunctional conflict, conflict handling- nature, causes and consequences of stress. Management of change: concept, Lewin's stages of change, forces of change, resistance to change and managing planned change.

Case studies on the above topics.

Books Recommended:

1. Diagnostic approach to Organisational Behaviour by Gordon J.R., Allyn and Bacon, New York, 1987.
2. Essentials of Organisation Behaviour by Robbins S.J., Text N.D.
3. Organisational Behaviour Processes by Parle K.U., Rowat Publishers, Jaipur, 1988.
4. Organisational Behaviour by Robbins P. Stephen, McGraw Hill Inc. New York.
5. Organisational Behaviour, Concepts, Controversies and Applications ó by Robbins P. Stephen, Prentice Hall of India, N.D. 1985.
6. Management of Organisational Behaviour Utilizing Human Resources- by Paul Hersey & Ken Blanchard, Prentice Hall of India; N.D. 1985.
7. Managing in Turbulent Times by Drucker. Peter F., Pan Books Ltd. London, 1980.
8. Organizational Behaviour- Text, Cases and Games- by K. Aswathappa, Himalaya Publishing House.

Paper No. VII

COMPUTER APPLICATION IN MANAGEMENT

Objective: The objective of this course is to provide an insight into basic features of Computer Systems and their Applications in Managerial Decision Making.

Unit-I Introduction to Computer:

Concepts ó Elements of computer ó Characteristics of a Computer ó Classification of Computers ó Basic Computer Architecture ó Input-output Devices, Hardware ó Software, Fundamentals of operating system- Windows, Unix/Linux. World Wide Web -Internet operations. Emerging communication technologies.

Unit-II Software Concepts:

Types of software ó Software: its nature and qualities ó Windows Operating System Functions -Windows and its applications- Elements of Desktop, Application Window. Document Window, Special Indicators, File Handling in Windows, Accessories

Unit-III Software Packages:

Microsoft Word ó Mail merge, Microsoft Excel ó Formulae, Graphs Microsoft Power Point ó Creating effective presentations Toolbar, their Icons and Commands ó Navigating in Power point - Creation of slides, animation, and templates - Designing Presentations ó Slide show controls ó Making notes on Pages and Handouts ó Printing Presentations ó Customizing Presentations - Auto content Wizard. Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries, Tally ó Journal Entry, Ledger posting, Preparation of Balance Sheet

Unit-IV Information Technology:

Advantage and Disadvantage of IT Outsourcing, Telecommunication Concepts, Data Transmission and OSI layers, Local Area Network, Wide Area Network, TCP/IP Fundamentals, Internet, Intranet, Extranet, The world-Wide Web. Email. Web browsers, Web browsing.

Unit-V Computer Networks:

Overview of a Network ó Communication processors ó Communications Media ó Types of Network ó Network Topologies- Network protocols ó Network Architecture.

Exercises in the above areas are Mandatory for Computer Lab Practicals.

Books Recommended:

1. Aksoy, Introduction to Information Technology, Cengage, ND
2. Management Information Systems by D.P. Goyal, MacMillan Publishers.
3. Management Information Systems by Mahadeo Jaiswal, Monika Mittal, Oxford University Press.
4. Parameswaran: Computer Application in Business ó S Chand, New Delhi.
5. PS Gill, Database Management Systems, IK Int Pub House, New Delhi
6. Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas, New Delhi
7. Sudalaimuthu & Anthony Raj, Computer Applications in Business, Himalaya, Mumbai.
8. The Compact guide to Microsoft office, Mansfield Rom, BPB Publications, Delhi.

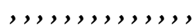
**Paper No. VIII
SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES**

Here the faculty members will assign contemporary issues concerning with Indian corporate sector like Merger & Acquisition, Current economic issues, Global interface, Stock market developments, Recent trends in finance, marketing, H.R., Productions, Operations, Systems etc.

The student will prepare seminar/ group exercise- discussion under the guidance of the faculty members to be allotted by the Director/ Head of the School.

This is a part of internal assessment. The student will submit written report and make an oral presentation before a panel of three teachers to be appointed by the Director/ Head.

This seminar will assist for overall development of students through contemporary management issues and enhance the managerial skills of presentations, develop confidence and communication of the students.



Paper No. IX
MARKETING MANAGEMENT

Objectives: To understand the meaning of marketing, marketing concept, marketing management; how marketing concept and marketing mix are integrated in practice, thus resulting in marketing process and strategy; and the relevance of marketing in a developing economy.

Unit - I Introduction to Marketing:

Marketing Concepts, Understanding Marketing Management, Emerging issues in Marketing.

Unit – II An Overview of Indian Marketing Environment:

Marketing Information System, Marketing Research, Marketing Mix: Concept and Components, Marketing Strategy-Market Segmentation, Targeting and Positioning, Consumer behaviour.

Unit – III Product mix:

Concept & Classification, Product Life Cycle and Marketing Strategies, New Product development Process

Unit-IV Pricing decisions:

Objectives, Process, Methods. **Place decisions** ó Channels of Distribution, Physical Distribution, Market Logistics.

Unit-V Promotion mix:

Advertising, Sales promotion, Personal selling, Public relations, Publicity. **Direct Marketing** - Major Channels for Direct Marketing, Online Marketing- Promises and Challenges of Online Marketing.

Books Recommended:

1. Marketing Management ó Philip Kotler, Prentice Hall of India Private Ltd., New Delhi.
2. Marketing Management Planning, Implementation and Control the Indian Context ó V. S. Ramaswamy and S. Namakumari, McMillan India Ltd.
3. Marketing Management ó Biplab S. Bose, Himalaya Publishing House
4. Marketing Management- Karunakaran
5. Marketing Management- Willian Stanton
6. Marketing Management- Michael Porter

Paper No. X
FINANCIAL MANAGEMENT

Objectives: The objective is to enable and equip the manager with basic functions of financial management and tools for applying financial analysis.

Unit I Finance Functions:

Meaning, Importance and Objectives of Financial Management- Sources of finance- Role of a finance manager- Financial Goals: Conflicts in profit versus value maximization principle.

Unit II Investment Decisions:

Nature of investment decisions, Time value of Money in investment decisions, Investment evaluation criteria: Pay Back, Profitability Index, ARR, NPV, IRR- Risk analysis in capital budgeting. Capital Structure Theories: NI & NOI Theory, Traditional and M.M. hypotheses- Determining capital structure in practice. Cost of Capital: Meaning and significance of cost of capital, Calculation of cost of debt, preference capital, equity and retained earnings; Combined cost of capital (weighted).

Unit III Management of Working Capital:

Meaning, significance and types of working capital- Sources of working capital- Financing of working capital and norms of bank finance, various committee reports on bank finance- Calculating operating cycle period and estimation of working capital requirements. Funds flow and Cash flow statements. Dimensions of working capital management: Receivables management, Inventory management, Cash management.

Unit IV Operating and Financial Leverage:

Measurement of leverages, Effects of operating and financial leverage on profit, analyzing alternate financial plans, combined financial and operating leverage - EBIT-EPS relationships, financial break-even analysis.

Unit V Dividend Policies:

Forms of dividends, Types of dividend policies, Stability in dividend policy - corporate dividend behavior- Dividend policy in practice: Walter's model, Gordon's model, Modigliani-Miller model.

Note: Numerical problems will be based on capital budgeting decisions, working capital estimation, funds flow and cash flow statements, cost of capital and leverages.

Books Recommended:

1. Khan and Jain: Financial Management, Tata McGraw Hills.
2. I.M. Pandey: Financial Management, Vikas Publications.
3. S.N.Maheswari: Financial Management: Principles and Practice, Sultan Chand and Sons.
4. John J. Hampton: Financial Decision Making, Prentice Hall of India.
5. V.N. Laturkar & Arpita Alvi: Financial Management, Jahanvi Publications Pvt. Ltd., Jaipur.
6. Lawrence J. Gilma: Principle of Managerial Finance, Addisa Werly.

Paper No. XI
PRODUCTION & OPERATIONS MANAGEMENT

Objectives: The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services.

Unit I Overview of Production/Operations management:

Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems Production systems: issues and environment.

Unit II Productivity and PPC:

Production system design Planning and Control: Basics of PPC, Process technologies: Capacity Planning, facility planning, Work system design, Work Study, Method Study, Work Measurement, Work Sampling Work Environment-Scheduling and Sequencing Models, Maintenance Management, Industrial Safety.

Unit III Types of Industries:

Variety of Businesses ó Integration of Manufacturing & Services ó Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method

UNIT IV Facilities Location & Layout:

Strategic importance - Factors affecting location & layout - Installation of facilities ó Single location, multi-location decisions, Models of plant location, Principles and Types of Facilities Layout. Plant capacity and line balancing

Unit V Material Management:

An Overview, Dependent and Independent Demand System, Material Handling Principles-Equipments, - In Mass Production in Batch/Job Order Manufacturing.: Inventory Control-JIT, JOT, Zero inventory. systems of inventory control deterministic models & probabilistic models. EOQ safety stock ABC, VED FNSD analysis. Value analysis.

Unit VI Quality Management:

Introduction, Inspection, Nature of inspection, Quality management, objectives of quality control, Statistical quality control, Acceptance sampling, Control Charts, Quality circles. Total Quality Management (TQM), Statistical Quality Control, Six Sigma, ISO 9000 and other Standards, Recent Trends in Production / Operations Management.

Numericals expected on scheduling and sequencing, line balancing, work study and inventory management.

Books Recommended:

1. B.S. Goel, production operations management, Pragati Publication, Meerut
2. J. P. Saxena, Production and Operations Management, Tata Mcgraw Hill, New Delhi
3. P. Ramamurthi, Production and operations Management, New Age international Publisher, New Delhi
4. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
5. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009

6. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009
7. Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009
8. Panneer Selvam R: Production and Operations Management, PHI, New Delhi, 2005
9. Shridhara Bhat: Production and Materials Management, Himalaya Publishing House, Mumbai
10. Nair N.G: Production and Operations Management, Tata McGraw-Hill Publication, New Delhi, 2008
11. Rajesh K. Prasad & Bijoya Prasad: Production Management, Jain Brothers, New Delhi, 2008.
12. Norman Gaither: Production and Operations Management, The Dryden Press
13. Everett E Adam & Ronald J. Ebert : Productions and Operations Management Tata Mc Graw Hill, New Delhi, 1974

Paper No. XII

HUMAN RESOURCE MANAGEMENT

Objectives: The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

Unit I Managing People:

Human Resource Management defined, Models of HRM, Process of HRM, and Reservations about HRM, HRM and Personnel Management, How HR impacts on organizational performance, HRM in context. Human Capital Management, Role of HR function, Role of HR practitioner, International HRM, Work and Employment-The nature of work, Employment relationship, the psychological contract.

Unit II Organisation Design and Development:

The process analysis, and diagnosis, Responsibility for organization design. Job design and role development: Jobs and roles, Factors affecting job design, Job design, Job enrichment, High-performance work design, Organizational development, change and transformation: Organization development, Change management, Organizational transformation, Development and change processes.

Unit III People Sourcing:

Human resource planning, Talent management, Recruitment, Selection, Induction to the organization, Release from the organisation. The Basis of performance management: Performance management defined, Understanding performance management, guiding principles of performance management, Performance appraisal and performance management. 360-degree feedback: 360-degree feedback defined, Use of 360-degree feedback, 360-degree feedback ó methodology, 360-degree feedback ó criteria for success,

Unit IV Organisational behaviour:

Characteristics of people: Individual differences, Attitudes, Attribution theory ó how we make judgements about people. Organizational commitment and engagement: The concepts of commitment and engagement, Influences on commitment and employee satisfaction, Engagement. How organizations function: Basic considerations, Organization theories, Organizational processes. Organizational culture: How organizational culture develops, the diversity of culture, the components of culture, Assessing organizational culture, measuring organizational climate.

Unit V Reward management:

The philosophy of reward management, Elements of reward management, Total reward, paying manual workers. Job evaluation- Analytical job evaluation, Non-analytical job evaluation, Incidence of job evaluation, Computer assisted job evaluation. Market rate analysis- The concept of the market rate, Information required, Job matching, Presentation of data, Sources of information. Grade and pay structures-Grade structure defined, Pay structure defined, Guiding principles for grade and pay structures, Types of grade and pay structure, Designing grade and pay structures, Employee Voice- The concept of employee voice, involvement and participation.

Case Studies on the above Topics

Books Recommended:

1. De Cenzo & Robbins : Personnel / Human Resource Management, 3rd (PHI)
2. McKenna & beach : The Essence of Human Resource Management (PHI)
3. Berdwell / Holden : Human resource Management A Contemporary Perspective (Mac Millan)
4. Michael Armstrong, óHuman Resource Managementö, 2010, Kogan Page.
5. Mathis & Jackson, óHuman Resource Managementö, 2009, Cengage.

6. David Lepak, Mary Gower, *Human Resource Management*, 2009, Pearson.
7. Paul Banfield, Rebecca Kay, *Human Resource Management*, 2009, Oxford.
8. Decenzo, *Human Resource Management*, 2008, Wiley.
9. Madhurima Lal, S.Qzaidi, *Human Resource Management*, 2009, Excel books.
10. Wayne & Caseia, Ranjeet Nambudri, *Managing Human Resource*, 2010, TMH.
11. Gomez Mejia et.al, *Managing Human Resource*, 2010, PHI.
12. Steve Fleetwood & Anthony Hesketh, *Explain the performance of HRM*, 2010, Cambridge.

Paper No. XIII

RESEARCH METHODOLOGY & STATISTICS FOR MANAGEMENT

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

Unit I - Research in Management:

Research as an aid to decision making. Uses & limitations of research in management. Research design, collection of data, Types of Data, methods of Data collection.

Unit II - Data processing:

Analysis, Interpretation, scaling techniques & report writing. Steps in preparing research report characteristics of a good research report.

Unit III - Statistics:

Meaning and Salient Features of Statistics, Statistical Techniques, Role of Statistical Techniques in Management Decision Making.

Unit IV - Probability Theory:

Probability: Concepts of Probability, Additive and Multiplicative Laws, Bayeø Decision Rule, Theoretical Distributions: Binomial, Poisson and Normal distribution.

Unit V - Sampling theory of estimation:

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 Test:** Mean Test, Difference between Means of Two Independent Samples, Difference between Two Dependent Samples or Paired observations, Z- test of significance of coefficient of correlation.

Unit VI - 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, Chi Square Test and Test of Goodness of fit.

Unit VII - Analysis of variance (ANOVA)

Meaning, Assumptions, Procedure for Analysis of Variance, General form of ANOVA, One Way Classification, Two-Way Classification, Computation of Variance

Books Recommended:

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.
6. Levin R. L. Rubin S. David- Statistics for Management, 7th Edition, Person/PH1

Paper No. XIV

ENVIRONMENT FOR BUSINESS & ENVIRONMENTAL MANAGEMENT

Objectives: to develop the ability to analysis the competitive business environment to appraise the environmental pressures on business, and to understand the government policies and current issues in Indian perspective.

Unit I - Basics of Business Environment:

Nature, Concept and Significance & Types of Business Environment-Internal Environment, Economic Environment, Socio-Cultural Environment, Political Environment and Technological Environment

Unit II - Indian Business Environment:

Government Policies-Industrial Policy, EXIM Policy, Technology Policy, Government policy regarding Small Sector Enterprises. Changing role of Government, Liberalization, Privatization, Globalization & its impact on Indian Economy, Multinational Corporations, Foreign Direct Investment (FDI).

Unit III - Environmental Education:

Objectives, Functions of Environmental Education, Role of NGOs in Environmental Education, Environmental Protection Act

Unit IV - Managing Natural Resources:

Importance of Water & Land, Water Management, Renewable and Non-renewable resources, Need of renewable resources

Unit V - Global Warming:

Problems & Implications, Concept of Carbon Credit, Role of Government, Non-Government Agencies & Business in Prevention of Global Warming.

Case studies on the above topics.

Books Recommended:

1. Environmental Policy-By James Lester, Duke University Press
2. Environmental Management System ISO 14001-By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik
3. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
4. Justin Paul: Business Environment-Text and Cases, The McGrawhill.

MANAGEMENT OF CREATIVITY AND INNOVATIONS

Objectives: To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner; 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- Creative abilities - Creativity Intelligence, Enhancing Creativity Intelligence-Determinants of Creativity - Process-Roots of Human Creativity-Biological, Mental, Spiritual 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 Motivation for being creative - Conductive Environment: Formative Environment and Creativity- Environmental Stimulants- Blocks to Creativity- Strategies for unblocking Creativity.

Unit III - Corporate Creativity:

Creative Manager- Creative Problems Solving, Techniques of Creative Problem Solving- Perpetual Creative Organizations-Creative Management Practices: Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies - Collective Creativity.

Unit IV - Creative Organisation:

Issues and approaches to the Design of Creative Organizations - Successful innovative organization structure- Mechanisms stimulating Organizational Creativity- Creative Societies, Model of creative society.

Unit V - Management of Innovation:

Nature of Innovation-Technological Innovations and their Management, Management Innovations, Innovative entrepreneurship- Agents of Innovation-Skills for Sponsoring Innovation, Practice cases and situations.

Books Recommended:

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 Khanwalla, The Fourth Eye, Wheeler Publishing, New Delhi.
4. P. N. Rastogi, Managing Creativity of Corporate Excellence, Macmillan, New Delhi.
5. Jone Ceserani, Pater Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
6. Christensen Clayton, Innovation and General Manager, Tata McGraw Hill.
7. Margaret. A,Whit & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
8. CSG Krishnama Charyulu & R. Lalitha- Innovation Management, Himalaya Publishing House, 2007.

BUSINESS PROCESS REENGINEERING AND QUALITY MANAGEMENT

Objective: To create awareness about quality Management & Various Technologies of Quality Management.

Unit -1 Business processes ó Rethinking ó Business processes Re-engineering ó Introduction, Steps in Reengineering process ó Phases in re engineering programme.

Unit -2 Process redesign ó Business process Re engineering and information Technology ó Hurdles in Business process re engineering ó Implementation ó success of Business Process re engineering.

Unit -3 Concept of quality management ó Managing for quality ó Impact of quality management in business and commerce ó Quality assurance ó Statistical quality control ó Total quality management ó Recent trends in quality management Role of bench marking and business process engineering in TQM.

Unit -4 Continuous improvement and Kaizen ó Quality function deployment ó Quality circles and Quality improvement teams ó Administrative functions of TQM ó Quality policy ó Quality Manual ó Mission Statement.

Unit -5 Models for achieving TQM ó Zero Defects ó Six sigma Motorola system ó Defect prevention System ó Quality criteria based on Deming Prize ó European Quality award and Malcolm Baldrige Award. Quality systems and Quality certification ó ISO 9000 Standards ó ISO 14000 standards.

SUGGESTED READINGS :

01. The Benchmarking Management Guide ó American Productivity and Quality Center, Productivity Press, USA 1993.
02. Beyond TQM ó Flood, R.L. John Wiley & Siobns, England 1994.
03. The TQM Movement ó Helga Drummond, UBSPBD, New Delhi, 1995.

04. Total Quality Management for Engineers ó Mophammed Zairi.
05. Re Engineering the Organization- American Management Association, New York 1994.
06. Re-engineering the Corporation-by Michael Hammer & James Champy.

Objectives: The objective of studying this paper is to enlighten the students with updated e business applications for buying and selling process and for managerial decision making with the recent IT applications

Unit – I: E-Business Overview:

Traditional Commerce Vs E-Commerce , E-commerce and E-Business, Categories of E-Commerce, Development and Growth of E-Commerce, Advantages and Disadvantages of E-commerce, International Nature of E-commerce.

Unit – II: E-Business Infrastructure:

E-Commerce architectural framework, The Internet and WWW, Internet Protocols, Internet connection options, Security Issues in E-Commerce environment, Encryption Techniques, Payment systems, Types of Payments, Legal, Ethical and Tax Issues in e commerce.

Unit – III: Online Marketing and e Supply Chain Management:

Online Marketing, Business Models of E-Marketing, Online Advertisement, Advertisement Methods & strategies, Online retailing, E-Auctions. E Supply Chain Management, E Procurement Process and the Supply Chain, Types of Procurement, Multi tier Supply Chains-Trends ,In Supply Chain Management for E commerce.

Unit – IV: Online Services:

Online Financial Services- Online Banking & Brokerage, Online Insurance Services- Online Real Estate services, Online Travel Services-Online Hospitality Services, Online Recruitment Services, Online Publishing Services, Online Entertainment, E-Learning.

Unit – V: Mobile Commerce:

Definition of Mobile Commerce, Mobile Commerce Framework, Growth of Mobile Commerce Benefits & Limitations of Mobile Commerce, Types of Mobile Commerce and its applications, Mobile Network Infrastructure, Information Distribution for Mobile Networks, Multimedia Content Publishing, Mobile Payment Models, Mobile Commerce Applications, emerging trends in e-commerce.

Books Recommended:

1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol Guercio Traver, "E-commerce Business, Technology, Society", Pearson, Low Price Edition.
3. Bharat Bhasker, "Electronic Commerce Framework, Technologies and Applications", 3rd Edition. Tata McGraw, Hill.
4. Efraim Turban, Tae Lee, David King & H. Micheal Chung, "Electronic Commerce A Managerial Perspective", Pearson Education Asia.
5. CSV Murthy, "E-commerce-Concepts, Models & Strategies", HPH.
6. J. Christopher Westland & Theodore H K Clark, "Global Electronic Commerce A Theory and Case Studies", Oxford Universities Press.
7. Martin Bichler, "The Future of e-Markets", Cambridge press.

M. B.A. II Semester

Internal Assessment 50 Marks
Total 50 Marks

**Paper No. XVII
COMPREHENSIVE VIVA**

The performance of the student at comprehensive viva examination will be done by a panel of internal and external examiner. The candidate will be examined in the papers which he/she studied during semester 1st and semester 2nd. There will be no Internal assessment. The student will make an oral presentation before a panel of examiners. Internal examiner nominated by the Director of the institute and external examiner (to be appointed by director/principal of the institute form a panel proposed by Director and approved by the vice chancellor). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

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