



Estd: 1962
NAAC 'A' Grade
MHRD-NIRF-28th Rank

SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA

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दुरध्वनी: (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४)

फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.

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Ref.No./SU/BOS/Commerce /MBA/ 4205

Date :06-08-2016

The Director, Department of Commerce (M.B.A.) Shivaji University, Kolhapur	The Principal, All Affiliated M.B.A. Colleges Shivaji University, Kolhapur
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Subject: Regarding revised Syllabi, Nature of Question Paper and Equivalence of M.B.A. Part-I (Semester-I & II) under the Faculty of Commerce.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of Master of Business Administration Part-I (Semester-I & II) under the Faculty of Commerce.

This syllabi will be implemented from the academic year 2016-17 (i.e. from June 2016) onwards. A soft copy containing the syllabus is enclosed herewith. This said syllabi is also available on university website www.unishivaji.ac.in.

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in Oct/Nov-2016 & March/April-2017. These two chances are available for repeater students, if any.

You are, therefore requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Sd/-
Dy. Registrar

Copy to:-

- 1 Co-ordinator, Faculty of Commerce
 - 2 Chairman, Co-ordinating Committee in Business Management
 - 3 Appointment Section
 - 4 O.E.I Section
 - 5 Affiliation Section (P.G.)
 - 6 Computer Centre
 - 7 P.G. Admission
 - 8 Meeting Section
 - 9 P.G.Seminar
 - 10 Eligibility Section
 - 11
- For information
- For information & necessary action.



SHIVAJI UNIVERSITY, KOLHAPUR
Faculty of Commerce
Revised Syllabus of
Master of Business Administration (M.B.A.)
Choice Based Credit System - (CBCS)
(Introduced from June 2016 and Onwards)

To be implemented from the academic year 2016-2017 onward

1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

2. Objectives of the course:

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

3. Schedule of Teaching and Examination:

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

4. Eligibility for Admission:

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

- Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC.
- Candidate should appear for the Common Entrance Test (C-MAT), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.

5. Intake of the Course: As per AICTE approval

Present Syllabus:

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and presentation skills. The entire effort of introducing practical's is to change thinking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in shifting in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise.

6. Structure of MBA Course: 80:20 with CBCS

MBA. Part-I Semester-I						MBA. Part-I Semester-II					
Paper No.	Subject	Weekly	Internal Marks	Uni. Exam	Total Marks	Paper No.	Subject	Weekly	Internal Marks	Uni. E exam	Total Marks
1	Principles & Practices of Management	4	20	80	100	9	Marketing Management	4	20	80	100
2	Accounting for Managers	4	20	80	100	10	Financial Management	4	20	80	100
3	Quantitative Techniques for Management	4	20	80	100	11	Human Resource Management	4	20	80	100
4	Managerial Economics	4	20	80	100	12	Operations Management	4	20	80	100
5	Information Technology for Management	4	20	80	100	13	Management Information System	4	20	80	100
6	Business Communication	4	20	80	100	14	Operation Research Techniques	4	20	80	100
7	Organizational Behaviour	4	20	80	100	15	Research Methodology	4	20	80	100
8	Legal Framework of Business	4	20	80	100	16	Business Environment	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

From Academic Year 2017-18 and onwards.

MBA Part-II Semester-III						MBA Part-II Semester-IV					
Paper No.	Subject	Weekly	Internal Marks	Uni. Exam	Total Marks	Paper No.	Subject	Weekly	Internal Marks	Uni. Exam	Total Marks
17	Corporate Planning & Strategic Management	4	20	80	100	25	Entrepreneurship Development	4	20	80	100
18	Project Report & Viva-Voce	4	20	80	100	26	Management Control System	4	20	80	100
19	Elective I- Paper-I	4	20	80	100	27	Global Quality System	4	20	80	100
20	Elective-I Paper-II	4	20	80	100	28	International Business	4	20	80	100
21	Elective-I Paper-III	4	20	80	100	29	Elective I- Paper-IV	4	20	80	100
22	Elective-II Paper-I	4	20	80	100	30	Elective-I Paper-V	4	20	80	100
23	Elective-II Paper-II	4	20	80	100	31	Elective II- Paper-IV	4	20	80	100
24	Elective-II Paper-III	4	20	80	100	32	Elective-II Paper-V	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

32 Heads, Total Marks – 3200

One theory lecture duration 60 minutes.

Electives (Any TWO)-

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Production Management
5. IT & System Management
6. Agriculture Business Management
7. Textile Management

Note: Internal Marks:

Mid – term test*	10 Marks
Four (4) practical assignments given in syllabus (2.5 Marks to each practical assignment) It is the discretion to respective faculty regarding nature of submission of practical assignments.	10 Marks
University Theory Examination (3 hours duration)	80 marks
Total	100 Marks

***Mid-term test:**

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test **OPEN BOOK** examination is proposed. The examination would be of three hours for every course. Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve. Students are allowed to refer secondary sources and discussion in groups. Use of internet is strictly prohibited. Four independent question papers would be prepared coded as A, B, C and D. as per roll number of student question papers would be distributed. (for roll number 1 code A question paper, 2-B, 3-C and for roll number 4 code D question paper and again for 5 code A question paper would be given).

Open book examination is expected to foster skills like, reference taking, interpersonal discussion, group discussion, reasoning, logical thinking in groups, debating, leadership traits and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

8. Nature of Examination:

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 80 marks for each subject.
3. The nature of university examination question paper shall be as follows.
4. In the paper of Accounting for Mangers, Quantitative Techniques for Management, Managerial Economics, Financial Management, Operations Management, Operation Research Techniques, Research Methodology, Management Control System Exercise example will be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will be asked.

Nature of Question Paper:

(Note- Question No. 1 and Q. No. 2 are compulsory. Attempt any two from Question No 3, 4 and 5)

Q.1 Case Study 20 marks

Case Study, Exercise example, quantitative problems.

Q.2 Decision making related Question/exercise/problem/case let/ etc. 20 marks

Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus.

Q.3 a) }

b) } 20 marks

Q.4 a) }

b) } 20 marks

Q.5 Short notes (any four out of six) 20 marks

Equivalence:**M.B.A. Part-I Sem-I**

Paper No.	Pre-revised	Paper No.	Revised
1	Principles and Practices of Management	1	Principles and Practices of Management
2	Accounting for Managers	2	Accounting for Managers
3	Mathematics And Statistics For Management	3	Quantitative Techniques for Management
4	Managerial Economics	4	Managerial Economics
5	Information Technology for Management	5	Information Technology for Management
6	Business Communication	6	Business Communication
7	Organizational Behaviour	7	Organizational Behaviour
8	Legal Framework of Business	8	Legal Framework of Business

M.B.A. Part-I Sem-II

Paper No.	Pre-revised	Paper No.	Revised
9	Marketing Management	9	Marketing Management
10	Financial Management	10	Financial Management
11	Human Resource Management	11	Human Resource Management
12	Operations Management	12	Operations Management
13	Management Information System	13	Management Information System
14	Operation Research Techniques	14	Operation Research Techniques
15	Research Methodology	15	Research Methodology
16	Business Environment	16	Business Environment

**MBA -I SEM-I
PAPER-I
PRINCIPLES AND PRACTICES OF MANAGEMENT
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction and Evolution of Management: Definition-Scope of management- Functions of management-Managerial skills-Levels of Management-Roles of a manager, Functional areas of Management, Classical Approach-Scientific Management Approach-Contribution of F W Taylor, Henry Fayol, Peter Drucker, Max Weber- Behavioral Approach-Human Relations Approach-Contingency, Operational Approach, Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process.	10 Hours
b) Practical	Visit any organization and study the different functional areas of Management. Submit a report.	5 Hours
Unit 2: a) Theory	Planning and Organizing: Planning-nature, types, steps in planning, process and limitation of planning Organizing-meaning, Process, Organization structure, Types of organizational structure, Centralization and Decentralization, Departmentalization, Span of management, Concept of Authority, Responsibility and Accountability, Delegation.	10 Hours
b) Practical	Visit any organization and study its organization structure and its mechanism (Roles, responsibilities, decision making authority and reporting system)	5 Hours
Unit 3: a) Theory	Staffing, Directing and Controlling: Staffing- concept, need, human resource planning, recruitment and selection. Directing- concept, need and principles of directing. Controlling - Steps in Control Process-Need-Types of control Method- Techniques of Controlling-Benefits.	10 Hours
b) Practical	Visit any organization and study its types and techniques of control	5 Hours
Unit 4: a) Theory	Corporate Governance and Business Ethics Corporate Governance – Concept, importance and role of board of directors, auditors and stakeholders in corporate governance – Characteristics of good corporate governance, measures to improve corporate governance. Benefits of corporate governance. Business Ethics – Definition and its relevance to Business, Historical Perspective of Ethics, Trusteeship Management- Gandhian Philosophy of Wealth Management. Management in 21 st Century-Challenges and Opportunities	10 Hours
b) Practical	a) Study online, different MNC's to understand their corporate governance. b) Present seminar on best ethical practices in business.	5 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Reference Books:

1. Koontz and Wehrich-Essentials of Management, McGraw-Hill
2. Daft Richard L. – Management – Thomson.
3. Certo-Modern Management prentice hall
4. L.M. Prasad-Principles of Management
5. R.M. Srivastara-Principles of Management
6. Peter Drucker- Essentials of management
7. Stephen P. Robbins-Management; Prentices Hall
8. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
9. J.S.Chandra- Management Concept and Strategies
10. Das Gupta A-Business Management in India, Vikas Publishing
11. Mc Farland Daltion- Management Principles and Practices, Macmillan
12. Terry Georgy R- Principles of Management, III inions
13. Robbins Stephen P. and Decenzo David- Fundamentals of Management
14. Kazmi Azhar- Business Policy and Strategic Management
15. Choudhari Subir- The power of six sigma
16. Ross Joel- Total Quality Management
17. R. P Banerjee Ethics in Business and Management
18. M. K. Gandhi, Trusteeship
19. William Shaw, Business Ethics
20. Manuel G. Velasquez, Business Ethics

Suggested Additional Readings:

Web site of CII

Suggested Research Journal :

Vikalp – IIM Ahmedabad

Vision – MDI, Gurgaon

Indian Journal of Corporate Governance, [institute of Public Enterprise \(IPE\), Hyderabad.](#)

**MBA -I SEM-I
PAPER-2 (II)
ACCOUNTING FOR MANAGERS
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Financial Accounting: Need for Accounting, Internal and external users of accounting information, Accounting concepts and conventions, Accounting process and System: Nature of accounting transactions- journal entries and posting into ledger, subsidiary books. . (15 Hours) Depreciation Methods - Straight Line Method and written Down value method.	10 Hours
b) Practical	i) Enlist internal and external users of accounting information. Visit any business organization to identify how accounting information is used at different levels of management. ii) Develop specimen vouchers and record the transactions accordingly by passing journal entry and consequently posting the same into ledger and finally come out with income statement and balance sheet. iii) Identify any fixed asset and apply appropriate method of depreciation.	5 Hours
Unit 2: a) Theory	Trial Balance and Final Accounts - Preparation of trial balance, Preparation of final accounts- Trading and Profit and Loss Account, Balance Sheet. Computerized Accounting - Role of computerized accounting, Tally package - features and application.	10 Hours
b) Practical	Develop specimen vouchers, form a company in tally package and make entries for the transactions accordingly to come out with income statement and balance sheet.	5 Hours
Unit 3: a) Theory	Cost Accounting: - Meaning, objectives, scope, importance and advantages Difference between financial and cost accounting. Cost unit and cost centre; Elements of cost:- Material, Labour and overheads; Preparation of cost sheet, Inventory valuation methods (FIFO, LIFO, Simple Average and weighted Average)	10 Hours
b) Practical	i) Visit any manufacturing unit to identify elements of cost and to learn inventory valuation method what they adopted. Prepare cost sheet to calculate cost of production.	5 Hours
Unit 4: a) Theory	Management Accounting - Concept, meaning, Definition, Features, Functions, CVP Analysis - Contribution, PV Ratio, BEP, Margin of Safety, Angle of incidence. Decision making based on CVP analysis	10 Hours
b) Practical	i) Visit any business enterprise, collect information regarding variable cost, fixed cost etc. and calculate Breakeven Point for a product/s.	5 Hours

Note: Every institute must have licensed copy of Tally Package for the laboratory practical. Minimum 5 hours practical on Tally Package should be conducted to teach accounting process.

Practical problems would be asked on Unit 2, 3 and 4.

Reference Books:

Advanced Accountancy- Arulnandan and Raman

Advanced Accountancy- Gupta R.L. and Radhaswamy

Advanced Accountancy - Shukla M.C. and Grewal T.S.

Cost Accounting - Jawahar Lal

Advanced Cost Accounting - Jain S.C. and Narang K.L.

Cost and Management Accounting - M.E. Thukaram Rao

Management Accounting- I. M. Pandey

Principles and Practice of Management Accounting - Manmohan Goel

Management Accounting - Sharma and Gupta

Cost Accounting - Arora M.N.

Web Sites:

1. Future Accountant www.futureaccountant.com
2. Google Scholar - <https://scholar.google.co.in/>

Suggested Research Journal :

1. Chartered Accountant
2. Indian Journal of Accounting
3. Management Accountant
4. The Accounting Review

(Choice-Based Credit System)
MBA -I SEM-I
PAPER-III
QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Measures of central tendency and Dispersion Types of averages: Mean, Median, Mode, Quartiles. Measure of Dispersion-range, mean deviation, quartile deviation Standard deviation, Coefficient of Variation	10 Hours
b) Practical	Practical's on data collected from secondary sources like reports of organizations (print or internet): One is on Classification & Tabulation, Two on Measures of Central Tendency and Two on Dispersion.	5 Hours
Unit 2: a) Theory	Correlation and Regression Correlation - Definition of correlation, Types of correlation, Karl Pearson's and Spearman's rank correlation coefficient & its interpretation (grouped data to be omitted). Regression: Meaning of regression, classification of regression models, linear regression.	10 Hours
b) Practical	Practical's on data collected from secondary sources like reports of organizations (print or internet: One on Scatter Diagram, Two on Correlation and Two on Regression	5 Hours
Unit 3: a) Theory	Probability and Standard Distributions Addition and multiplication rules of probability, Baye's theorem, Discrete and Continuous probability distribution. Binomial, Poisson and Normal probability distribution	10 Hours
b) Practical	Practical's on – application of Binomial, Poisson and Normal Probability distribution to calculate probabilities and values of their parameters: Two on Probability, Three on Probability Distribution (One Each)	5 Hours
Unit 4: a) Theory	Testing of Hypothesis The need for testing, Terms and terminologies associated with testing. Tests based on normal distribution, Z-test for i) Mean, ii) Difference between means, iii) Proportions, iv) Difference between proportions, Small Sample Size Test, t-test for i) Mean, ii) Difference between means, iii) Paired t-test, Chi-Square test for i) Independence of Attributes, ii) Goodness of Fit, iii) Testing of Variance	10 Hours
b) Practical	Practical's on – application of Z-Test, t-test and Chi-Square Test. : Two on Z-test, Two on t-test, One on Chi-Square Test.	5 Hours
Note:	For theory problem should be from the field of management only. Problems/Examples in practical should be solved using EXCEL /SPSS.	

Reference Books:

- 1) Business mathematics with applications: S. R. Arora . & Dinesh Khatter .
- 2) Fundamentals in Statistics: S.C. Gupta
- 3) Statistics for Management: Richard I. Levin & David S. Rubin .
- 4) Business Mathematics: Q. Zamiruddin & V.K. Khanna . S. k. Bhambri.
- 5) Business Statistics: S.J. Gupta & Indra Gupta.

**MBA -I SEM-I
PAPER-IV
MANAGERIAL ECONOMICS
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to Managerial Economics Meaning, features and Scope of Managerial Economics - Meaning, types and Determinants of Demand – Law of Demand - Price Elasticity of Demand – Income and cross elasticity of demand.	10 Hours
b) Practical	Exercise on price – income and cross elasticity of demand. Take a survey of market to test functioning of law of demand.	5 Hours
Unit 2: a) Theory	Production Function Nature and features of production function - Cost and Revenue Concepts - Law of variable proportion and Returns to Scale	10 Hours
b) Practical	Exercise on calculations of costs and revenue. From given TC, FC and TR prepare detailed cost structure. Workout various cost and revenue curves in short and long run.	5 Hours
Unit 3: a) Theory	Market Structure Features and Price determination in Perfect Competition - Monopoly –Characteristics and Price determination - Monopolistic Competition – Characteristics and Price determination Oligopoly – Features and Pricing Policy	10 Hours
b) Practical	Exercise with diagrammatic presentation of price determination in perfect, monopoly and monopolistic competition for normal profit, supernormal profit and loss.	5 Hours
Unit 4: a) Theory	Pricing Practices and Business Cycles Types of Pricing Practices – Cost Plus Pricing, Multiple Product pricing and Product line Pricing - Profit Management – Concept, Schumpeter's and Hawley's theory of Profit. Business Cycles – Phases, Hawtrey, and Hicks theory of Business Cycle	10 Hours
b) Practical	Visit different organizations in market to understand their pricing mechanism. Also study reasons of ups and downs in turnover and profit.	5 Hours

Note: Exercise problems would be asked on elasticity of demand, cost and revenue and price determination in perfect, monopoly and monopolistic competition.

Reference Books:

1. P. L. Mehta, Managerial Economics- Analysis and Problems, Himalaya Publishing House, Mumbai
2. G. S. Gupta, Managerial Economics,
3. M. N. Shinde, Managerial Economics
4. D. M. Mithani, Managerial Economics
5. J.F. Patil and others, Managerial Economics

Suggested Additional Readings:

National Council of Applied Economic Research
Indian Economic Association

Suggested Research Journal :

Economic and Political Weekly
Finance and Development

**MBA -I SEM-I
PAPER-V
INFORMATION TECHNOLOGY FOR MANAGEMENT
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to IT- Concept, definition, Components of IT - Hardware Basics, Computer block diagram, software, Types of software, Introduction and functions of operating System. Computer Network- Types of Network- LAN, WAN, MAN, LAN Topology, Concept of client server architecture, Internet - use and types of search Engines, Intranet, and Extranet. IT Applications in management	10 Hours
b) Practical	Case studies based on- Study of IT infrastructure in any business unit (Includes Hardware status, network status, system & Application software used) or seminar	5 Hours
Unit 2: a) Theory	E- Business- Concept, Definition, Architecture of E-Business E-Commerce:- Definition, concept, scope, types and Applications of E- Commerce. E- Banking:- Definition, Need and Significance of E-Banking, introduction to CBS, delivery channels, Electronic payment System – prepaid and post paid payment systems, security threats and control measures in e-banking.	10 Hours
b) Practical	Case studies and Field Work based on- E-commerce, E-banking	5 Hours
Unit 3: a) Theory	Introduction to Database Concept- Concept, Definition, Advantages, Limitations of DBMS, Database Scheme, Database Models – Hierarchical, Network and relational, Role of DBA, Normalization (upto 3NF), Applications of DBMS in Business organization. Case studies on DBMS applications in various functional areas of management (HRM, Finance, Marketing, Production etc.)	10 Hours
b) Practical	Database design and normalization examples on Library data base, inventory database, payroll database	5 Hours
Unit 4:- .a) Theory	Data Warehousing and Data Mining Concept, Definition and component Architecture of Data warehouse. Data Mining Concept, Definition, Need and Significance, Introduction to Data Mining Tools, KDD process	10 Hours
b) Practical	Case studies on Data warehousing and Data mining	5 Hours
Note:	.	

Reference Books:

- 1) Information Technology Management by Raner potter & Turban
- 2) DBMS by Date
- 3) E-Commerce- Green Stein Feinman (MGT)
- 4) E-Commerce By CSV Muthy, Himayalaya Publishing House
- 5) Ram, B. (2003). Computer Fundamentals. New Age Publications
- 6) Data Mining Techniques - By Arun Pujari

Suggested Additional Readings:

<http://www.questia.com/>
www.inderscience.com/ijitm
<https://books.google.co.in/books?isbn=8126514418>

Suggested Research Journal :

International Journal of Management, Information Technology and Engineering

(Choice-Based Credit System)
MBA -I SEM-I
PAPER-VI
BUSINESS COMMUNICATION

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	A) Communication -Meaning, Process, Importance and Objectives of Business Communication B) Forms/Channels of Communication, Barriers to Communication, and Principles of Effective Communication	10 Hours
b) Practical	Study forms of business communication by visiting any business establishment, information thus gathered are compiled in the form of short report to be submitted. Group Discussion on various barriers of communication.	5 Hours
Unit 2: a) Theory	Written Communication: A) Business Letters-Types, Inquiries, Circulars ,Quotations ,Orders, Acknowledgements, Executions, Complaints, Claims and Adjustments, Collection letter, Banking correspondence, Agency correspondence. B) Application Letter, Bio-data, Interview letters, Letter of Reference, Letter of Appointments, Confirmation, Promotion, Retrenchment, Resignations. C) Report writing- Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by Committee. Meetings-Notice-Agenda, Resolutions in minutes, and Minutes writing.	10 Hours
b) Practical	Prepare own bio-data. Write a job application letter. Write a letter seeking quotation, placing order, complaining about product/service, recovering dues etc. Prepare a sale report to be submitted with marketing manager. Do the presentation of report in the class.	5 Hours
Unit 3: a) Theory	Oral Communication: A) Listening and Speaking: Active Listening, Public Speaking, Meeting Speeches, Group Discussions and Interviews. B) Non- Verbal Expressions: Kinesics, Proxemics, Chronemics, Haptics, Artifacts, Paralanguage.	10 Hours
b) Practical	Oral communication Skill test. Prepare a speech of area of interest to be presented in the class. Read a short story in classroom, and ask the students to paraphrase it. Make the students listen to English song and write down the song Non verbal expressions: Create a situation in classroom and ask the students to observe the behavior and explain the nonverbal expressions	5 Hours
Unit 4: a) Theory	Ethics in Communication and Digital communication: A) Ethical Business Communication. B) Digital communication- Application of Electronics media and communication, Telecommunication, Teleconferencing, video conferencing, mobile communication, SMS, Social Media, Fax, E-mail.	10 Hours
b) Practical	Ethics to be observed in digital communication. Organization of Videoconferencing, Teleconferencing.	5 Hours

Reference Books:

1. Basic Business Communication : Robert MaArcher.
2. Effective Business Communication: Murphy.
3. Excellence in Business communication :Thill.
4. Handbook of Business Correspondence: Frailey.
5. Business English & Communication: Cleark.
6. Business Communication: Pradhan & Thakur.

7. Business Communication: Baldubramanium M.
8. Handbook of Case Writing: Culliton & James W.
9. Effective Business Communication: Dr.M .V.Rodrigues, Concept Publishing Co.

Suggested Additional Readings: (if web source then provide url)

1. A Beginner's Guide to Effective Email: Kaitlin Duck Sherwood
<http://www.webfoot.com/advice/email.top.php>
2. Brief Guide to Business Writing: Kenneth G. Brown, Ph.D. & David J. Barton, B.A., Department of Management and Organizations, University of Iowa <http://www.biz.uiowa.edu/faculty/kbrown/writing.html>
3. Oral Presentation Skills: A Practical Guide: Institut national de télécommunications, Evry France
http://people.engr.ncsu.edu/txie/publications/oral_presentation_skills.pdf
4. Some Advice on Writing a Technical Report: Ian T. Sherman,
http://www.csee.umbc.edu/%7Esherman/Courses/documents/TR_how_to.html
5. The OWL at Purdue: Professional, Technical Writing
<https://owl.english.purdue.edu/owl/section/4/16/>
6. Business Writing Blog by Lynn Gaertner-Johnston <http://www.businesswritingblog.com/>
7. Business Writer's Free Library, <http://managementhelp.org/businesswriting/index.htm>
8. The fundamentals of Persuasive writing : Robert W. Bly ,
<http://bly.com/Pages/documents/TFOPW.html>
9. <http://www.saylor.org/site/textbooks/Business%20Communication%20for%20Success.pdf>
10. https://is.muni.cz/el/1456/jaro2014/MPV_COMA/um/E-book_Business-Communication.pdf

Suggested Research Journal :

1. **International Journal of Business Communication SAGE Publication**
2. **Journal of Business Communication, American Business Association, US**
3. **Business and Professional Communication Quarterly, SAGE Publication**
4. **American Communication Journal**

MBA -I SEM-I PAPER-VII ORGANIZATIONAL BEHAVIOUR (Choice-Based Credit System)			
Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Introduction to OB : Definition, Nature, Historical evaluation of OB, Disciplines contributing to OB –Psychology, Sociology, Anthropology, Social Psychology, Economics & political Science, approaches to the study of OB-Human Resource Approach, Contingency Approach, Productivity Approach & System Approach.		10 Hours
b) Practical	Identify the factors influencing individual desirable and undesirable behavior (individual behavior is influenced by number of factors viz. working conditions, leadership, colleagues, social factors and the like) and present them before class for its validity.		5 Hours
Unit 2: a) Theory	Micro Perspectives of OB : Individual behaviour: Personal factors-Biographical characteristics & Learned characteristics, Environmental factor & Organizational factor. Personality- concept, determinants of personality, development of personality. Perception- meaning, nature & process. Attitude-concept, components of attitude, measurement of attitude, Values- concept, types of values, sources of values.		10 Hours
b) Practical	Individual introspection to know personality trait negative – positive, study its consequences. Suggests remedial measures to transform negative traits to positive. Present the same before class for its validity.		5 Hours
Unit 3: a) Theory	Micro & Macro Dynamics of OB: Motivation-concept, theories of motivation, Individual conflict & group interpersonal conflict, conflict resolution. Stress–Causes effect & coping strategy, Leadership, - theories of leadership, Roles & activities of leadership.		10 Hours
b) Practical	Visit an organization to know motivational technique so as to find out its correlation with individual productivity. Discuss theoretical		5 Hours

	motivational techniques with decision maker in respective unit for its possible consequences on individual behavior and productivity.	
Unit 4: a) Theory	Macro Perspective of OB: Organizational Culture, Organizational Change, Organizational Development & development techniques, Organizational Behaviour – A global approach, issue of culture, manage in diversity within & across the cultures.	10 Hours
b) Practical	Visit an organization to study its vision, mission and objective to crystallize organizational culture. Study organizational development techniques implemented in the same organization.	5 Hours
Note: Relevant case studies should be discussed in class.		
Reference Books: Fred Luthans - Organizational Behaviour Stephen Robbins - Organizational Behaviour K. Aswathappa - Organizational Behaviour - (8th revised edition) Eugene McKenna - Business psychology and Organizational Behaviour Udai Pareek - Understanding Organizational Behaviour Calvin Hall, Gardner Lindzey and John - Theories of Personality A.H.Maslow - Personality and Motivation Wendell L. French and Cecil H. Bell Jr.- Organization Development		
Suggested Additional Readings:		
Suggested Research Journal : ICFAI Journal of Organisational Behaviour		

(Choice Based Credit System) MBA –I, Sem-I Paper-VIII Legal Framework of Business			
Marks: 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Unit-1: a) Theory	Law relating to Indian Contract and Sale of Goods: Meaning of Business Law- Sources of Business Law- Essentials of a Valid Contract- Discharge of Contract and Remedies for Breach of Contract Essentials of contract of Sale of Goods- Conditions and Warranties-Performance of Contract of Sale-Unpaid Seller and his rights		10 Hours
b) Practical	1) Preparation of Model Business Contract 2) Analysis of case law on formation & breach of contract 3) Analysis of cases on violation of conditions and warranties, sale & agreement to sell		5 Hours
Unit-2: a) Theory	Law relating to Negotiable Instruments and Consumer Protection: Negotiable Instruments: Meaning and Characteristics-Kinds of Negotiable Instruments-Holder and Holder in due course-Transferability and Assignment of Negotiable Instruments-Crossing of cheques and Bouncing of cheques Definition of consumer-Who can file a complaint?- Grounds on which a complaint can be filed?-Unfair Trade Practices-Consumer Disputes and Redressal Agencies		10 Hours
b) Practical	1) Preparation of Model Promissory Note , Bill of Exchange & MICR Cheque, Specimens of Crossing of Cheques 2) Drafting of Consumer Complaint 3) Visit to District Consumer Forum and preparation of its report		5 Hours
Unit-3: a) Theory	Law relating to Indian Companies and Securities and Exchanges Board of India (SEBI): Incorporation of Company-Types of companies-Memorandum and Articles of Association-Meetings- meaning –Essentials - Types – Motion- Resolution- Meaning & Types- Merger, Acquisition and Winding up of companies SEBI: Management, powers and functions-Role of Stock Exchanges in Capital Market		10 Hours

b) Practical	1) Preparation of Notice, Agenda & Minutes of AGM & Board meetings 2) Drafting of resolution of ordinary and special business at the company's meeting 3) Visit to broker/sub-broker's firm to observe on-line share trading (BOLT) & preparation of report	5 Hours
Unit-4: a) Theory	Information Technology and Right to Information: Objectives of Information Technology Act, 2000- E-Commerce: Meaning, Merits & Demerits- Digital Signature-Certification & Revocation- Cyber crimes and penalties Importance–Nature and Scope of Right to Information Act, 2005	10 Hours
b) Practical	1) Application for seeking information from govt./ semi-govt. organizations 2) Writing a report on on-line trading (Snapdeal, Amazon.com, Flipkart etc.) 3) Analysis of case laws in respect of cyber crimes	5 Hours
Note:	-----	
Reference Books:		
1) M.C. Kuchhal - 'Business Law' Vikas Publishing House Pvt. Ltd. 2) B. S. Moshal –'Business and Industrial Law', AneBokks India 3) S.N. Kulkarni- 'Laws Regulating Business', Diamond Publications 4) Dr. Farroq Ahmed- 'Cyber Laws in India', Pioneer Books 5) S.S. Gulshan-Mercantile Law' 6) ArshadSubzawari- 'The Consumer Protection Act' 7) R.P. Maheshwari and S.N. Maheshwari- 'Principles of Mercantile Law' 8) N.D. Kapoor- 'Elements of Mercantile Law' 9) S.K. Dasgupta- 'Commercial and Industrial Law' 10) A.K. Sen and J.K. Mitra- 'Commercial and Industrial Law' 11) Professional Publication- 'Right to Information Act'		
Suggested Additional Readings (If web source, then provide URL)		
1) On-line bare Acts 2) http://www.answers.com/topic/contracts-legal 3) www.expertlaw.com . Expert Law Library		
Suggested Research Journal:		
1) Corporate Law Reporter 2) Indian Business Law Journal 3) Symbiosis Contemporary Law Journal 4) Annual Survey of Indian Law		

**MBA -I SEM-II
PAPER-IX
MARKETING MANAGEMENT
(Choice-Based Credit System)**

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
Syllabus Contents:			
Unit 1: a) Theory	Basics of Marketing: Introduction to marketing–Nature and scope of marketing, the core concepts of marketing, Company orientation towards market place , marketing environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Sales and Marketing, Introduction to Services Marketing		10 Hours
b) Practical	Reading seminar on difference between need, want and demand. Select any organization and study the micro and macro environmental factors influencing its performance. Submit a report.		5 Hours
Unit 2: a) Theory	A. Market segmentation – Meaning and concept, benefits of segmentation, Bases for market segmentation – consumer goods market segmentation; industrial goods market segmentation, Market targeting - Selection of segments, Product positioning. B. Consumer Behaviour – Meaning and definition of consumer behaviour, importance, Different buying roles, consumer buying decision process, factors influencing consumer behaviour.		10 Hours
b) Practical	Select any product and study its Segmentation, Targeting, Differentiation and Positioning. Submit a report.		5 Hours
Unit 3: a) Theory	Product & Pricing Strategy A. Product decision and strategies – Meaning of product, Types of products, product mix decisions, product line decisions, Product life cycle concept, new product development, Branding and packaging decisions – Concept of Brand ing and packaging, advantages and disadvantages of branding and packaging, features and functions of packaging. B. Pricing decision – Pricing objectives, pricing methods, factors influencing pricing decision, setting the price, price determination policies.		10 Hours
b) Practical	Online exercise: Visit any website of organization marketing its FMCG products and study the different elements related to products. Submit a report.		5 Hours
Unit 4: a) Theory	A. Integrated Marketing communication – Concept and role of IMC, promotion mix- Advertising, personal selling, sales promotion and publicity, Factors affecting IMC mix, Marketing communication mix decisions: characteristics, factors and measurement. Advertising and publicity – 5 M’s of advertising. Personal selling – nature and process. Sales promotion – nature, importance and techniques. B. Distribution Strategy- Importance of channels of distribution, Alternative channel of distribution, channel design decision and channel management decision, selecting an appropriate channel, Supply Chain Management, Logistic management.		10 Hours
b) Practical	a) Select any organization and study its Supply Chain Management b) Select any newly launched product and design a promotional campaign with the help of IMC and present it in the class.		5 Hours
Note: Relevant audio, video CDs and caselets should be discussed. Emphasis should be given on field assignments.			
Reference Books:			
Marketing Management – a south asian perspective: Kotler Phillip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar, Pearson. Marketing Management: A South Asian Perspective - Kotler P., Keller K., Koshy A., Jha M., Pearson Prentice Hall. Marketing Management – Ramswamy V. S., Namakumari S., Macmillan Publishers India Ltd. Marketing Management – Rajan Saxena, Tata McGraw Hill Marketing Management: Text and Cases – Tapan Panda, Excel Books Marketing – Etzel, Walker B., Stanton W., Pandit A., Tata McGraw Hill Marketing Management - Karunakarn K — Himalaya Publication, New Delhi.			

Suggested Additional Readings:

American Marketing Association: <https://www.ama.org/Pages/default.aspx>

Suggested Research Journal :

Indian Journal of Marketing
Journal of Marketing – American Marketing Research
Journal of Marketing Research - American Marketing Research

**MBA -I SEM-II
PAPER-10 (X)
FINANCIAL MANAGEMENT
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Financial Management :- Introduction, meaning, objectives, Scope of financial management Finance functions, Structure of finance department, Emerging role of the finance manager, Profit maximization to wealth maximization approach.	10 Hours
b) Practical	i) Take interview of Finance Manager of any business enterprise to understand his functions and role in the organization.	5 Hours
Unit 2: a) Theory	Techniques of Financial Statement Analysis:- Comparative financial statements, Trend analysis, Common size statement, Ratio Analysis- Classification of ratios, -Liquidity ratios, Leverage ratios, Activity ratios, Profitability ratios, Interpretation of ratios, Inter-firm analysis.	10 Hours
b) Practical	i) Download annual report of any company from its website and analyze its financial performance by the techniques of ratio analysis. ii) Prepare comparative financial statement and common-size financial statement.	5 Hours
Unit 3: a) Theory	Working Capital Management :- Nature and need of working capital, determinants of working capital estimation of working capital, financing of working capital, funds flow statement and cash flow statement.	10 Hours
b) Practical	i) Take interview of finance manager or entrepreneur regarding their need of working capital and its finance ii) Prepare fund flow statement or fund flow statement by collecting empirical data.	5 Hours
Unit 4: a) Theory	Financial decisions- Cost of capital, cost of different sources of finance, weighted average cost of capital, concept of optimal capital structure; capital budgeting Nature and significance, Techniques of capital budgeting - Payment method, Accounting rate of return, Net Present Value, Profitability Index, Internal rate of return.	10 Hours
b) Practical	i) Download annual report of any company from its website and analyze its capital structure and cost of capital. ii) Apply capital budgeting techniques for empirical data to learn decision-making.	5 Hours

Note: Minimum 5 hours practical on MS Excel should be conducted to teach various techniques of cost and management accounting.

Students should be motivated to analyze financial performance and capital structure.

Practical problems would be asked on second, third and fourth unit.

Reference Books:

- 1) Financial Management - Khan and Jain
- 2) Financial Management - Prasanna Chandra
- 3) Financial Management - I.M. Pandey
- 4) Financial Management - K.M. Srivastava
- 5) Financial Management - V.K. Bhalla
- 6) Financial Management and management Accounting - Saxena
- 7) Cost Accounting and Financial Management- P. C. Tulsian

Web Sites:

1. <http://education.svtuition.org/>
2. <https://www.scribd.com/doc/15880531/FINANCIAL-MANAGEMENT-Notes>

3. http://www.freemba.in/substream.php?stcode=10&stname=Finance_Management
4. <http://www.docsity.com/en/study-notes/management/financial-management/>
5. Google Scholar - <https://scholar.google.co.in/>

Suggested Research Journal :

1. Indian Journal of Commerce
2. Finance India
3. The Journal of Finance
4. Indian Journal of Finance
5. International Journal of Financial Management

**MBA -I SEM-II
PAPER-XI
HUMAN RESOURCE MANAGEMENT
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to Human resource management - Definition, Scope, Objectives, Importance, HRM versus Personnel Management, Changing role of Human resource Management, HRM in Indian context.	10 Hours
b) Practical	Read times of India, 'ascent' supplement and other Indian English news papers. Prepare a seminar paper and do the power point presentation on Human Resource concepts featuring in these news papers. Held a group discussion on referred HR concepts.	5 Hours
Unit 2: a) Theory	Human Resource Development: Concept, Objectives of HRD, Significance of HRD, Nature of HRD, Benefits of HRD, HRD Culture, HRD Climate, HRD Subsystem, HRD Process.	10 Hours
b) Practical	Visit any manufacturing and or service organization to do a micro analysis of HRM & HRD concepts. Prepare a report on HRM and HRD functions practiced in organization and discuss the same in an independent group discussion.	5 Hours
Unit 3: a) Theory	Procurement and Placement: Concept of HRP, Job Analysis, Job Description, Job Specification, Recruitment: Objective, Recruiting Strategy, Policy, Factors affecting Recruitment, Sources of Recruitment. Selection: Essential, Process, Placement.	10 Hours
b) Practical	Visit any manufacturing and or service organization to study a process of Human Resource Planning, recruitment, and selection. Prepare a report and submit.	5 Hours
Unit 4: a) Theory	Development and Maintenance of Human Resource: Performance Appraisal: Meaning, Need, Problems of Performance Appraisal, Training and Development: Difference between training and Development, Methods of Training, Wage and Salary administration: Factors affecting wage/ salary, objective of wage and salary administration, Employee Benefits, Principle of employee benefit programme, Employee Service.	10 Hours
b) Practical	Visit any manufacturing and or service organization with a view to study performance appraisal, training and salary administration.	5 Hours

Note: Relevant case studies should be discussed

Reference Books:

P.Subba Rao, Personnel & Human Resource Management.
Edwin Flippo, Personnel Management
S. Seetaraman & B. Venkateswara Prasad, Human Resource Management
VSP Rao, Human Resource Management
Dipak Kumar Bhattacharyya, Human Resource Management
B.B.Mahapatro, Human Resource Management
Garry Dessler, Human Resource Management

Suggested Research Journal :

ICFAI – HRM Review

**MBA -I SEM-II
PAPER-XII
OPERATIONS MANAGEMENT
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to Production/Operations Management - Introduction to Production/ operations function-Objectives- operations management Decisions, Types of manufacturing systems- Production strategy, product selection, Product design, Interface of operations management with other departments- Productivity, Factors affecting productivity, ,work study, future challenges in Operations management.	10 Hours
b) Fieldwork	Visit an organization and study its operations management, type of manufacturing system, production strategies adopted by the organization. Submit a report.	5 Hours
Unit 2: a) Theory	Facilities and Technology management - Facilities management (Location of facilities, capacity planning, layout of facilities, planning maintenance of facilities, case studies on plant location) plant layout and materials handling - manufacturing technology management-emerging technology options and choice - Automation and flexible manufacturing system, Lean manufacturing system.	10 Hours
b) Fieldwork	Visit an organization and enlist various factors considered for finalizing its location. Submit a report and give presentation on same.	5 Hours
Unit 3: a) Theory	Production planning and control & materials management- Objectives of PPC, functions of PPC, project scheduling and PERT/CPM ,Materials management-Objectives, scope and functions, Purchasing management ,procedures for inventory management, Selective inventory control techniques, supply chain management, Logistics management	10 Hours
b) Fieldwork	Visit an organization and study Inventory management techniques used in it and highlighting scope of implementing selective inventory control techniques in it with details. Submit a report.	5 Hours
Unit 4: a) Theory	Quality Management - Quality concept(Definitions, dimensions),Quality philosophies, Quality assurance, Quality control, Quality circle,TQM,ISO Certifications, Quality tools and techniques.	10 Hours
b) Fieldwork	Visit an organization, study existing quality management initiatives, quality system, quality tools used in the organization. Undertake a group discussion on the same in class.	5 Hours

Reference Books:

1. S.A.Chunawala and D.R. Patel, "Production and operations management," Himalaya Publishing House, Mumbai.
2. R. Ramerselvam," Production and operations management" Eastern Economy Edition, New Delhi.
3. John O Meclain and Joseph Thomas: Operations management - production of Goods and services, Prentice Hall India, New Delhi.
4. S.N Chary,Production and operations Management, The McGrawhill publication
5. Norman Gaither,Greg Frazier, Operations Management, engage Learning India Pvt Ltd.

M.B.A. Part - I Semester – II
PAPER- XIII
MANAGEMENT INFORMATION SYSTEM
(Choice Based Credit System)

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to Information System - Concept of Data and Information, Introduction and characteristics of System. Concept of Information System, need and scope of information system, Managers and decision making, types of decision, phases in decision making, difference between computer literacy and information system literacy.	10 Hours
b) Practical	Seminar or case studies on decision making	5 Hours
Unit 2: : a) Theory	Types of Information Systems - Information needs at different organization levels. Major types of information systems in Organization- TPS- Introduction, need and significance. KWS & OAS- Introduction, need and significance. MIS –Introduction, need, characteristics and significance. Decision support systems (DSS) – characteristics, components and significance. Group decision support systems (GDSS), - Introduction, need, elements, characteristics and significance. Executive support systems (ESS) – Introduction, need and significance of ESS. Information as a strategic resources and concept of strategic information system. Contribution of information systems to pursue competitive strategies	10 Hours
b) Practical	Case Studies: Marketing Information System, Financial Information System, Human Resource Information System, Production Information System.	5 Hours
Unit 3: a) Theory	Design, Development and Implementation of Information System- Building information systems: Contemporary approaches. Systems as a planned organizational change. System development & organizational change, Overview of system development – System analysis, system design, completing the system development process. Alternative system building methods – system life cycle, prototyping, application of software packages, end user development and outsourcing. Causes of information system success and failure, appropriate strategies for implementation of IS.	10 Hours
b) Practical	Case studies on system development	5 Hours
Unit 4: a) Theory	Introduction to SAP-ERP - Concept of ERP, advantages and disadvantages of ERP, Introduction to SAP, SAP-Modules, SAP advantages, carriers in SAP.	10 Hours
b) Practical	Case studies or field work on ERP implementation	5 Hours

Reference Books:

1. Management Information Systems, Kenneth C. Laudon, Prentice Hall
2. Management of Information systems – Jawadekar W.S.
3. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
4. Management of information systems – James A. O'Brien
5. Information system concepts for management – 4th edition Lucas
6. Management of information systems – 2nd edition – Kroenke David.
7. Enterprise Resource Planning, Alex Leon

Suggested Additional Readings:

SAP Manual
www.erpgreat.com/sap-introduction.htm
www.tutorialspoint.com/sap

Suggested Research Journal :

- 1) International Journal of Information system
- 2) Information Resources Management Journal

**MBA -I SEM-II
PAPER-XIV
OPERATION RESEARCH TECHNIQUES
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Introduction to OR Concepts, Phases Of OR, Application Potential To Diverse Problems In Business & Industry, Scope & Limitations. Linear Programming (LP) – Concepts, Formulation Of Models, Diverse Problems Graphical Solutions – Simple Algorithm – Use Of Slack / Surplus / Artificial Variables Max. Problems Simplex. Duality And Relationship Between Primal And Dual.	10 Hours
b) Practical	Practical's on – application of linear programming, simplex and big M method by using live data from local industry or any data bank: Two on Graphical, Two on Simplex and One on Dual-Primal Relation	5 Hours
Unit 2: a) Theory	Assignment & Transportation Problems (AP & TP) – Concepts, Formulation Of Model-Hungarian – Method Of Solution. Maximization, /Minimization.- Balanced/ Unbalanced – Problems. Transportation Problems (TP)-Concepts, Formulation Of Model-Solution Procedure For Initial Feasible Solution & Optimality Check- Balanced/ Unbalanced- Max./ Min	10 Hours
b) Practical	Practical's on – Assignment problem and transportation problem from local medium or large scale units or any data bank. Two on Assignment, Two on Transportation and One on blocked routes	5 Hours
Unit 3: a) Theory	Queuing (WAITING LINE) & Inventory Models- Concepts, Types Of Queuing System Characteristics Of Queuing Model Problem Based On The Results Of (M/M/1) Model. Inventory Models Types Of Inventories, Cost Involved, Deterministic Model, Economic Order Quantity (EOQ) & Economic Batch Quantity (EBQ) With Finite Production Rate, Determination Of Safety Stock & Reorder Levels- Lead Time.	10 Hours
b) Practical	Practical's on – M/M/1 model, EOQ, EBQ and calculation of reorder level and lead time: Two on Queuing and Three on Inventory	5 Hours
Unit 4: a) Theory	Network Analysis & Decision Theory- Algorithm As Applied To Problem Of CPM & PERT. Project Planning & Control By Use Of CPM/PERT Concepts. Decision Theory- Maximini And Minimax, EMV, Regret (Opportunity Loss) And EVPI Criteria	10 Hours
b) Practical	Practical's on – CPM and PERT, EMV & EVPI to a live project in the vicinity: Three on CPM & PERT, Two on Decision Theory	5 Hours

Note: For theory papers problem should be from the field of management only.

Reference Books:

1. Operation Research- An introduction- Taha.
2. Operation Research –S.D. Sharma.
3. Operation Research for management- Shenoy, Srivastav.
4. Operation Research –P.K. Gupta &D.S. Hira.
5. Operation management- Kanti Swaroop & others.
6. Principles of Operation Research- Harvey- M Wagner.

Suggested Research Journal :

Asia Pacific Journal of Operations Research

**MBA -I SEM-II
PAPER-15 (XV)
RESEARCH METHODOLOGY
(Choice-Based Credit System)**

Marks : 80

Total Hours of Teaching: 60

Theory: 40

Practical: 20

Syllabus Contents:

Unit 1: a) Theory	Research Fundamentals: (a) Meaning, objectives & Motivation in research. Types of research – Research Approach. Research process (identification of research/management problem –, research question, statement of a research problem), Distinction between management problem and managerial research problems - relevance & scope of research in management.	10 Hours
b) Practical	(b) Enlist number of contemporary social and managerial problems for which research is required. Enlist questions raised out of every social and managerial problem. Discuss the research issues/problems in class for better comprehension. Prepare statement of a research problem for every social and managerial problems enlisted.	5 Hours
Unit 2: a) Theory	Research Design- (a) Features of good Design, Types of Research Design, Sampling Design steps in sample Design Characteristics of a good Sample Design, random samples & nonrandom sampling Design, determining size of sample. Statistical design. Measurement & scaling techniques- measurement scales, Errors in measurement. Scaling technique. Hypothesis – concept, definition, types of hypothesis, features of good hypothesis.	10 Hours
b) Practical	(b) Select any one statement of research problem out of above enlisted social or managerial problems and prepare a detailed research design. Design the research for small sample size.	5 Hours
Unit 3: a) Theory	Data Collection and Analysis: (a) Methods of data collection, Primary data – Schedule and questionnaire. Construction of schedule and questionnaire align with objectives framed. Collection of secondary data. Processing and analyzing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi- Square test, F test), Testing of hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excel and SPSS for data analysis – descriptive and inferential statistics.	10 Hours
b) Practical	(b) Design schedule align with hypothesis and objectives framed. Collect data of minimum 30 samples. Feed data into Ms-Excel import the same into SPSS. Process the data to test hypothesis and to suffice set objectives.	5 Hours
Unit 4: a) Theory	Interpretation and Report Writing: (a) Interpretation of data, techniques of Interpretation, report writing, layout of a project report.	10 Hours
b) Practical	(b) Prepare a comprehensive report of research under study. Use layout of project report containing five chapters for righting a report.	5 Hours

Note: Every institute must have licensed copy of SPSS for the laboratory practical's. Minimum 5 hours practicals on SPSS should be conducted to teach descriptive and inferential analysis and hypothesis testing.

Students should be motivated to analyze project data with the help of SPSS.

Practical problems would be asked on hypothesis testing, statistical analysis.

Reference Books:

1. Research Methodology – C. R. Kothari
2. Research Methodology – Saranwala
3. Research Methodology in Management – Dr. V. P. Michael
4. Methods of Social Survey Research – Bajpai
5. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi
6. Research Methodology – R. Panneer Selvan, PHI
7. Research Methodology The Discipline & Its Dimensions – Jai Narain Sharma, Deep & Deep
8. Research Methodology Methods, Tools & Techniques – Gopal Lal Jain, Mangal Deep Pub. Jaipur
9. Methodology of Social Sciences Research – Dr. Raj Kumar – Book Enclave, Jaipur

Web Sites:

1. National Council of Applied Economic Research (NCAER) - <http://www.thinktankinitiative.org/think-tanks/NCAER>
2. IMRB - International - <http://www.imrbint.com/>
3. Google Scholar - <https://scholar.google.co.in/>

Suggested Research Journal :

1. Indian Journal of Marketing

2. Finance India
3. ICFAI Journal of Organizational Behaviour
4. Vision
5. Economic and Political Weekly

**MBA -I SEM-II
PAPER-XVI
BUSINESS ENVIRONMENT
(Choice-Based Credit System)**

Marks : 80	Total Hours of Teaching: 60	Theory: 40	Practical: 20
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Syllabus Contents:

Unit 1: a) Theory	Introduction to Business Environment: Concept, Significance and Nature of Business Environment - Internal and External Elements of Business Environment - LPG Policy and Indian Business Environment	10 Hours
b) Practical	Collect news of firms appeared in any business news paper, magazines that have changes their business plans, policies and strategies owing to change in business environment. Make detailed elaborations of these environmental impacts.	5 Hours
Unit 2: a) Theory	Agribusiness Environment in India Role and Changing Nature of Agriculture in India - Leading agro based industries – Sugar, Cotton textile and Food Processing Industrial Finance – Role and Sources.	10 Hours
b) Practical	Visit nearest agribusiness unit to study its business functioning and functional areas of management.	5 Hours
Unit 3: a) Theory	Policy for Business Environment Industrial Policy since 1991 - SEZ – Concept, development, advantages and disadvantages - Foreign Trade Policy since 1991	10 Hours
b) Practical	Group discussion on aforementioned policies and its impact on business.	5 Hours
Unit 4: a) Theory	International Business Environment Sources and Role of Foreign Direct Investment - Multinational Corporations – Need, Role and Nature - International Institutions and Business Environment – IMF, IBRD and WTO	10 Hours
b) Practical	Study critically the news appeared in news papers related to MNC, FDI, IMF, IBRD and WTO. Present the critical analysis in the class.	5 Hours

Reference Books:

1. Datta and Sundaram, Indian Economy, S. Chand and Company, Mumbai, 2015
2. Misra and Puri, Indian Economy, Himalaya Publishing House, Mumbai, 2015
3. Bhafks, Business Process Reengineering, Himalaya Publishing House, Mumbai
4. Desai-Bhalerao, International Economics, Himalaya Publishing House, Mumbai
5. Shaikh and Saleem, Business Environment, Pearson Phi,
6. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai

Suggested Additional Readings:

Economic Survey of India – Government of India
 India Development Report – Government of India
 Ministry of Industry Government of India
 Ministry of Agriculture Government of India
 Ministry of Foreign Affairs Government of India
 Reports by Hindu on Agriculture, Industry and environment.

Suggested Research Journal :

Economic and Political Weekly
 Kurukshetra
 Yojana