

PATNA UNIVERSITY



COURSES OF STUDY

FOR

M.B.A. Examination (2015-17)

Semester I, II, III & IV

SEMESTER – I

MB 101 (MANAGEMENT PROCESS, VALUES AND BUSINESS ETHICS)

UNIT – I

Concept and Evolution of Management and Management Thought

Its Nature, Scope and Purpose, Managing Science or Arts. Management Vs Administration.

Scientific Management: Frederick W. Taylor. Contributions and Limitations of Scientific Management Theory. Henry Fayol's Principles of Management. Human Relations Movement. The Hawthorne Experiments Concept of system and Systems Approach. Organisation as Socio-technical Systems. The Contingency Approach to Management.

UNIT – II

Communication, Leadership and Controlling

Importance of Communication. The communication process, Channels of Communications, Formal and Informal Communication, Barriers to Effective Communication Overcoming Barriers to Communication, Interpersonal Communication. Communication in Organisation, Factors Influencing Communication in organisation.

Leadership :

Meaning and Approaches.

Controlling :

The Meaning of Control, Steps in Control Process, Importance of Control, Types of Control Methods, Sources of Control, Design of the Control Process, Characteristics of Effective Control System.

UNIT – III

VALUES IN MANAGEMENT

Transnational Environment and Perspectives of Business, Quality of Work Life, Japanese Management Techniques: Search for Excellence, Human values in Management: Indian Perspectives, Values for Managers, Holistic Concept of Management and Decision-making.

UNIT – IV

BUSINESS ETHICS

Introduction to Business Ethics - Ethical Principles in business - Utilitarianism, Justice and Fairness Ingraining ethical process in life work, relevance of ethics in the market place. Social responsibility of business organisation - Introduction to corporate governance - Ethics and Environment -The ethics of consumer protection and environment.

UNIT-V

BUSINESS ETHICAL LEADERSHIP AND ORGANISATION

Business and its Internal Constituencies - Employee issues the individual in the organisation - Indian ethics self and consciousness ethical leadership -The description of a highly ethical organisation.

Reference Books

Management	Hardel Koontz
Modern Organization	Amitai Etzioni
Organisation Theory	V.S.P. Rao and P.S. Narayana
Management	Stoner& Freeman
Essentials of Management	Koontz and Odovell
Management	Robbins
Management	Gilbert
Ethics in Management	S.K.Chakraborty
Ethics and the conduct of Business	Boatright

MB - 102 (QUANTITATIVE TECHNIQUES FOR MANAGEMENT)

UNIT – I

INTRODUCTION

Statistics- Definition and scope : Collecting data, Primary data, Secondary data, Preparation of data, Classification and Tabulation of data, Diagrams, Graphs of Frequency distribution.

Nature, Scope, Limitations of Quantitative Methods, Frequency Distribution, Measures of Central Tendency: Arithmetic mean, median, mode, measures of dispersion : Range, mean deviation, standard deviation, variance, coefficient of variance, skewness and kurtosis. Quartiles, percentiles and deciles.

UNIT – II

THEORY OF PROBABILITY

Elements of probability, total and compound theorems and their applications, tree diagram, conditional probability, Baye's theorem and its application. Concept of probability distribution, binomial, Pascal's triangle, poisson and Normal distributions standard normal curve.

UNIT – III

MANAGERIAL APPLICATIONS OF AP, GP & MATRIX

Arithmetic and Geometric Progression, Determinant and its properties Matrix and important rules concerning Matrix Algebra, Matrix representation of Business Problems. Basic sets operations, venn diagram, permutation and combination.

UNIT – IV

CORRELATION, REGRESSION AND TESTS OF VARIABLES

Karl Pearson's co-efficient of correlation and correlation by ranking method. Regression Analysis, Lines and equation of regression lines. Index Number : Test of Significance, Test of mean, Equality of means.

UNIT – V

HYPOTHESIS AND ITS TESTING

Test of Hypothesis – Problem of hypothesis testing, Type I and Type II errors, one tailed and two tailed test, chi-square test, Analysis of variances, ANOVA tables, one way and two way classification.

Reference Books

- | | | |
|---|---|------------------------|
| 1 | Business Statistics | S.P. Gupta & M.P.Gupta |
| 2 | Statistics for Management | Richard Levin |
| 3 | Quantitative Techniques and Operations Research | J.K.Sharma |
| 4 | Quantitative Techniques in Management | N.D.Vohra |

MB -103 (MANAGERIAL ECONOMICS)

UNIT – I

NATURE AND SCOPE OF ECONOMICS

Micro Economics and Macro Economics, Managerial Economics and its relevance in Business Decisions, Fundamental Principles of Managerial Economics : Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle.

UNIT – II

DEMAND ANALYSIS AND DEMAND FORECASTING

Theory of Demand, Types of Demand and their characteristics, Utility and its measurement, Price Elasticity, Income Elasticity, Estimation of Revenue, Average Revenue, Marginal Revenue and Elasticity of Demand, Techniques of Demand forecasting.

UNIT – III

COST ANALYSIS

Concept of Cost and Cost Classification. Accounting cost and Economic Cost, Law of variable proportions - Increasing, Decreasing and constant returns. Cost output Relationship in the long-run. Cost out-put relationship in the short-run. Production functions 4SO-cost Curves and their significance in cost Analysis.

UNIT – IV

MARKET STRUCTURE AND PRODUCT PRICING

Perfect and Imperfect Market Structures, Conditions of Perfect Competition, Price of a product under Demand and Supply forces. Equilibrium Price. Price behaviour and Time Element. Market Price and Normal Price, Pricing under perfect competition. Prices under short-run and Long-run, Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly.Discriminating Prices.

UNIT – V

PROFIT ANALYSIS AND PROFIT FORECASTING

Concept of Profit, Accounting Profit and Economic Profit. Theories of Profit, Dynamic Theory of Profit, Risk and Uncertainty - Bearing theory of Profit, Innovation Theory of Profit, Profit forecasting and management of profit, profit standards and the problems relating to profit maximisation cost-volume profit and break even analysis.

Reference Test Books

1	Managerial Economics	D.N. Dwivedi
2	Managerial Economics	G.S. Gupta
3	Managerial Economics	Varshnay and Maheswari
4	Managerial Economics	Joel Dean
5	Managerial Economics	Haynes, Mote and Paul

MB -104 (MANAGEMENT OF ENVIRONMENT)

UNIT – I

ENVIRONMENT OF INDIA

Pattern of Trends in and Development Strategies of Economic Development in India since Independence. Industrial Growth in India. Broad Feature of India's Industrial Policy. Small-scale Industries in India -Their Role in Indian Economy and Government Policy. Role of Public and Private Sectors in the Economic Development of India.

UNIT – II

ENVIRONMENTAL LAWS OF INDIA

environmental acts, patents and IPRS Economic policies of the government Pricing Monetary and Fiscal policies in India - their Broad Features and Trends. Participative, Regulatory and promotional Roles of Governments of India.

UNIT – III

SOCIAL & CULTURAL ENVIRONMENT IN INDIA

Salient Feature of Indian Society - Class and Caste Structure of Indian Society. Rural-Urban Differences Joint Family System. Business Participation in Social and Cultural Affairs.

UNIT – IV

POLITICAL AND LEGAL ENVIRONMENT IN INDIA

Political Institutions in India : Legislature, Executive and Judiciary - A brief Review of. their Functions. Indian Constitution - Fundamental Rights and Directive Principles and their Influences on Indian Business Centre-State Relationships.

UNIT – V

INTERNATIONAL ENVIRONMENT AND MANAGEMENT-AN OVERVIEW

Globalisation : Features and Essential Conditions. World Trade organisation : India and WTO, Multinational Corporations: MNCs in India, Indianisation of Transnational Corporations (TNCs). Tariff and Non-Tariff Barriers. Foreign Exchange Market Mechanism : Determinants of Exchange Rates, Euro Currency Markets, International Banks, Export Management: Issues in Asset Protection: Multinational settlements, consortium Approaches and External Relation Approach.

Reference Test Books

1	Indian Economy	A.N. Agrawal
2	Indian Economy	DuttandSudaram
3	Business Environment	F. Chenumilam
4	Essentials of Business Environment	K. Ashwathappa
5.	Business Environment in India	N.K.Sharma
6	Indian Society and Social institutions	Vatsyanam
7	Environment Management	N.K.Oberoi

MB-105 (ACCOUNTING PRINCIPLES AND TECHNIQUES)

UNIT – I

INTRODUCTION

Concept, Types and Importance of Accounting, Accounting Principles, Basic Accounting Procedure, Journalising, Cash Book, Ledger Posting and Trial Balance. Capital vs Revenue concept of income and expenditure.

UNIT – II

FINAL ACCOUNT vs FINANCIAL STATEMENT

Preparation of Trading & P/L account & Balance sheet of Non- corporate concern

- Annual Accounts of a Company as per Indian Cos. Act 2013.
- Final A/C of not for profit marking organisation.

UNIT – III

ANALYSIS AND INTERPRETATION

Concept, Importance & limitations of Ratio Analysis, Ratios Relating to Trading and Profit and Loss Account and Balance sheet.

FLOW ANALYSIS

Fund Flow Statement, Schedule of Changes in Working Capital-concept, Preparation and Managerial Uses. Cash Flow Statement-Meaning, Preparation and Importance.

UNIT – IV

CORPORATE ACCOUNTING- SHARES AND DEBENTURES

Corporate Accounting-Formation of company and Accounting standards. Issue of shares & debentures, forfeiture and Re-issue of Shares,Redemption of debentures and shares.

UNIT – V

DEPRECIATION, VALUATION OF SHARE AND GOODWILL

Methods of Charging Depreciation – SLM, DBM, Depreciation Fund and Annually Method

Methods of Valuation of Shares.

Methods of valuation of goodwill

MB -106 (ACCOUNTING FOR MANAGERS)

UNIT – I

INTRODUCTION

Management Accounting: Concept, Scope and Functions. Management Accounting Vs Traditional Accounting. Difference between Management Accounting and Financial Accounting.

Cost Accounting: Concept and Objectives. Elements of Cost. Responsibility Centres Vs Cost Centre and Investment Centres. Inter-Divisional Transfer Pricing- Concepts and Methods.

Meaning and classification of overhead costs– Allocation and apportionment of overhead – Difference between cost accounting, financial accounting and management accounting – Recent trends in management and cost accounting.

UNIT – II

COMPUTATION OF COST

Unit Costing- Concept and Objects of Cost Sheet, Preparation of Cost Sheet, Tender Price. Contract Costing-Preparation of Contract Account. Process Costing-Process accounts, Normal and Abnormal Loss, by-product Accounting.

UNIT – III

MARGINAL COSTING AND BREAK EVEN ANALYSIS

Meaning of Marginal Cost. Analysis of Incremental Costs and Revenues. Managerial Application of Marginal Income and Accounting. Difference between marginal costing and absorption costing.

Concept and Determinants of Break-even Analysis. Break-even Point. Break-even Chart and their Interpretation. Managerial Uses of Break-even analysis.

Behaviour of Cost- Fixed and variable cost- Direct and Indirect costs- Cost behaviour for decision-making.

UNIT – IV

BUDGET AND BUDGETING

Concept of Budget, Budgeting and Budgetary Control, Types of Budgets. Preparation of Functional Budgets- sales budget. Production Budget and Cash Budget. Flexible Budgeting-Concept and Preparation, Zero Base Budgeting, Performance Budgeting.

UNIT – V

STANDARD COSTING AND REPORTING SYSTEM

Concept of Standard Costing. Standard Costing Vs Budgetary control. Variance Analysis: Material, Labour and Overhead Variance- their Use in Making Appraisal and Fixing Responsibility. Activity Based Costing-Concept, Main Activities and their Cost Drivers, Developing ABC System. Reporting to Management- Meaning and Importance of Reporting System, Types of Accounting Reports and their Significance. Enterprise performance measurement system – Balance score card and life cycle costing.

Reference Text Books:

- | | | |
|---|---|-----------------------|
| 1. Cost Accounting | – | M.N. Arora |
| 2. Management Accounting | – | H. Chakraborty |
| 3. Management accounting | – | Khan and Jain |
| 4. Management accounting | – | J. Bathy |
| 5. Introduction to Management Accounting | – | Hongren, Charles. T |
| 6. Cost Accounting
- Theory and Practice | – | Maheshwari and Mittal |

SEMESTER- II

MB-201 (HUMAN RESOURCE MANAGEMENT)

UNIT – I

Human Resource Management

Concept, Objectives, Nature and Scope of the Human Resource Management, HR Function Role of HR Managers. Challenges Ahead. HR Policy and its formulation.

UNIT – II

Human Resources Planning

Meaning, Objectives and Importance. Process of Human Resource Planning, Problems in HR Planning. Job Analysis. Job Description and Job Specification, Quality of Work life (QWL) Participation the essence of QWL

UNIT – III

Human Resources and Development of Human Resources

Meaning of Recruitment. Various Sources. Methods of Recruitment Definition of Selection and Selection Process. Placement, Induction & Socialization.

UNIT – IV

Development of Human Resources:

Training-Meaning and Importance. Assessment of Training Need. Methods and Procedures of Training. Management Development Programmes, Purposes and Methods.

UNIT – V

Employee Compensation

Elements of Compensation. Factors Affecting Compensation.

Discipline and Grievance Management

Causes of Indiscipline. Management of Discipline. Causes of Employee's Grievance. Grievance handling Procedure. Management of Employee's Grievances', Understanding employee needs and their satisfaction.

References

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|----|-------------------------------|--|
| 1. | Author | Book |
| 2. | Arun Monappa and S.S. Mirza | Personnel Management |
| 3. | Aswathappa K. | Human Resources and Personnel Management |
| 4. | Dale Yaddoer | Personnel Management and Industrial Relation |
| 5. | De Cenzop D.A. & Robbins S.P. | Human Resources Management |
| 6. | E.B. Flippe | Principles of Personnel Management |
| 7. | Strause and Sayles | Personnel: The Human Problems |

MB- 202 (FINANCIAL MANAGEMENT)

UNIT-I

INTRODUCTION

Concept, Objectives and Scope of Financial Management. Organization of Finance Function. Goals and objectives of financial management. Dimensions of financing, investment, liquidity and dividend decision.

UNIT – II

Corporate financing and financial market.

- External and internal forms of corporate financing-merits and demerits.
- Nature and significance of money market and capital market-Distinction between primary and secondary market.

UNIT – III

Capital Structure and Leverage

Meaning of Capital Structure. Patterns of Capital Structure Optimum Capital Structure. Factors Determining Capital structure (Capital Structure Theories not Included)

Concept of Leverage. Operating Leverage, Financial Leverage and Combined Leverage.

UNIT – IV

Cost of Capital and Capital Budgeting

Concept and Importance of Cost of Capital. Cost of Debt Capital. Cost of Preference Capital. Cost of Equity Capital-Weighted average cost of capital-practical problems.

Capital Budgeting

Capital Budgeting Process. Appraisal Criteria. Pay Back Period, Accounting Rate of Return, Internal Rate of Return, Net Present Values.

UNIT – V

Dividend Decision

Dividend decision-Meaning and concept of dividend policy-factors affecting dividend policy.

- Forms of dividend-issues covered in dividend decision.

MB- 203 (Marketing Management)

UNIT – I

Basic Concept of Marketing and its evolution-Elements of Marketing mix, the 4p's and their sub elements. Core Concepts of marketing and Corporate Orientation towards the market Place. Marketing systems and its environment Major Components of the Co's Micro and macro environment.

UNIT – II

Market Segmentation, targeting and positioning: Concepts of market Segmentation, bases of Segmentation. Benefits of Segmentation, Importance of Positioning and need and bases for Positioning. Market oriented strategic Planning, business Portfolio evaluation. Dealing with competition: Identifying Competitors and analysis competitors. Strategies for the market leader, follower, Challenger and Nicher. Delivering Customer value and satisfaction: Value Chain, attracting and retaining Customers.

UNIT – III

Creating Customer value, Satisfaction and Loyalty: Customer Perceived value, Customer Satisfaction, Measuring satisfaction, Measuring Customer life time value, CRM and building loyalty. Consumer buying behavior- Factors affecting Consumer buying behavior and consumer decision making Process.

UNIT – IV

Products and Pricing strategies:

Product- classification of Products, Basic Concept of Product, Product line, Product-mix and Product life cycle- New Products development Process- branding strategies-brand equity models, Packaging and labeling decisions.

Pricing strategies:

Procedure for Price setting, Pricing methods, initiating and responding to Price Changes.

UNIT – V

Channel Strategies and Marketing of Services

Basic Concepts of marketing channel-Role of marketing Channels-Different levels of Channel, Channel design decisions, Channel-Conflict, Tele shopping, Shopping through the Internet and Self Service stores, Vertical and Horizontal marketing systems.

Marketing of services - Importance, Characteristics of services marketing - Marketing strategies for Services

Contemporary Issues in marketing-Green marketing, social marketing, Consumerism and consumer Protection.

References

- | | |
|-----------------------------------|--|
| 1. Author | Book |
| 2. Chhabia and Grover | Marketing Management |
| 3. Cravens Hills woodfuff | Marketing Management |
| 4. Kotler and Armstrong | Principles of Marketing |
| 5. Kotler and Kox | Marketing Management and Strategy |
| 6. Kotler Phillip and Armstrong G | Principles of Marketing |
| 7. Namakumari and Ramaswami | Marketing Management |
| 8. Panswar, J.S. | Marketing Management Analysis:
Planning and Control |
| 9. Rosenberg | Marketing; |

MB- 204 (RESEARCH METHODOLOGY)**UNIT – I**

Meaning and Significance of Research in Management. Different Approaches to Research. Scientific Method of Investigation. Scientific Methods and Non-Scientific Methods. Types of Research. Historical Studies. Case Studies. Survey. Statistical Studies. Experimental Studies and Simulation. Problems of Research in Management. Survey of Literature.

UNIT – II

Formulation of a Research Problem. Defining a Research Problem. Techniques Involved in Defining a Problem. Research Designs. Exploratory Research. Conclusive Research. Experimental Research. Field Investigations. Features of a Goods Research Design. Bayesian Analysis: Value and Cost of Information-Bayesian Decision Theory.

UNIT – III

Data Collection Methods. Primary Vs Secondary Data. Collection of Primary Data. Observation Method. Collection of Data through questionnaires. Characteristics of a Good Questionnaire. Indirect Methods of Data Collection. Selection of Appropriate Methods of Data Collection. Pitfalls in the Use of Secondary Data.

UNIT – IV

Sampling Techniques. Steps in Sampling. Probability Sampling Vs Non-Probability Sampling. Random Sampling and Stratified Sampling. Judgment Sampling. Size of A Sample. Sampling Errors.

UNIT – V

Processing of Research Data and their Analysis and Interpretation. Editing, Coding Classification and Tabulation. Application of Computers in Processing and Analysis of Data.

Research Reports and its Significance. Steps in Report writing. Layout of a Research Report. Types of Research Reports. Citations and Bibliography.

References

- | | | |
|----|-------------------|---|
| 1. | Author | Book |
| 2. | Benet, Roger | Management Research |
| 3. | Dwivedi, R.S. | Research Methods in Behavioural Science |
| 4. | Kothari, C.R. | Research Methodology-Methods and Techniques |
| 5. | Mohsin, S.M. | Research Methods in Behavioural Research |
| 6. | Tandon, B.C. | Research Methodology in Social Sciences |
| 7. | Chavla and Sondhi | Research Methodology-Concepts and Cases. |

MB- 205 (PRODUCTION AND OPERATIONS MANAGEMENT)**UNIT – I**

Nature, Role and Scope of production and operation management: Faculty Location; Different types of plant Layout, Layout planning and Analysis, Production Planning Control-Production Process analysis, Demand Forecasting for operations; Principles of Materials Handling, Materials handling Equipments and their uses.

UNIT – II

Concept and Definition, Factors contributing to productivity improvement. Value Engineering; Production scheduling work measurement, time and motion study; statistical quality control, chance courses and Assignable courses; total quality Management (TQM)

UNIT – III

Formulation of Linear Programming Problems, Graphical Methods and simplex methods; Duality Transportation Problem: Initial solution, North west corner Rule, Least cost Method, Vogel's Approximation Method, Modified distribution Method; Assignment Problem- Hungarian Method, Maximization and Minimization cases.

UNIT – IV

Game Theory- Two Person zero sum Games, The Maximum-Minimax Principle, Game without Saddle Point (Mixed Strategies)

Inventory Management- Economic order quantity (EOQ), Buffer Stock, Safety Stock.

UNIT – V

Replacement Models - Types of Failure, Replacement of items whose Efficiency Deteriorates with Time.

Introduction to Networking Concepts- PERT & CPM.

References

- | 1. | Author | Book |
|-----|--------------------------|--|
| 2. | A. Muhlemann | |
| | J. Oaktand and K Lockyer | Production and Operations Management |
| 3. | Chary. S. N. | Production and Operations Management |
| 4. | E.S. Buffa | Modern Production Management |
| 5. | K. Ashwathappa | Production and Operations Management |
| 6. | N.G. Nair | Production and Operations Management |
| 7. | N. Goither | Production and Operations Management |
| 8. | O.P. Khanna | Industrial Engineering and Management |
| 9. | P. Chandra | Projects (Planning, Analysis, Selections, Implementation and Review) |
| 10. | R. Paneerselvam | Production and Operations Management |
| 11. | Raymond Mayer | Production and Operations Management |
| 12. | W.J. Stevenson | Production / Operations Management |

MB- 206 (ORGANIZATIONAL BEHAVIOUR)

UNIT – I

ORGANISATIONAL BEHAVIOUR

Definition, relevance and scope, attitudes and values: Theories of attitude formation and change.

UNIT – II

PERCEPTION

Perceptual Process selectivity, Managing Perception Learning; Definition, theories of learning, tools for shaping behavior.

UNIT – III

PERSONALITY

Definition, Determinants of Personality, Theories of Personality, Motivation: Definition, theories- Maslow, Herzberg, McClelland, Vroom's Theory.

UNIT – IV

LEADERSHIP

Concept, Theories and styles of Leadership, Communication: The Process, barriers of effective Communication and their remedies

Concept of Cross- Cultural management - Cross, Cultural Communication Barriers, Managing Cultural Diversities.

UNIT – V

GROUP DYNAMICS

Types of Groups, Formation of groups.

Stress Management - Definition, Sources of stress- Conflict in Organization- Types and sources of Conflict- organizational Change and Techniques.

References

1. AUTHOR Book
2. H. Joseph Reitz Behaviour in Organisation
3. Hugh J. Arnold and Danial C Feldman Organisational Behaviour
4. Joe Kelly Organisation Behaviour
5. R. Wayne Mondy, Arthur Sharplin and Edwin B. Flippo Management: Concept and Practice
6. V.S.P. Rao and P.S. Narayana Organisation Theory and Behaviour
7. Robbins and Seema Sanghi Organisation Behaviour

SEMESTER-III

MB-301 (BUSINESS POLICY AND STRATEGIC MANAGEMENT)

UNIT – I

INTRODUCTION

Concept, Characteristics and Dimension of Strategic Management-Emergence of Strategic Management-Concept in the corporate World. Forces Necessitating the Adoption of Strategic Management-Concept by Foreign as well as Indian Companies Corporate Strategy Concept, Components and Functions. Concept of Corporate Vision, Purpose and Mission. Objectives and Goal-Need for Setting Corporate Objectives. Process of Setting Corporate Objectives.

UNIT – II

ENVIRONMENTAL ANALYSIS

Micro and Macro-environment-Concept and Forms-Environmental Scanning , Environmental Appraisal, SWOT Analysis, Impact of Environment on Business decision.

STRATEGIC CAPABILITY

Nature and Significance of Corporate Capability. Analysis of Corporate Capability. Concept of Synergy. Analysis of Synergy for Strategy Making.

UNIT – III

CORE COMPETENCE

Concept of Core Competence and its Features. Identifying Core Competence of a Firm. Core Competence and Leveraging. Significance of Core Competence Concept in Strategy Making.

VALUE CHAIN ANALYSIS

Concept of Value Chain Analysis. Types of Value Activities. Value Chain Analysis and Linkages. Value system. Significance of Value Chain Analysis in Strategy Making.

UNIT – IV

STRATEGIC CHOICES

Corporate Level strategy Forms and their uses –Business Level. Strategy-forms and their formulations. Functional strategy – Forms and their implications. Corporate Portfolio – Matrix Analysis, BCG Matrix & GEC Model.

UNIT – V

STRATEGY INTO ACTION

Strategy Evaluation and Control. Nature, importance & Participants Strategic control, Operational control, Techniques of Strategic Evaluation & Control

Reference Text Books

1	Azhar Kazmi	Business Policy
2	A.Nag	Strategic Management: Analysis, Implementation and Control.
3	William F. Glueck	Strategic Management and Management Policy.
4	Michael Porter	Strategic Management
5	S.B. Budhiraja and Atheya	Cases in Strategic Management
6	Whelerand Rangarajan	Concepts in Strategic Management and Business Policy
7	Jay, B. Barney and William, S. Hesterly	Strategic Management and Competitive Advantage.

MB-302 (COMPUTER APPLICATION AND MANAGEMENT INFORMATION SYSTEM)

UNIT – I

COMPUTER APPLICATION

INTRODUCTION TO COMPUTER HARDWARE

Computer System as Information Processing System. Types of Computer Systems, Components of Computer, Factors Influencing PC Programme.

UNIT – II

INTRODUCTION TO MODERN INFORMATION TECHNOLOGY

Basic Idea of topologies; ring, bus, star and mesh, LAN, WAN and MAN, E-mail, Internet Technologies : Client / Server Model, Distributed Computing, Web-related concepts : E-commerce, E-business, Conferencing, etc.

INTRODUCTION TO OPERATING SYSTEMS

Software Needs, Operating systems basic : multitasking, multiprocessing, multiprogramming, application software, DOS, Windows, Explores, Print Manager, Control Panel; My Computer, Paint Brush, Accessories.

UNIT – III

WORD PROCESSING

Meaning and Role of Word processing in Creating of Documents, Editing, Formatting, Printing Documents, Using Tools such as Spelling Check, Thesaurus etc. in Word Processor (MS-Word).

ELECTRONIC SPREADSHEET

Structure of Spreadsheet and its Application to Accounting, Finance and Marketing functions of Business. Creating a Dynamic/Sensitive Worksheet. Concept of Absolute and Relative Cell Reference. Using Built-in Functions. Goal seeking and Solver Tools. Using Graphics and Formatting of Worksheet. Sharing Data with other Desktop Applications. Strategies of Creating Error Free Worksheet (MS-Excel). Practical knowledge in Wings Accounting (Software).

UNIT – IV

COMMUNICATION AND NETWORKING Introduction to DBMS

DBMS Architecture Data Organisation (Searching, Sorting Files, Records Indexes). Professional Databases and their Features. Concept of Data Organisation in MS Access.

RDBMS

Oracle - Introduction to Oracle Database Query Language - SQL

INTERNET

Concepts and Technologies. Client/Server Model of Computing. Distributed Computing. Web Related Concepts: Mark-up Languages, Client-Side, Script, Server-Side Script etc. E-mail. FTP, Chatting, Conferencing etc.

UNIT – V

MANAGEMENT INFORMATION SYSTEM

Concept of Management Information System. Role of Management Information System in Managerial Decision Making. System Approach and Management Information System. Sources of Information. Computerized Management Information System and its Advantages. Selecting a Computer Selection and Training of Computer Personnel.

Organisational Aspects of Computerized Data Processing. Evaluation and Control of Data Processing. Office Automation System, Decision Support Systems, Executive Support Systems, Expert Systems.

System Analysis and Design. System Life Cycle, Data Flow Diagram. Data Dictionary. Simon's and Anthony's Models in Information System.

Reference Text Books

1. Agrawal, Kamlesh, N, and Agarwal, Deeksha : Business on the Net-Introduction to E-Commerce
2. Bajaj Kamlesh K & Nag Debjani : E-Commerce-The cutting Edge of Business.
3. Burch John and Grudnitski Gary : Information System Theory and Practice.
4. Goyal : Management Information System.
5. Kanter : Managing with information.
6. Yeats : System Analysis and Design
7. Summer, M. : Computers Concept and Luses.

MB- 303 (BUSINESS LEGISLATION)

UNIT – I

Essential of a Valid Contract. Void Agreements. Performance of Contacts. Breach of Contact and its Remedies. Quasi Contract.

The Sale of Goods Act 1930. Formation of a Contract. Rights of an Unpaid Seller.

UNIT – II

The Negotiable Instruments Act 1881-Amended Provisions. Negotiation and Assignment. Holder - in - Due Course. Dishonor and Discharge of a Negotiable Instrument.

The Indian Companies Act 1956. Nature and Types of Companies. Memorandum and Articles of Association. Prospectus, Allotment of Shares.

UNIT – III

Shares and Share Capital. Membership. Borrowing Powers. Management and Meetings. Accounts and Audit. Corporate Arrangements and Reconstruction.

Prevention of Oppression and Mismanagement. Consumer Protection Act and its Provisions.

UNIT – IV

Cyber Laws

Patent Right. Intellectual Property Right. Foreign Exchange Regulations: FEMA, RBI guidelines. Information Technology Act, 2000- An overview.

UNIT – V

The Competition Act, 2002: Concepts and explanations of some Important terms -establishment, Composition and Powers of competition Commission of India - Competition advocacy - Powers of Central government to grant exemption, to issue and to supersede Competition Commission of India.

Reference Text Books

1. Singh, A, - The Principles of Mercantile law
2. Kuchal, M.C., - Business Law.
3. Kapoor, N.D., - Business Law
4. Singh, A., - Company Law
5. Kuchal, M.C., - Modern India Company Law
6. Kapoor, N.D., - Company Law incorporating the Provisions of the Companies Amendment Act.

MB 304 (SUMMER TRAINING PROGRAMME)

In the second year, all students will have to undergo summer training of and not less than 04 weeks with an Industrial, business or service organization by taking up a study on various aspects of the organisation. The conditions of successfully completing the course shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the Department in organizations as approved by the Director from time to time. Each student will be required to submit a training report to the Course Director of the work undertaken during this period within one month from the date of the completion of the training for the purpose of evaluation.

OBJECTIVE

The objective of the summer training programme is to impart training to the management students in business units. During the period of training a student undergoes rigorous training in acquiring skills for managing business in the light of the theoretical concepts, tools and techniques, which they acquire in the classroom teaching.

TYPE OF TRAINING

The training may be imparted under the supervision of the Department in organizations as approved by the course director or as suggested by the organization and approved by the director.

SYNOPSIS

A Synopsis should include the following :

- (a) Title of the summer training Report
- (b) Rationale behind the study
- (c) Objectives behind the study
- (d) Hypothesis
- (e) Methodology of the study
- (f) Proposed Chapters

The synopsis shall be normally Prepared in two to three foolscap Phages in Consultation with the Supervisor and thereafter submitted to the Director, MBA Course for its approval Subject to the recommendation of the supervisor.

The topic of the summer training Report shall be decided by the Candidate in Consultation with the supervisor/guide of the organisation under Whom the Candidate shall receive the training.

TRAINING REPORT

Students are required to keep in mind the following points while preparing the training report after undergoing the full/8-10 weeks training:

- a) Submission of the manuscript of the training report prepared by the candidate to the supervisor for his comments and approval.
- b) Before binding the training report the students should ensure that it contains the following:
 - Photocopy of the letter of introduction issued by the Director.
 - Work certificate of the organization in which they have worked for full/ 04 weeks
 - Supervisor's certificate as following:

Certified that Mr./Ms Class Roll No Session prepared the training report Entitled Under my general supervision in fulfillment of the requirements of the MBA Course of the Patna University.

Signature of the Supervisor

If any training report is received without he above documents, the Examiners will not examine it.

LENGTH OF THE TRAINING REPORT

The length of the training report may be about fifty-five double spaced typed pages (A4 Size) excluding appendices and exhibits. However, ten percent variation on either side is permissible.

SUBMISSION

Two typed copies of the training report are to be submitted to the Director. MBA Course within one month from the date of the Completion of the training. The candidate will retain the third copy for the purpose of the training Viva - voce.

MB 305 (PROJECT STUDY)

GUIDELINES FOR PROJECT REPORT

Students of the MBA Course are required to offer project report as one of the papers. It is offered at MBA Part II stage. They are required to prepare a report on the topic of the Project incorporating the details of their working and main findings and suggestions.

Since right from the selection of the topic for project work through preparation of synopsis and finally writing project report involve compliance with certain procedures, it is advisable for a MBA student offering project report to keep the following guidelines in their mind:

1. OBJECTIVE

The objective of the project study is to help the student develop ability to apply multi disciplinary concepts, tools and techniques to solve organizational problems.

2. TYPE OF PROJECT

The project may be offered in Finance, Marketing, Human Resource and general areas of Management.

3. SUPERVISOR

The project work shall be done under the supervision of the Permanent teacher of the Deptt. of Applied Economics and Commerce, Patna University, Patna.

4. DESIGN

The Project report as a Paper shall involve two aspects viz:

- (a) Selection of title and preparation of synopsis in Consultation with the supervisor,
and
- (b) Writing of the Project Report.

5. SYNOPSIS

A synopsis should include the following :

- (a) Title of the Project study
- (b) Rationale behind the study
- (c) Objectives behind the study
- (d) Methodology of the study
- (e) Proposed Chapters

The synopsis shall be normally proposed in two to three foolscap Pages in consultation with the supervisor. It should be recommended by the supervisor and thereafter submitted to the director, MBA course for its approval for the Convenience of the students, a list of topics for the project study may be procured from the office of the MBA course of the Deptt.

6. PROJECT REPORT

Students are required to keep in mind the following points while preparing the Project report:

- (a) Submission of the manuscript of the project report prepared by the candidate to the supervisor for his Comments and approval.
- (b) Before binding the project report the students should ensure that it contains the following:
 - (a) Supervisor's Certificate as follows:

Certified that Mr./Ms Class Roll No Session prepared the project report under my general supervision in fulfillment of the requirements of the MBA course of Patna University.

Signature of the supervisor

If any project report is received without the above documents, the Examiners will not examine it.

7. LENGTH OF THE PROJECT REPORT

The length of the Project report may be about seventy five double spaced type pages (A4 Size) excluding appendices and exhibits. However, ten percent variation on either side is Permissible.

8. SUBMISSION

Two typed copies of the Project report are to be submitted to the Director, MBA course. The candidate will retain the third copy for the purpose of the Project with Examination.

MB-306 VIVA-VOCE

General Viva-voce carrying 100 marks shall be conducted by a duly constituted examination board. The general viva-voce shall encompass the entire Course of study.

SEMESTER-IV (A)

OPTIONAL GROUP - IV

MB - 4F1 (SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT)

UNIT – I

INTRODUCTION TO INVESTMENT AND SECURITIES

Meaning of Investment. Investment and Speculation. Investment and Gambling, Investment Objectives, The Investment Process.

Investment Alternatives : Negotiable Securities - Equity Shares, Preference Shares, Debentures, Bonds, Government Securities, Money Market Securities - Treasury Bills, Commercial paper, Certificate of Deposits, Mutual Funds.

UNIT – II

PRIMARY MARKET AND SECONDARY MARKET

Relationship between Primary and Secondary Market. Functions of Primary Market. Parties Involved in New Issues -Managers, Registrars, Underwriters, Bankers Statutory Agencies, Function of

Stock Exchange Share Groups. Settlement Cycle Carry Forward System, Over the Counter Exchange of India (OTCEI) Listing of Securities.

UNIT – III

SECURITY MARKET ANALYSIS : Fundamental analysis, Financial and Technical Analysis.

Efficient Market Theory - Random Walk Theory, Form of Efficient Market Hypothesis, Market Inefficiencies.

UNIT – IV

PORTFOLIO ANALYSIS

Traditional Portfolio Analysis. Effects of Combining Securities. Markowitz Risk - Return Optimisation..

PORTFOLIO SELECTION

Risk and Investor Preferences. Constructing the Best Portfolio. Sharp Simple Portfolio Optimisation. Significance of 'Beta' in Portfolio. Traditional Portfolio Selection.

UNIT – V

CAPITAL MARKET THEORY

Capital Market Theory (CAPM), CAPM and the Real World. Arbitrage Pricing Theory.

PORTFOLIO REVISION

Meaning of Portfolio Revision. Need for Portfolio Revision. Portfolio Revision Strategies. Portfolio Revision Practice Constraints in Portfolio Revision.

Reference Books:

1. Investment & Portfolio Management –Prasanna Chadra
2. Security Analysis & Portfolio Management-S Kavin
3. Investment Management - V.K. Bhalia
4. Security Analysis and Portfolio Management - Fischer Donald E. And Jordan Ronald J.
5. Investment Analysis and Portfolio Management - Khatri

MB - 4F2 (MANAGEMENT OF BUSINESS TAXES)**UNIT – I****RATIONALE OF BUSINESS TAXATION**

Determination of Tax Liability

- Types of Taxation and system of Taxation
- Forms of Taxes – Structure of Business Taxes in India. Important Provisions in income tax act regarding deduction of tax at source, Advance Payment of Tax, set off & Carry Forward of Losses.

UNIT – II**TAX PLANNING BY A BUSINESS ENTERPRISE**

Concept of Tax Planning. Tax Evasion and Tax Avoidance. Method of Tax Planning Limitations of Tax Planning

Tax implication of foreign activities of an Indian enterprise.

Tax incentives for earning in foreign currency –Double Taxation Relief –transfer pricing

UNIT – III**TAXATION AND BUSINESS DECISIONS**

Taxation and Choice of Form of Business organization, Taxation and Inventory Valuation, Taxation and Choice of depreciation methods, Explanation and Diversification. Make or buy Decisions. Repair, Replacement, Renewal or Renovation. Renovation of an Asset, Shutdown or Continue Decision.

UNIT – IV**TAXATION AND FINANCING DECISIONS**

Taxation and Capital Structure, Taxation and Lease Financing, Foreign Collaborations, Amalgamation and Mergers.

Taxation and Dividend Policies Tax Considerations in Dividend Policy and Bonus Issue.

UNIT – V**PROVISIONS IN CENTRAL SALES TAX ACT**

Regarding Levy of Sales tax and Determination of Turnover. Implication of VAT to corporate Income.

PROVISION UNDER INDIAN CUSTOMS ACT

Valuation of Excisable Goods. Central Excise Licensing Procedure. Exemption from Excise Duty Levies.

Reference Books

1. Taxman : Nabhi Publication
2. Ahuja : Malhotra Publication
3. V.K. Singhanian : Direct Tax Planning
4. V.K. Singhanian : Indirect Taxes
5. S.P. Kampani : Valuation under Excise Law
6. R.K.Jain : Central Excise Manual
7. D.D. Shah : A Treatise on Tax Planning

MB - 4F3 (INTERNATIONAL FINANCIAL MANAGEMENT)

UNIT – I

GLOBAL FINANCIAL ENVIRONMENT

Sources of International Finance - International equity (ADR, GDR & IDR). Objective of Financial Management in a Multinational Corporation. Functions of International Financial Management. Spots and Forward Exchange Rates -Cross Rate -Inter -Banking dealing –Quotations.

UNIT – II

INTERNATIONAL FINANCING DECISIONS

Euro-Money and Eurobond Markets, Size of the Euro Currency Market, Growth of Euro , Dollar Market, International Bond Markets. International Equity Markets, Foreign Equity Market and their Comparative Performance.

UNIT – III

FOREX AND FINANCIAL DERIVATIVES

Foreign Exchange Markets, Exchange Rates, Exchange Rate Theories- Mini parity,

Purchasing Power Parity, Balance of Payments, Stable and Flexible Exchange Rate, Fischer Effect, International Fischer Effect, Currency Futures and Currency options. Currency Swaps and Interest Rate Swaps.

Foreign Exchange Risk Management-Concept-transaction and translation - accounting treatment of transaction and translation.

UNIT – IV

INTERNATIONAL PORTFOLIO INVESTMENT

Economic Determinants. The National FDI Policy Framework. International Capital Asset Pricing Model (ICAPM).

INTERNATIONAL CAPITAL BUDGETING

Issues and Strategic Considerations in International Capital Budgeting. The Adjusted present Value Approach (APV).

- Cost of capital vs financial risk. Exchange and political risk.

- Comparing cost of equity and debt.

UNIT – V

INTERNATIONAL WORKING CAPITAL MANAGEMENT

International Cash Management, International Receivables Management, International Inventory Management.

Reference Books

1. International Financial Management-P.K.Jain, Peyrard and Yadav.
2. International Financial Management-P.G. Apte
3. International Financial Management-Jeff Madura
4. International Financial Management - V. Sharan

MB - 4F4 (FINANCIAL DECISION MAKING)

UNIT – I

INTRODUCTION

Nature and Dimension of Financial Decisions, Key Variables of Financing and Investment Decisions.

UNIT – II

FINANCING THROUGH LONG TERM & SHORT TERM SOURCES OF FUNDS

Economics Evaluation of Shares and Debentures as Sources of Long Term Funds use of Equity Stock, rights, Preferred Stock, Bond, Debentures and warrants, Financing through Term Loans.

FINANCING THROUGH SHORT TERM SOURCES

Trade Credit as a Means of Financing : Terms of Trade Credit, Decision on the Use of Trade Credit. Accrual Accounts as Spontaneous Financing.

Commercial Paper: Concept and Genesis of Commercial Paper. Potentiality of Commercial Paper as a Source of Short Term Financing, Procedure of obtaining Bank Finance.

UNIT – III

CAPITAL STRUCTURE AND LEVERAGE

An overview of Capital Structure and Valuation of a Firm, Net Income Approach, Net Operating Income Approach.

FINANCIAL LEVERAGE

Meaning and concept of operating & financial leverage. Impact of Financial Leverage on EPS, Combining Operating and Financial Leverages, Determining Optimal Point of Leverage for a Firm.

UNIT – IV

LONG TERM INVESTMENT DECISIONS

Decisions Relating to Internal Investment Opportunities : Components of Investment Analysis. Net Investment, Salvage Value, Capital Gains and Losses. Net Cash Benefit,

Depreciation, Criteria for Evaluating Investment Projects: Average Rate of Return Method, Payback Period Method, Present Value Method, Internal Rate of Return Method, Incorporating Risk and Uncertainty in Investment Decisions.

UNIT – V

DIVIDEND DECISIONS

Gordon, Walter and Modigliani - Miller's Models of Dividend Decision and Valuation of a Firm.

Inflation and Expected Returns, Yield Curves and their-Use.

Reference Books

1. Financial Decision Making :
Text, Problems & Cases - R.M. Srivastava
2. Financial Management - I.M. Pandey
3. Financial Management - Khan & Jain

MB - 4F5 (WORKING CAPITAL MANAGEMENT)

UNIT – I

INTRODUCTION

Concept of Working Capital, Importance of Working Capital, Determinants of Working Capital, Components of Working Capital, Management of Working Capital.

UNIT – II

WORKING CAPITAL DETERMINATION

Estimating Working Capital Requirements, Optimal Working Capital.

UNIT – III

WORKING CAPITAL POLICY

Types of Working Capital Policy, Conservative, Aggressive and Moderate working Capital Policy.

UNIT – IV

MANAGEMENT OF COMPONENTS OF WORKING CAPITAL

Management of Cash-Motive for Holding Cash and Marketable Securities, Forecasting Cash flows, Measures of Liquidity, Determining optimum, Level of Cash Balance) Baumol Model, Beranek Model, Miller-orn Model, Stone Model.

UNIT – V

Receivables Management - Determining the Appropriate Receivable Policy— Marginal Analysis - Credit Analysis and Decision.

Inventory Management - Kinds of Inventories

- Benefit and costs of Holding Inventories
- Inventory Management and valuation
- Inventory Control Models

Short-Term Financing-Programming Working Capital Management- Integrating Working Capital and Capital Investment Processes (Financing Current Assets Excluded).

REFERENCES BOOKS

AUTHOR	BOOK
Bhalla, V.K.	Working Capital Management :Text and Cases
Hampton JJ & Wagner CL	Working Capital Management
Scherr, F.E.	Modern Working Capital Management

MB - 4F6 (MANAGEMENT OF FINANCIAL INSTITUTION AND SERVICES)

UNIT – I

INTRODUCTION

Financial Institutions in India : Objectives and Role.

DEVELOPMENT BANKS

Objective, Functions and Financing Policies and Practises of Indian Development Bank. Promotional Role of Indian Development Banks and their Financial Services.

UNIT – II

INVESTMENT INSTITUTIONS

Objectives, Operational Policies and Practices of LIC and GIC.

NON - BANKING FINANCE COMPANIES

Nature, Significance, Types.

UNIT – III

COMMERCIAL BANKS

Performance Appraisal of Commercial Banks in India. Recent Development and Challenges. Corporate Governance and TQM in Banking. Universal Banking. Relationship Banking. Asset Liability Management.

MANAGEMENT OF DEPOSITS

Relevance of Marketing Approach to Deposit Mobilisation in a Bank. Formulating Marketing Strategy for Deposit Mobilization by a Bank.

UNIT – IV

CREDIT MANAGEMENT

Principles of Lending. New credit Policies of Commercial Banks in India and their Implementation. Content of Credit Policy of a Bank.

UNIT – V

MUTUAL FUNDS

Concepts, Objectives, Functions and Types of Mutual Funds in India. Policies and Practices of Indian Mutual Funds in Regard to Mobilisation of Resources and their Deployment. Future of Mutual Funds in India.

VENTURE CAPITAL FUNDS

Objectives, Policies and Operations of Venture Capital in India.

Reference Books:

My Khan

Financial Services

R.M. Srivastava

Management of India Financial Institution

HR Machiraju

Indian Financial system

Bhole, L.M.

Financial Institution and Markets

SEMESTER-IV (B)

MB 4M1 (CONSUMER BEHAVIOUR)

UNIT – I

INTRODUCTION

Consumer Behaviour : Scope, importance and Interdisciplinary nature. The consumer research process, quantitative and qualitative research Market segmentation : Importance and use bases of segmentation. Effective targeting and segmentation strategies, Socio cultural influences on consumer behaviour : culture, sub-culture, cross culture, social class, reference groups, family roles.

UNIT – II

Consumer Motivation : Needs, goals and their interdependence, Rational Vs emotional motives, Dynamic Nature of motivation. Motivational research. Personal and Psychological influences : Age, Lifestyle, Personality, Self-concept, motivation, learning, attitude. Role of personality in understanding consumer diversity, self image and variety consumer behaviour.

UNIT – III

CONSUMER PERCEPTION / ATTITUDE & PERSONALITY

Consumer perception : Absolute and differential threshold, Perceptual selection, organisation and interpretation, Product and Service positioning, perceived price quality and risk. Manufacturer's Image.

Attitude formation and change: Attitude and its formation, cognitive dissonance theory and attribution theory.

UNIT – IV

CONSUMER DECISION MAKING

Consumer decision-making models: Howard Sheth Model, Engel Blackwell, Miniard model, Nicosia models of consumer decision making Diffusion of innovations : Process of diffusion and adoption, innovation, decision process, innovator profiles. Consumer gifting behaviour, relationship marketing.

Personality and consumer behaviour:

Nature of Personality, Freudian, non-Freudian and trait theories, Product personality and brand personification.

UNIT – V

CONSUMER AND SOCIETY

Consumer and Society: Consumerism, Consumer protection, Consumer right and consumer education, legal consideration, Introduction to E-buyer behaviour, trends in E-buyer behavior, mortar.

Reference Text Books :

1. Consumer behaviour and marketing strategy – Paul Peter
2. Consumer behaviour – Schiffman & Kannk

- | | |
|------------------------------------|-----------------------|
| 3. Consumer behaviour | – Coney |
| 4. Consumer behaviour | – Engel and Blackwell |
| 5. Consumer behaviour in marketing | – John Howard, A |

MB 4M2 (ADVERTISING AND INTEGRATED MARKETING COMMUNICATIONS)

UNIT – I

Introduction to Advertising : Concept of Advertising and Integrated Marketing Communication, History of advertising, Classification of advertising, The advertising world; Advertisers, Advertising agencies, and Media. Economic Social and Ethical issues in Advertising, Advertising Regulation, Role of ASCI and other regulatory bodies.

UNIT – II

Planning and executing an advertising campaign : Setting the advertising objective, Response Hierarchy models, DAGMAR, Defining the target audience, Apportioning the advertising Budget. The Advertising Agency: Agency structure, Flow of work in an Agency, Agency Compensation.

UNIT – III

Media Strategy : Types of media, Media characteristics, Media objective, Evaluation of Media, Media Measurement in India, Media selection and scheduling, Media Buying.

Creative Strategy : Positioning strategy, Creative approaches, Creative style, Mood and appeal of the message, The Big Idea, Elements of the message Copy. Appeal of the message, Comparative Advertising.

UNIT – IV

Testing Advtg. Effectiveness : Communication and sales Effectiveness, Various methods of Pre& Post testing.

UNIT – V

Other Tools of Promotion : Public Relations, Direct marketing, Sales Promotion, Merchandising, Event Marketing.

Reference Text Books:

1. Advertising Management – Asker David, Myers and Batra
2. Advertising and IMC -Tom Dunca
3. Advertising and Sales Promotion - Kazmi and Batra
4. Integrated Advertising Promotion and Marketing Communications-Clow and Baack
5. Advertising Procedures - Otto Kleppner
6. Advertising Management: Borden and Marshall
7. Advertising Management - Mohan M.
8. Advertising Management - Rathore

MB 4M3 (STRATEGIC MARKETING)

UNIT – I

STRATEGIC MARKETING

Concept and Importance. Market situation Analysis-Analysis of Competitions Strategies and Estimating their Reaction Pattern and Competitive Position.

UNIT – II

MARKET LEADER STRATEGIES

Expanding the Total Market, Protecting Market Share, Expanding Market share.

UNIT – III

IDENTIFYING THE MARKET STRUCTURE AND TRENDS

Broad Market Characteristics. Market Segments, Structural Market Changes, Industry Structure, Technology Assessment, Product Life Cycle, Cost Dynamics - The Experience Curve.

UNIT – IV

BALANCING CUSTOMER AND COMPETITOR ORIENTATION :

Industry Segmentation and Competitive Advantage. Competitive pricing, Competitive Advertising. Role of Sales promotion in Competitive Marketing.

UNIT – V

PRODUCT DIFFERENTIATION AND BRAND MANAGEMENT

Brand Management: understanding brands in relation to brand personality, brand image, brand identity, brand equity, value addition from branding, brand loyalty, financial aspects of brands, Industrial, retail and service brands.

Brand Positioning : Definition, Component of brand positioning, perceptual mapping, repositioning strategies.

Reference Text books :

- | | | |
|---|---|-------------------------------|
| 1 | Strategic marketing | Carvens, D.W. |
| 2 | Brand positioning strategies
for competitive advantage | Sengupta, Subroto |
| 3 | Marketing Planning for Services
A | Me Donald, Malcom and Payare, |

MB 4M4 (INTERNATIONAL MARKETING)

UNIT – I

IMPORTANCE AND CHALLENGE OF INTERNATIONAL MARKETING :

Definition of International Marketing, Domestic Marketing Vs International Marketing. Categories of International Marketing Involvements. International Marketing Task. Nature of International Marketing Management, Characteristics of International Marketing Executives.

UNIT – II

ANALYSIS OF INTERNATIONAL MARKETING ENVIRONMENT AND IDENTIFYING FOREIGN MARKETS

Political Considerations and Governmental Influences. Cultural and Social Dynamics Economic Development and Geographical Conditions, Competitive condition, Legal and Financial Influences.

UNIT – III

PROMOTION OF INTERNATIONAL MARKETING BY GOVERNMENTAL AND NON GOVERNMENTAL AGENCIES

Activities at Super-National, National and Sub-National levels, Governmental Agencies involved in Promoting International Marketing, Non-Governmental Agencies Involved in Promoting International Marketing. International Promotion Management: Advertising, Personal Selling, Sales Promotion and Public Relations.

INTERNATIONAL MARKETING INTELLIGENCE AND RESEARCH :

Analysis of World Market, Market Analysis, Purposes and Methods, Marketing Intelligence, International Marketing Research.

UNIT – IV

INTERNATIONAL PRICING DECISIONS

Price Escalation, International Transfer Pricing, Pricing Strategy, Factors Influencing. The Establishment of International Prices, Export Pricing Differential Pricing.

UNIT – V

INTERNATIONAL DISTRIBUTION SYSTEM AND LOGISTICS

International Marketing Channel Decisions, Importance and Scope of Channel Decisions, Channels between Nations, International Physical Distribution Decisions, Nature of Physical Distribution. The systems concept. Trade Terms, Structure of International Physical Distribution.

Reference Text Books :

1. Onkvsit, Sak and Shw International Marketing Analysis & strategy
2. Keegan Global Marketing Management
3. S.B. Bhattacharya Export Marketing, Strategies for success
4. R. Sauthy & V. Terpstra International Marketing
5. S.C. Jain International Marketing Management
6. Saxena and Kapoor International Marketing

MB 4M5 (SALES, DISTRIBUTION AND RETAIL MANAGEMENT)

UNIT – I

SALES MANAGEMENT

Nature and scope, setting and formulating personal selling objective, recruiting and selecting sale personnel, developing and conducting sales training

programmes, designing and administering compensation plans, supervision of sale personnel, motivating sales personnel, sales meetings and sales contests, designing territories and allocating sales efforts, objectives and quotas for sales personnel, planning of sales force, developing and managing sales evaluation programme, sales cost and its analysis

UNIT – II

DISTRIBUTION MANAGEMENT

An overview of marketing channels, their structure functions and relationships, channel intermediaries - wholesaling and retailing, logistics of distribution, channel planning, managing marketing channels marketing channel policies, performance assessment of marketing channels.

UNIT – III

a) Retail Management

Concept, types of retailers, retailing in India, changes in retailing in India, shopping trends in the Indian retailing sector, retail outlet location set up, concept of merchandise management sales forecasting in retailing. HRM in retailing, customer loyalty, application of IT in retailing, retail logistics, Supply Chain Management in retailing.

b) Retail Economics and Classification

Economic significance of retailing. The Retail Environment foreign direct investment in Retail in India.

Classification : Retail Institutions by ownership, Store Based Retailing - Electronic and non store Retailing and other forms of non traditional retailing.

c) STORE PLANNING AND MANAGEMENT

Store Planning: Store planning Design and layout, Retail merchandising, pricing in retailing, importance of supply chain management in Retailing.

Management of Store :

Store Management Responsibilities, Recruitment and selection of store employees, motivating and Managing store employees, evaluation of store employees, compensation and rewarding of store employees, controlling costs, reducing inventory cost.

Reference Text Books :

1. Anderson. R, Professional personal selling, Englewoods Clifffs, Prentice Hall Inc, New Jersey.
2. Buskirk R.H. and Stanton W.J. Management of Sales Force, Homewood, Illinois.
3. J Dalrymple D.J. Sales Management, Concepts and Cases, John Wiley, New York.
4. Michael Levy and Weitz Barton A, Retailing Management, Irwin, London.
5. Gupta S.L., Sales & Distribution Management, Excel Books, New Delhi.
6. [Michael Levy, Barton A. Weitz - Retail Management.

7. Barry Berman & Joel R. Evans - Retail Management - A Strategic Approach.

MB 4M6 (SERVICES MARKETING)

UNIT – I

introduction to services marketing: distinctive aspects/characteristics of service marketing, differences between services and goods, The Service and Relationship imperative, Customer involvement and perception.

UNIT – II

Scope and growth of services marketing: contribution of services to the national economy. growth of service marketing in the Indian scenario, the services marketing environment, classification of services, future trends.

UNIT – III

Services marketing management: service marketing organization, internal customers, internal marketing, marketing research application in the services marketing, marketing planning process in services, strategic issues in services marketing, system approach to services marketing, positioning in services marketing : role and importance, positioning maps, communication issues in service positioning.

UNIT – IV

Services marketing mix: pricing issues in services marketing, promotion management in services marketing, logistics and distribution in case of services marketing, the people element in services marketing, physical evidence and process issues, Measurement of service quality.

UNIT – V

Application of services marketing: marketing of banking services, insurance, hotel and hospitality services, health care, tourism etc - their nature and scope

Misc. issues in service marketing: after sales service, its importance to the consumer and industrial markets, relationship building with the service customers.

Reference Text Books

- | | | |
|--------------------------------------|---|-------------------|
| 1. Services Marketing | : | Helen Woodruffe |
| 2. Services Marketing | : | Lovelock |
| 3. Services Marketing | : | Ziethmal & Bitner |
| 4. The Essence of Services Marketing | : | Newton M.P. Payne |

SEMESTER-IV (C)

MB- 4H1 (MANAGEMENT OF INDUSTRIAL RELATIONS)

UNIT – I

Industrial Relations: Conceptual Framework

Concept of Labour and Management and their role in Modern Economic System. Concept of Industrial Relations and its Scope. Factors Affecting Industrial Relations. Pre-requisites of successful Industrial Relations Programme.

UNIT – II

Evaluations of Industrial Relations

Industrial Relations in India -A Historical Perspective. A critical Evaluation of the Industrial Relations Schemes in India.

UNIT – III

The Concept of Collective Bargaining and its Usefulness as a Mechanism of the Settlement of Industrial Disputes. Principles of Effective Bargaining. Contents and Forms of Collective Bargaining. Pre-requisites of the Effective Collective Bargaining. Collective Bargaining in India - its Dominant Features.

UNIT – IV

Workers' Participation in Management: Concept, Objectives, Forms and Significances. Schemes of Workers' Participation in management: Contents, Functioning and their Evaluation.

UNIT – V

TRADE UNION

Objectives of the Trade Union Act. Definition of a Trade Union. Registration of a Trade Union, Duties and Liabilities of a Registered Trade Union. Rights, Privileges, Obligations and Liabilities of a Registered Trade Union Strikes and Lockouts, Layoff and Retrenchment.

THE INDUSTRIAL DISPUTES ACT, 1947

Definition and Causes of Disputes. Settlement of Industrial Disputes.

References

1. Bhogliwal, T.N. Industrial Relation in India
2. Heckman I.L. and Hunuyager S.C. Management of Personnel Function
3. I.I.P.M. Personnel Management In India
4. Mehrotara, S.N. Labour Problems in India
5. Owen, W.V. and Finston, H.V. Industrial Relations Labour Acts Concerned and Any Book on Industrial Law

MB- 4H2 (MANAGEMENT OF INDUSTRIAL AND GROUP PROCESSES)

UNIT – I

INTRODUCTION

Definition. Nature and Types of Groups. Groups as a Medium of Learning.

Group Formation and Development

Reasons of Joining Groups. Phases of Group Development.

UNIT – II

GROUP COHESIVENESS

Meaning of Group Cohesiveness. Cohesiveness and Interaction. Cohesiveness and Social Influencing. Cohesiveness and Satisfaction. Improving Group Cohesiveness.

UNIT – III

COMMUNICATION IN GROUPS

Direction of Communication and Communication Network

UNIT – IV

GROUP DECISION-MAKING

Group Synergy and Team Building.

INTER-GROUP CONFLICT

Nature of Conflict. Sources of Conflict Settlement of Inter-Group Conflict.

UNIT – V

GROUP INFLUENCES

Concept of Influences. Characterisation of Agents Responsible for Influences. Targets of Influences.

References

1. Bennis, W.G. Essay in Interpersonal Dynamics
2. Jone Kelly Organisational Behaviour
3. Kolasa, B.J. Introduction to Behavioural: science for Business
4. Kolb D. Organisational Behavioural An Experimental Approach
5. Mainiero, K.a and Tromley, C.L. Developing Skills in Organisational Behaviour
6. More. M.D. Inside Organisations: Understanding the Human Dimensions
7. Reitz Behaviour in Organisations
8. Sharam, R.A. Organisational Theory and Behaviour
9. Shaw, M.E. Group Dynamics: The Psychology of Small Group Behaviour

MB- 4H3 (MANAGEMENT TRAINING AND DEVELOPMENT)

UNIT – I

Nature of Training. Development and Education. Distinction between Training and Development. Importance of Training.

UNIT – II

Responsibilities and Challenges to Training Managers, Benefits of Training, Determining Training Needs.

UNIT – III

Training Methods and Techniques, Make-up or aids to Training Programme, Evaluation of Training Programme

UNIT – IV

Training and Development In India.

UNIT – V

Nature and need for Executive Development, Methods of Executive Development.

References

1. Lynton, R.Pareek, U. Trainingk and Development
2. Pepper, Allan D. Managing the Training and Development Function
3. Rae, L How to Measure Training Effectiveness
4. Reid, M.A. Training interventions: Managing Employee Development
5. Senge, P. The Fifth Discipline; The Art and Practice of the Learning Organisation

MB-4H4 (MANAGEMENT OF CHANGE AND ORGANISATIONAL DEVELOPMENT)

UNIT – I

Organisational Change - An Overview.

UNIT – II

Approaches to Problem Diagnosis.

UNIT – III

Some Major Techniques of planned Change.

UNIT – IV

Steps in Organisation Development. General Organisation Development. Competencies. Organisation Development skills. Designing Interventions- Interpersonal, Team, Inter-Group and system.

UNIT – V

Evaluation of Organisation Development. Ethics of Organisation Development. Professional Future of Organisation Development.

References

1. Abad, Ahamad Developing effective Organisation
2. De Nitish Sternative Designs of Human Organisations
3. French, W.H. and Bell C.H. Organisation Development Theory, Practice and Research
4. Harvey, D.F. and Brown, D,R. An Experimental Approach to organization Development
5. Huse, F.E and cummings. T.G. Organisation Development and Change
6. Sinha, Dharni. P. Consultants and Consulting Styles

MB- 4H5 (HUMAN RESOURCE PLANNING AND DEVELOPMENT)

UNIT – I

HUMAN RESOURCE PLANNING

Concept and need for Human Resource Planning. Benefits of Human Resource Planning. Process of Human Resource Planning. Responsibility for Human Resource Planning. Organisation in Human Resource Planning. Stock Taking. Workforce. Flow Mapping. Age and Grade Distribution, Mapping Models and Techniques of Demand and Estimating Supply of Human Resources.

UNIT – II

Behavioral Factors in Human Resource Planning-Wastage Analysis Retention. Re-deployment and Exit Strategies.

UNIT – III

Developing Human Resource Strategies. Principles, Design and Administration of Select Human Resource Development system.

CAREER MANAGEMENT AND PLANNING

Performance Planning, Potential Appraisal and Career Development.

UNIT – IV

HUMAN RESOURCE DEVELOPMENT CLIMATE AND CULTURE

QWL and Management of Change. TQM and Human Resource Development Strategy. Human Resource Development Approaches for Coping with Organisational Development, Approaches for Coping with Organisational Changes

UNIT – V

HUMAN RESOURCE ACCOUNTING

Need and Objectives. Human Resource Accounting in India.

HUMAN RESOURCE RESEARCH

Concept, Objectives. Methods and Procedure of Research.

References

1. Arthur, M. Career Theory Handbook
2. Belkaoni, A.R. and J.M. Human Resource Valuation
3. Dale, B. Total Quality and Management
4. Greenhouse, J.H. Career Management
5. Mabey, C. and Salm, G. Strategic Management

MB-4H6 (LABOUR LEGISLATION)

UNIT – I

THE FACTORIES ACT, 1948

Object, Meaning of 'Factory', 'Worker' and other terms used in the Act; provisions relating to health, safety and welfare* of workers; provisions regarding approval, licensing and registration of factories; appointment and powers of the Inspecting Staff; working hours of adults; Employment of women and young persons.

UNIT – II

THE PAYMENT OF WAGES ACT, 1936

Meaning of wages; Rules for payment of wages; Authorized deductions; claims for wrongful deductions; Penalties; Contracting out.

THE EMPLOYEES' STATE INSURANCE ACT, 1948

object; the Employees' State Insurance Corporation; employees' state insurance fund; types of benefits; employees' insurance court.

UNIT – III

THE EMPLOYEES' PROVIDENT FUNDS & MISCELLANEOUS PROVISIONS ACT, 1952

Objects, features, Administration of schemes and Fund; Duties and powers of the commissioner and inspector; Contribution to the Fund; Advances and withdrawals from the Fund.

THE PAYMENT OF GRATUITY ACT, 1972

Objects; Features; Payment of Gratuity; Nominations; Determination of Gratuity amount; Recovery and protection of Gratuity.

UNIT – IV

THE WORKMEN'S COMPENSATION ACT, 1923

Object, Rules regarding computation and payment of compensation; Powers of the commissioner.

UNIT – V

THE MATERNITY BENEFIT ACT, 1961

Object, Benefits, conditions and Mode of Payment, Penalties.

FOREIGN EXCHANGE MANAGEMENT ACT, 1999

Objects, Regulation and Management, Contravention and Penalties.

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