

M. B. A. SYLLABUS

SEMESTER - II

UNIT COURSE NO. 201

Principles and Practices of Management (Paper II)

- 01 Management as a profession practice and need; Social responsibility of business; Management by objectives; Top management functions.
- 02 Entrepreneurship; Concept and approaches; Psychological factors; Training of Entrepreneurs; management practices in developing and developed countries. Similarities and dissimilarities in management practices in various industrial houses in India.
- 03 Role and development of public enterprises in the Indian economy; Control and accountability of public sector; Criteria for measurement of efficiency.
- 04 Management structure of public enterprises; Forms of organisation; Board of directors; Top Executives; Personnel Management and industrial relations in public enterprises.

Books Recommended

1. Management - A contingency and System Analysis by Harold Koontz and Cyril O Donnel.
2. Management - Tasks, Responsibilities and Practices by Peter Drucker.
3. Management Style in India by R.G. Sarian.
4. Management Theory and Practice by Ernest Dale.
5. Public Enterprises by Laxmi Narain.
6. Issues in Public Enterprises by K.R. Gupta

UNIT COURSE NO. 202

MANAGEMENT ACCOUNTING

1. Tools of Financial Analysis : Financial ratio analysis particularly relating to liquidity, leverage, activity and profitability concept of fund flows, concept of cost capital, cost of equity debt capital, retained earnings and preferred shares. The use of financial and operating leverage and the rationale of optimal capital structure and financing decision. Management of cash including bank-credit, management of accounts receivables, management of inventory, effects of inflation on working capital management.
2. Methods of Financing : Equity and preference shares  
Debentures - Terms loans - Working capital.
3. Budgeting : Budgetary control - Operating or functional budgets; finance budgets, master budgets (budgeted income statement and balance sheet), fixed and flexible budgets, capital budgets, research and development budgets, maintenance and repairs budgets; Budget key factor; periodic and continuous budgeting; Budgeting for return on investment. Break-Even analysis and Cost - Profit - Volume relationship.
4. Concept of Control; Operations control and management control- Key variables of managerial performance, Developing objective standard for measuring the key variables - Concept of responsibility budgeting - Reporting system for control.

Books Recommended

1. Financial and Administrative Accounting - C. Aubrey Smith, and J.G. Ashburne, McGraw- Hill Book Co.
2. Management Accounting - R.N. Anthony.
3. Management Accounting - S.B. Choudhari
4. Management Accounting- P.K. Ghosh
5. Budgeting - Glenn Wlesh.

UNIT COURSE NO. 203  
ORGANISATIONAL BEHAVIOUR

1. Systematic understanding of how total organisation and its component parts function. The key variables in organisation and its component part function. The Key variables in organisational planning and the choices governing alternative patterns of organisation.
2. Inter-personal and inter-group relationships in an Organisation and the impact of Indian culture, family life, values and the wider society on the organisational tasks, productivity, moral and motivation.
3. Social and organisational changes/processes.
4. Need for change and problems of change at individual group and organisational levels.

BOOKS RECOMMENDED

1. Charles Perrow: Organisational Analysis.
2. Chaudhari and Kakar: Understanding organisational behaviour.
3. Ishwar Dayal: Concept in Management.
4. Lawrence and Lorsch: Organisation and Environment.
5. Sherilekar : Organisation process.
6. Keith Davis : Human behaviours at work.

UNIT COURSE NO. 204

Production Management (Compulsory Paper)

1. Nature and scope of production management—History and development—Function Responsibilities of production manager - Modern developments in production management.
2. Production planning - Production control - Manufacturing systems - Production order - Production routine and scheduling - Maintenance of production equipment.
3. Plant location and Lay - out - Production development and designing - Investment and replacement in production management - Inventory control.
4. Production budgeting - Product pricing - Product mix Quality control and inspection.

Books Recommended

1. Buffa E.S. - Modern Production Management.
2. Goel B.S. and Gupta O.P.- Production Management

UNIT COURSE NO. 205

Marketing Management (Compulsory Paper)

1. Selling and Marketing concepts; Marketing mix; Marketing system and environment with reference to Indian context; Market segmentation; Types of markets; Service element in marketing.
2. Marketing organisation - Alternative designs; Inter-departmental conflicts with marketing; Principles and practice of market research; setting up a market research project; Role of marketing manager.
3. Market planning and budgeting; Product strategies; New product introduction; Product life cycle concept; Pricing Distribution, Promotion, Organisation, Training and control of the sales force.
4. Duties and responsibilities of the sales manager. Use of marketing ratios; Social, legal, and ethical issues in marketing; Consumerism; Behavior analysis.

Books Recommended

1. Marketing Management : Analysis, Planning & Control by Philip Kotler.
2. Sales Management - By Cunliffe L. Bolling.
3. Sale, Management Decision, Policies and Cases - by R.R. Still, E.W. Condiff, N.A.P. Govoni
4. Modern Marketing Management - by Ruston Davar

0=0=0=0

J/mbasy.2/sy11