

|| अंती पेटवू ज्ञानज्योत ||



NORTH MAHARASHTRA UNIVERSITY,  
JALGAON

Syllabus for

**Master in Management Studies  
(M.M.S.)**

**Part-Time 3 years course**

**(w.e.f. July, 1999)**

NORTH MAHARASHTRA UNIVERSITY, JALGAON

Syllabus for M.M.S. (Part-Time Three years Course)

MASTER IN MANAGEMENT STUDIES

From Academic Year 1999-2000

(I) Introduction :

1. The name of the programme shall be Master in Management Studies
2. The M.M.S. Programme will be a Part-time three years's Master in Management Studies consist of 18 papers of 1800 marks (including Practicals and a Project Work) as mentioned below :

First year

101. \* Principles and Practice of Management Science.
102. \* Personnel Management and Industrial Relation
103. \* Business Accounting and Financial Management
104. \* Marketing Management
105. \* Principles of Managerial Economics and Business Policy.
106. \* Computer Awareness

Second year

201. \* Business Policy & Strategic Management
202. \* Indian Economics, Social & Political Environment
203. \* Financial Management
204. \* MS-Office/ Windows
205. \* Organizational Behaviour
206. \* Research Methodology

Third year

301. \* Business Law
302. \* Business Applications
303. \* International Business Management
304. \* M.I.S.
305. \* Manufacturing & Technology Management
306. \* Project & Viva-voce

(II) ELIGIBILITY FOR ADMISSION:

1. Graduates of any statutory University or any candidate who has passed the Diploma awarded by recognised Board of Technical Education of any State or Central Government shall be eligible for admission to the first year of the M.M.S. Course. For Diploma holders Post-diploma work experience of minimum two years is essential in any establishment or office.
2. Any candidates, (graduate or diploma holder) who has passed the Diploma in Business Management or Diploma in Business Administration of this University or any other Recognised University having minimum duration of one year shall be eligible for admission to the Second year of the M.M.S. Course.
3. The M.M.S. Degree shall be awarded on the basis of the overall performance of the Second year and Third year of the M.M.S. Course.

4. For the performance of the first year only the statement of marks shall be awarded.

(III) Number of Lectures and Practicals :

Lectures and Practicals should be conducted as per the scheme of lectures and practicals.

(IV) Project Work and Practicals :

As a part of the course students will have to complete their project work under the guidance of internal guide and prepare a project report in 2 copies to be submitted to the Principal/Director.

The Project Work should be of such a nature that it could prove useful or be relevant from the commercial/management angle.

The project report will be duly assessed by the internal guide of the subject. It is expected that work on the project should commence from November and should be over by February of that Academic Year. Mark will be communicated by the Director to the University after receiving the Seat numbers from the University along with the marks of the internal credit for theory and practicals to be communicated for all other courses.

The project work will carry 40 marks for internal assessment and 60 marks for external viva. The external viva shall be conducted by a minimum of two external examiners.

Project Work can be carried out in the Institute or outside with prior permission of the Institute.

The external viva-voce examination for Project Work would be held in March/April.

Journals to be prepared for all practicals subject, including Commercial Applications.

(V) Assessment :

The final total assessment of the candidate is made in terms of an internal assessment and an external assessment for each course.

- (a) For each paper, 40% marks will be based on internal assessment and 60% marks for year end examination (external assessment), unless otherwise stated.
- (b) The 'division of the 40% marks allotted to internal assessment of theory papers is on the basis Written test and tutorials
- (c) The internal marks will be communicated to the University at the end of each year, but before the year end examinations. These marks will be considered for the declaration of the results.

(VI) Examination :

Examination shall be conducted at the end of the year i.e. during April/May. The viva for project report shall be normally arranged prior to the External Examination.

(VII) Standard of Passing Class Awarded

Every candidate must secure 50% Marks in aggregate and for external examination 24 out of 60 marks and for internal examination 16 out of 40 marks. For Passing in the semester examination a candidate must secure minimum 40% marks in each individual paper & internal marks separately prescribed for the semester.

1. Aggregate 70% and above .. First Class with Distinction
2. Aggregate 60 % and above .. First Class
3. Aggregate 50% and above .. Second Class
4. Below 50 % .. Fail

The M.M.S. Degree will be awarded on the basis of the performance of the second and the third year of the M.M.S. course.

(VIII) Medium of Instruction :

The medium of Instruction will be English.

- (IX) The fees recommended for this course shall be equivalent to the total fees for free seats of M.B.A. course on annual basis as would prescribed by the State Government from time to time.

FIRST YEAR  
M.M.S. 1st YEAR

101 Principles and Practice of Management Science.

1. Nature of Management - Definition, nature and scope of management. Functions of management, General Principles of Management, Administration v/s management, Levels of Management and their respective functions.

2. Development of Management Thought

Taylor and scientific management principles of scientific management - contribution of Henri Fayol, Barnard and social systems theory, contribution of Herbert Simon, Peter Drucker, Demings, contributions of Behavioural scientists and systems scientists.

Schools of management thought - Empirical Approach, Human Behaviour Approach, Contingency or Situational Approach, Operational Approach, social system approach

3. Process of Management - I

Planning - Definition and features of planning  
- Importance of planning  
- Steps in planning,  
- Types of plans, - corporate planning, strategic planning, operational planning.  
- Limitations of planning -  
Making planning Effective.

Organizing -

- Concepts and features of organization theory
- Approaches to organization Theory - Modern Organization Theory
- Design of Organizational structure  
Features of good organizational structure, layers in organisation  
Organisation chart, organisation manual.  
Departmentation, Tall & Flat structure.
- Authority and Responsibility  
Delegation - Centralisation V/s Decentralisation, Empowerment
- Pattern of Organisational Design  
Bureaucratic structure, Adaptive structure, functional structure, Divisional structure,  
Free form organisation.

4. Management Process II

Staffing - Fundamentals of staffing - sources of supply  
- selection process.

Directing- Fundamentals of directing,  
Principles of Direction.

Co-ordination - Need, Importance of Co-ordination &  
Co-operation Techniques for Effective  
co-ordination

Controlling - Meaning Importance  
- Steps in controlling - Essentials of  
effective control system,  
Control Techniques - Budget & Budgeting  
control - Standard costing Break even  
Point, Profit Volume Ratio, PERT,  
CPM Return on Investmental etc.

5. Case Study Technique Approaches.

### Reference Books

1. Management by Stoner and Freeman, Printice & Hall, New Delhi
2. Management in Global Perspective by Koontz O' Donnel, Tata McGraw Hill, Bombay
3. Management by Martin C. Cathrol
4. Modern Business & Organisation by Sarkar & Sharma, Kalyani Publishers, New Delhi
5. Principles of Management by L.M.Prasad. Himalaya Publication Mumbai.
6. Modern Business & Organisation by Sherlekar & Sherlekar, Himalaya Publications, Mumbai.
7. Management Principles & Practice by Srinivas & chunawala, Himalaya Publications, Bombay
8. Management by Peter Drucker, Printice Hall, N, Delhi.
9. Management & Organisation by Louis A. Allen
10. Management Theory & Practice by Earnest Dale
11. Management by Hicks & Gullett.

### 102 Personnel Management and Industrial Relation :

- (a) Personnel Management  
Nature, objectives, definitions, scope, development, organisation of personnel management, department, qualities of personnel manager.
- (b) Personnel Management practices in industry -  
Recruitment, selection, induction, placement, wage and salary administration fringe benefits, promotion and transfers career planning and development.

### Industrial Relation

Industrial Relations Machinery in India - Role and methods industrial relation-Negotiations. State conciliation -Mediasion - Arbitration, Adjudication, Collective bargaining - Strike, and lock out & their effects - Role of Government - Management and Unions - Tripartite conferences, codes of discipline - codes of Inter union conduct Industrial Truce resolution - Implementation and evolution machinery Industrial Relations in public sector - State and industrial Relations.

### 103. Business Accounting and Financial Management.

#### 1] ACCOUNTING

- 1.1 Financial Accounting - Meaning - Objectives - uses
- 1.2 Cost Accounting - Meaning - Objectives - uses
- 1.3 Management Accounting - Meaning- Objectives - uses
- 1.4 Comparative study of these accounting streams
- 1.5 Concepts in Bookkeeping Journal, Ledger,Accounts, Assets Liabilities, Capital, cost, revenue, Revenue expenditure capital expenditure, capital receipt, Revenue Receipt, Deferred revenue expenditure, current Asset, fixed assets,Intangible assets, Fictitious Assets, current liabilities Concept of value - Market value - replacement value, Book Value, Depreciation, Goodwill,Debit, Credit, Trial balance, Final Accounting Statements.

- 2] Accounting concepts  
Conventions & standards. Introductory reference to Accounting standards issued by the institute of chartered Accounts of India & International Accounting standards committee is expected.( indepth study of any specific standard is not expected.)

3] Final Accounts of Limited companies

Provisions Appropriations, Bad debts, prepaid expenses, outstanding expenses, income received in advance, Income receivable.

4] Elements of Cost.

4.1 Materials - Store ledger - pricing - Economic order quantity - Levels.

4.2 Labour - Timekeeping & booking - Labour turnover

4.3 Overheads - Allocation - Apportionment - Absorption

5] Methods of Costing.

5.1 Job costing - contract costing - Batch costing

5.2 Process costing (Problems on Abnormal loss Abnormal gain & normal loss, auditing work in process by product & joint products )- Operating costing.

Reference Books

1. Advanced Accountancy by Shukla M.C. & Grewal T.S.
2. Advanced Accountancy by Jain S.C. & Narang K.L., Kalyani Publishers, N. Delhi.
3. Advanced Accountancy by Shukla S.M.
4. Advanced Accountancy by Arulanandam, Himalaya Publ. Mumbai.
5. Advanced Cost Accounting by Jain S.C. & Narang K.L, Kalyani Publishers. N. Delhi.
6. Cost Accounting by Jawaharlal
7. Advanced Accountancy by Maheshwar S.N.Vol.I,II & III
8. Advanced Accounting by Gupta R.L. & M. Radhaswami.
9. Principles & Practice of cost Accounting by Prasad N.K.
10. Principles of Management Accounting by Manmohan & Goyal.

104. Marketing Management

1] Marketing and its applications

- a] Introduction to Marketing - Nature and Scope of Marketing  
The core concepts of marketing.
- b] Marketing in developing Economy - Marketing at Different levels of development, Importance of Marketing in a developing economy. General role of marketing .  
Areas of relevance - Agriculture Basic Industries Mining and plantation. Industrial Goods, Export trade & Services  
Social Marketing.
- c] Marketing of Services - Nature and characteristics of a service, classification of services, Importance of marketing in a service sector; The future of service Marketing.

2] Marketing Planning and Organisation -

- a] Planning of Marketing Mix - What is marketing mix ?  
elements of marketing mix. The place of marketing mix in marketing planning, New product development and marketing mix.
- b] Marketing Segmentation - Meaning and concept, Benefits and Doubts about segmentation, Bases for segmentation, selection of segments, Market segmentation strategies.
- c] Marketing Organisation - Meaning principles of Designing an organisation. Role of marketing organisation methods of marketing organisation.

d) Marketing Research and its Application -  
Marketing Research - Definition, purpose scope, procedure,  
Applications of marketing research problems of conducting  
marketing research in India.

3) Under standing Consumers -

- a) Determinants of consumer Behaviour - Meaning and definition of consumer Behaviour, Importance, factors influencing consumer behaviour - Psychological, Personal social, cultural etc.
- b) Models of consumer Behaviour- Process of decision making Stages in the buyer Decision process, Models of Buyer Behaviour - Howard - Sheth Model, Engel - Kollat - Blackwell model, Model of Family Decision - making, A mode of industrial buyer - Behaviour.
- c) Indian consumer Market - Characteristics of Indian consumer market - Demographic characteristics, Income and consumption characteristics, characteristics of organisational consumers, Geographic characteristics, socio cultural characteristics.
- d) Consumerism - Issues, Consumer protection Act.

4) Product Management -

- a) Product life cycle and new product - Product life cycle concept, Marketing Mix at Different stages, New product Development strategy.
- b) Product Decisions and Strategies - What is product ? Types of products, Product line decision Diversification.
- c) Branding And Packaging Decision - Brand Name and Trade Mark, Branding Decision, Advantages and disadvantages of Branding, Pack, Packing and Packaging, features and functions of packaging.

5) Pricing and Promotion Strategy -

- a) Policies and Practices - Pricing - Meaning, Methods, Objectives, Price determination, policies, Pricing over the life cycle of the product, Pricing discount, Product Positioning and price.
- b) Marketing Communication - The promotion mix, promotion Budget.
- c) Advertising and Publicity Types of Advertising Role of Advertising, selecting and scheduling media, Importance and criticism, Advertising and publicity.
- d) Personal selling and sales promotion -  
Personal selling - Nature, Process, Importance.  
Sales Promotion - Nature and Importance, techniques  
Direct Marketing - Nature, Growth and Advantages.

6). Distribution Strategy and Public Policy -

Importance of channels of Distribution, Alternative channel of Distribution, Selecting an appropriate channels Government control and Marketing Decision - Making process (Laws affecting Business). Impact of Government control on channel and distribution decision, on product decision  
(\* Laws affecting Business -

1) The Indian contract act, 1972



- 2] The Indian sales of Goods act 1930
- 3] The Industries (Development and Regulation) Act 1951
- 4] The Prevention of food adulteration act 1954
- 5] The Drugs and Magic Remedies (Objectionable Advertisement) act 1954
- 6] The essential commodities act 1955
- 7] The companies act 1956
- 8] The Trade and merchandise Marks act 1958
- 9] The MRTP act 1969
- 10] The Patents act 1970
- 11] The Standard of weights and Measures act 1976
- 12] The consumer protection act 1986

#### BOOKS FOR REFERENCE

1. Marketing Management (Analysis, planning Implementation and control) By Philip Kotler.
2. Fundamentals of Marketing - By William J. Stanton, Michel J Estzel, Bruce J. Walker, McGraw-Hill International Edition (10th Edition)
3. Principles and Practice of Marketing - By Philip Kotler, Garry Arm Strong, Prentice Hill of India Pvt Ltd.
4. Marketing Management - By Zha & Singha.
5. Marketing Management - By Rajan Saxena, Tata McGraw Hill.
6. Marketing Management - By S.A. Sherlekar, Himalaya Publishing House.
7. Service Marketing - By S.M. Zha, Himalaya Publishing House.
8. Service Marketing - By P.K. Sinha, S.C. Sahoo
9. Marketing - By Rajan Nair.

#### 105. Principles of Managerial Economics and Business Policy.

1. Scarcity & modern definitions of Economics- Meaning of Microeconomics & Macroeconomics - Basic Economic problems- Production Possibility curve.
2. Concept & Meaning of demand - The Law of demand - determinants of demand - concept of consumer equilibrium- consumer surplus - concepts of price, income, & cross elasticities of demand.
3. Concept & meaning of supply - The law of supply - Determinant of supply - Meaning of production - Diminishing marginal product - Increasing, decreasing, & constant returns to scale - The least - cost input combination - Various concepts of costs - The short run & long run cost curves.
4. Concepts of firm, plant & industry - Total, Average & marginal revenues - Meaning & characteristics of perfect competition, monopoly, monopolistic competition, oligopoly & Duopoly markets - Rules for all profit maximizing firms - the shut-down point - The break-even point, The optimum out-put - excess capacity. - Entry barriers.
5. Concepts & characteristics of land, Labour, Capital & entrepreneurs - marginal revenue product- Different concepts of rent - concept of wage differentials - The backward bending supply curve of Labour - Real & nominal interest rate - concepts of profits & its determinants.
6. The circular flow of income & expenditure - various concepts of national income - value added - Net economic welfare - concepts of growth & development - Sources of economic growth - Benefits & costs of growth - Balanced & unbalanced growth.

7. Concept of Aggregate supply & Demand - components of Aggregate Demand - concept of Aggregate supply - Determinants of Aggregate supply - Macroeconomic equilibrium - consumption & saving function - concepts of APC, MPC, APS, MPS - Determinants of consumption - Investment function - Determinants of Investment - The Concept of Investment multiplier & Accelerator.
8. Concept of Money - Function of money - Various Money stock Measures - demand for money & its determinants - the concept of deposit multiplier - Central Bank & its function - Meaning of monetary policy - The monetary transmission mechanism - Monetary targets - concepts of CRR, SLR & PLR.
9. Various concepts of inflation - Inflation Rate - deflation - concept of stagflation - impacts of inflation - The phases of business cycles.
10. The concept of free market economy - concept of government intervention- the cost of government intervention - optimal government intervention - concepts of balanced & unbalanced budgets - concepts of fiscal deficit, structural deficit & cyclical deficit - The economic consequences of deficit - Meaning of tax - proportional, progressive & Regressive taxes - Direct & Indirect taxes.

#### REFERENCE BOOKS

1. Economic - Paul A. Samuelson & W.D.Nordhaus (14th Ed)  
McGraw-Hill Inc. 1992.
2. An Introduction to positive economics - R.G.Lipsey & K.A.Chrystal ELBS (8th ed) 1995.

#### 106 Computer Awareness

1. Computer :

Block diagram of elements of digital computer-their functions.  
Memory, CPU, I-O devices. Secondary storages, magnetic Tape, Disk, CD-ROM.  
Other recent development-Scanners, Digitizer, Plotters.  
Hardware and Software.  
Micro, Mini and Main-frame computers-their features

2. Representation of Data :

Binary, Octal, Hexadecimal, BCD, EBCDIC, ASCII, Conversions.  
Simple Additions, Subtractions, Multiplications, Divisions  
(in Octal and Hexadecimals).

3. Boolean Algebra :(ONLY Basic knowledge & introduction to basic concepts)  
Algebra Rules and DeMorgan's rules.  
Simplification of equations.  
Logic Circuits-- AND, OR, NAND, NOR, Exclusive or and NOR truth tables, Gated flip-flops, Registers, Accumulators.

4. Introduction to 8086/8088 microprocessors-architecture  
Buses-Data, Address, Control.

5. Software :

Introduction to Programming, Flowcharts and Algorithms.  
System software, application software, firmware.  
Machine, Assembly, and Higher Level Languages Cobol, C.C++  
Java. Stored program concept.

6. Operating System-Introduction :(ONLY types & function of operating system)  
 Process management-FCFS, Round Robbin, Priority Based.  
 Memory management-segmentation, paging, virtual memory.  
 I-O management concept of I/O port.  
 File management-FAT, file handling functions.  
 Software and Hardware interrupts, I/O and Memory based addresses, DMA channels.
7. File :  
 Concept of file., File organisation and accessing techniques-Indexed, Line sequential , Hashed,  
 File handling functions : Sorting , Merging, Indexing, Updating.
8. Instruction and Addressing Techniques :  
 Instruction execution cycle.  
 Direct, Indirect, Relative, Paging, Indexed.
9. Broad View of operating systems :  
 MS-DOS, Unix, MS-Windows 95.
10. Basic concepts of Networking and Data Communications :  
 Introduction to LAN and Basic communication concepts.  
 OSI 7 layers. Topologies. Protocols, ethemet, Arnet, TCP/IP.
11. Introduction to virus and Vaccines, applications, DTP  
 E-Mail and Internet.

BOOKS :1.Computer Today, Hunt & Shelly  
 2. Computer & Comsese, Sander  
 3. V.Rajaraman

## SECOND YEAR

### M.M.S.II YEAR

#### 201. Business Policy & Strategic Management

1. Business Policy and General Management. Conceptual Foundation-Strategic Framework of an organisation.
2. Mission, purpose and objectives-Defining a business-Environmental Appraisal-Organisational Appraisal-SWOT Analysis-Strategic Choice.
3. Implementation of strategy - Structural Implementation-functional Implementation - Behavioural Implementation-Establishment of Standards and Measurement of Performance-Feedback and Review.
4. Role played by personal values and social responsibility in evolution of a strategy.
5. A minimum of 10 case studies on topics listed above. Cases are an important component of developing insight into Business Policy and may be incorporated into the Question Paper also

#### Books Recommended

1. Business Policy, Test and Cases-Christensen, Andrewe, Bower, Hammermesh and porter.
2. Business Policy - Azhar Kazmi
3. Strategic Management - John Penrice and Richard Robinson, Jr.
4. Strategic Management - Samuel Cerco.
5. Competing for the future- C. K. Prahlad

#### 202 Indian Economics, Social & Political Environment

This is a paper for internal evaluation; the syllabus and the methodology for its implementation is to be developed by individual institutions.

The purpose of the subject is to assist MBA students in developing awareness of socio-economic environment, agri-business management, conceptual base for understanding the socio-economic processes and sensitivity to major issues confronting the society, the methodology for implementing the subject may involve:

- (a) Seminars on current issues.
- (b) Student presentations.
- (c) Required reading of specified books/articles.
- (d) Written Assignments.
- (e) Project work on matters related to community concern, at local as well as national level
- (f) Visits to and participation in extension work in the context of social and community projects.

#### Books Recommended

1. Social and Political Environment - Dr. Suresh Naik

#### 203. Financial Management

1. Nature of Financial Management-Scope, Functions, objectives-organisation of finance function in a firm.
2. Techniques of financial Management, Statement of changes in Financial Position-Financial Statement Analysis.

3. Current Assets management Theory of Working Capital-Planning and Control of Working Capital-Management of Cash-Management of receivable-Inventory Management-Financing Current Assets.
4. Long Term Investment Decisions Capital Budgeting-Conventional and present value methods of evaluating capital investment-cost of capital-Mergers and Acquisitions-Lease Financing, Hire Purchase.
5. Financing Decision: Equity, Preference and Debenture Capital-Market for long term securities in India-Term Loan and Financial Institutions. Operating and Financial Leverage-Capital Structure. Planning of Capital Structure.
6. Dividend Decisions: Theories of Dividend-Determinants of Dividend Policy.
7. Introduction to Financial Service-Nature of Financial Services. Introduction to New Capital Market Instruments, Venture Capital Financing and International, Financing Management.

#### Books Recommended

1. Financial Management - I.M. Pandey.
2. Fundamentals of Financial Management - Prasanna Chandra.
3. Financial Management - Khan and Jain
4. Financial Management and Policy - Von Horne.
5. Financial Management - P.V.Kulkarni.
6. Financial Management - S.M. Inamdar.
7. Financial Management - R. K. Sharma and Shashi Gupta
8. Financial Management - S. G. Kuchal.

#### 204 MS-Office/ Windows

1. Windows :  
Window Basics : Parts, types, types of Icons, basic mouse and keyboard techniques, choosing and selecting, using a menu, working with window, using a dialogue box.
2. Application Basics : Types of application, organizing applications in groups, creating and deleting a group, creating a program item, starting an application from program manager, by using file manager, by using the run command, by using MS-DOS command prompt, running two or more applications, switching between applications and documents, arranging application windows and Icons, dragging files to perform tasks, receiving message from an inactive application, quitting an application, opening and saving documents, transferring information between applications by using clipboard, cutting or copying information onto clipboard, viewing the contents of clipboard, pasting information from clipboard, saving the contents of clipboard.
3. File Manager : The file manager window, viewing information in a directory window, looking at drives, directories and files, using network directories, working with files and directories, working with floppy disks, more ways to use file manager.
4. Print Manager : Managing documents, looking at print queue, pausing and resuming printing, canceling the printing of a document, choosing the default printer, printing a file, printing through MS-DOS, connecting to a network printer, setting up a printer, removing an installed printer, more ways to use print manager.

5. Customizing Windows : Customizing desktop colors, changing desktop setting, using fonts, using sound, setting network options, changing code page.

#### MS-OFFICE

6. Introduction of MS-Office : Installing MS-Office, The Office Manager, Sharing Information with Microsoft Office, the Clipboard, Alternatives to the clipboard, using the clipboard to cut, copy, paste, The clipboard viewer, Object linking and embedding, editing linked information, editing embedded objects.
7. Word Processing with Word for Windows : Word Basics : Undo, Redo, Repeat, Inserting Text, Replacing Text, Formatting Text Copying and copying from one Word document to Another, Printing, Autoformat.
8. Working With Headers, Footers and Footnotes : Tabs, table and sorting: Converting Tables to Text and vice versa, sorting, working with graphics: importing graphics, sizing and cropping graphics with the picture command, using word's drawing features, drawing objects, callouts, Filling, templates, wizards and sample documents: writer's Tools: typing symbols and special bulleted list command, spelling checker, autocorrect, auto text, grammer checker, word count and other statistics, table of contents, creating an index; Macros: introduction to mail merge.
9. Excel Basics : The usual spreadsheet Features, overview of Excel features, creating a new selecting cells; Rearranging worksheets; moving cells, deleting parts of a worksheet, clearing parts of worksheet; Excel page setup, changing column, using border buttons and commands, changing colors and shading inserting and removing page breaks, hiding rows and columns, working with multiple worksheets, viewing multiple windows, summarizing information from multiple worksheets.
10. An Introduction to Functions : Parts of a function, functions requiring Add-ins, the function wizard, examples of function by category, error message from functions; Excel's chart features: chart parts and terminology, instant charts with the chart wizard, creating charts, deleting charts, setting the default chart type; working with graphics in Excel : creating and placing graphics objects, resizing graphics, positioning graphics on drawing lines and shapes, example of graphics in Excel, possible sources of Excel graphics, Excel slide shows: introduction to Excel's command macros: using worksheet as databases : sorting Excel database, cross tabulating database : automating "what if" project, general organization tips, Scenario manager, finding the right number with solver; auditing and troubleshooting worksheet : using error values to locate problems, using iteration to solve circular reference, using the info-windows to find errors, using the auditing commands to troubleshoot.
11. Power point Basics : Terminology, power point templates, creating presentation, autocontent wizards, adding slides; working with text in power point : editing and moving text, working in outline view, spell checking, finding and removing periods in sentences, formatting text. aligning text; working with graphics in power point: importing images from outside world, the clipart gallery, drawing in power point, creating organization charts, inserting photos in your presentation, Excel chart in power point, arranging previewing and rehearsing, transitions and build effects.

showing slides out of order, deleting slides, printing presentation elements, creating overhead transparencies, sharing presentation files, with others, "What is Microsoft mail?".

#### REFERENCE BOOKS

1. Windows for Work Group & MS-DOS, Users Guide.
2. MS-Office, User Guide.

#### 205 ORGANISATIONAL BEHAVIOUR

1. Organisational Behaviour
  - 1.1 Scope of O.B.
  - 1.2 Approaches to O.B.
    - 1.21 Cognitive
    - 1.22 Behaviouristic
    - 1.23 Social learning
  - 1.3 Influence of various disciplines on O.B.
    - 1.31 Psychology
    - 1.32 Sociology
    - 1.33 Social Psychology
    - 1.34 Political Science
    - 1.35 Anthropology
    - 1.36 Economics
2. Micro-Perspectives
  - 2.1 Individual Behaviour
  - 2.2 Values, Ability, Attitude
  - 2.3 Motives, Goals, Motives strength, motivation
  - 2.4 Cognitive Dissonance, frustration, resignation
  - 2.5 Personality, Perception, Learning
  - 2.6 developing interpersonal relations
  - 2.7 developing interpersonal skills,
  - 2.8 Satisfaction, Job satisfaction
  - 2.9 Measurement of Job satisfaction
  - 2.10 Work Related commitments, organisational commitments
  - 2.11 Productivity & Morale
3. Theories of Motivation  
Evaluation, Comparison and integration of theories stated below.
  - 3.1 Hierarchy of Needs Theory
  - 3.2 Theory x and Theory y
  - 3.3 Motivation-Hygiene Theory
  - 3.4 ERG Theory
  - 3.5 Cognitive Evaluation Theory
  - 3.6 Mc Clellands Learned Needs Theory
  - 3.7 Task Characteristic theory
  - 3.8 Goal Setting Theory
  - 3.9 Reinforcement Theory
  - 3.10 Equity Theory
  - 3.11 Expectancy Theory
  - 3.12 Attribution Theory
4. Motivation Applied
  - 4.1 Role of Money in motivation
  - 4.2 Job Design, Job redesign, Job rotation
  - 4.3 Goal Setting
  - 4.4 Behaviour Modification

- 4.5 Participative Management
- 4.6 Performance based Compensation
- 4.7 Flexible Benefits
- 4.8 Self managed teams
- 4.9 Creating proper motivational climate

5. Power & Formal and Informal Structure

- 5.1 Hawthorne studies
- 5.2 Formal and informal organisation
- 5.3 Power, Authority and Influence
- 5.4 Power and Politics
- 5.5 Sources and bases of power ; dependency.
- 5.6 Power Tactics
- 5.7 Management Influence, Influence styles.
- 5.8 Coalitions
- 5.9 Risks of power, Limitations of power.

206. RESEARCH METHODOLOGY

1. Meaning, Nature and utility of Social Research, Research in Management, Research process - Formulation of Research Methodology, Research design.
2. Hypothesis - Meaning & Function  
Criteria for a workable hypothesis  
Types of hypothesis.
3. Collection of Data -  
Types of data - Primary and Secondary  
Methods of data collection - observation, interview and questionnaire method  
Sampling Techniques - Simple random, stratified, two stage & cluster sampling.
4. Analysis and interpretation of data - protective techniques, Sculling techniques, statistical and graphical presentation of the data. Use of computer in data processing.
5. Drafting of a Research Report.

Reference Books

1. Research Methodology by Kothari
2. Research Methodology by Wilkinson & Bhandarkar
3. Research Methodology by Saranawalla



THIRD YEAR

M.M.S. III rd YEAR

301. Business Law :

1. The Contract Act, 1871 : Sections 1 to 75
  - 1.1 Nature and Classification of contracts. Essential elements of a valid contracts.
  - 1.2 Offer & Acceptance, Consideration, valid consideration, capacities of parties.
  - 1.3 Provisions relating to free consent, valid agreements.
  - 1.4 Provisions relating to performance and discharge of contract.
  - 1.5 Contingent contracts, Quasi - contracts, wagering agreements.
2. Contract Act, 1872 :
  - 2.1 (A) Contracts of Indemnity and Guarantee (Sections 124 to 147) contract of Indemnity Meaning, nature, Right of Indemnity holder and Indemnifier.
  - 2.2 (B) Contract of Guarantee-Meaning, nature, features etc. of contract of Guarantee. Types of Guarantee and Provisions relating to various types of guarantee.
  - 2.3 Surety, co-sureties, rights, liability, Discharge of surety from his liability.
  - 2.4 (C) Provisions relating to Agency:(Sections 182 to 238) Agent and principal, creation of agency, Ratification, Classification of agents. Relationship between principle, agent and subagent. Agent's Authority-Revocation, renunciation etc. Rights, duties and Liabilities of agent and principal. Termination of agency.
3. The Sale of Goods Act, 1930
  - 3.1 Contract of sale of Goods, meaning, sale of goods and agreement to sell, essentials of a contract of sale, formalities of a contract of sale, sale and hire-agreement.
  - 3.2 Provisions relating to conditions and Warranties.
  - 3.3 Provisions relating to transfer of property or ownership
  - 3.4 Provision relating to performance of contract of sale, rights of unpaid seller, remedial measures.
  - 3.5 Provisions relating to auction sale.
4. The Negotiable Instruments Act, 1881
  - 4.1 Negotiable instrument ;Meaning, characteristics, types, parties, Holder and Holder in due course.
  - 4.2 Negotiation and types of endorsement.
  - 4.3 Distenour of negotiable instrument. Noting and protest.

302. BUSINESS APPLICATIONS

1. Financial Accounting :

Introduction to computerized accounting system Coding  
Methods  
Day Books, Ledger, Trial Balance, Balance Sheet, Profit and Loss Account.  
Input Controls-Audit Trial.  
Management and statutory reporting.

## 2. Fixed Deposit System :

Types of deposit schemes-Category or Depositors Statutory Provisions.  
Interest Warrants and Deposit Register.  
Maturity and Renewal Procedures.  
Statutory and Management Reports.  
Payroll Processing :  
Payslip Printing.  
Statutory Reports such as P.F., E.S.I, and Labour Welfare Fund.  
Payment of Bonus.  
Costing and Management Reports.

## 3. Sales Order Processing :

Order acceptance and Recording  
Sales Invoicing.  
Sales Analysis based on Products, Customers and Terms.

## 4. Inventory Management :

Purchase order processing.  
Stores accounting.  
-Stores transactions-Receipts, Issues and Adjustments.  
-Bin Cards and Stock Ledger.  
-Inventory Levels-EQQ-ABC analysis,  
Inventory Control Reports such as Slow Moving/Non-Moving Items.

## 5. Material Planning :

-Bill of Material  
-Computing Gross/Net requirements.

## 6. Banking :

Functions and Reports related to Savings Bank Accounting.

## 7. Hotel Management :

Department Organisation of Hotel such as Room Occupancy, Room Service, Restaurants, House-keeping, Conferencing, Exhibitions, Parties, etc.  
Kitchen Stores Accounting .  
reservation, Check-in and Check-out,  
Service Accounting and Bill Printing.  
Management Reports.

## 8. Hospital Management :

Departmental Organisation of Hospital such as In-Patient, Out-patient, Laboratories, Pharmacy, Surgical Rooms etc.  
Medical Stores Accounting.  
Registration, Shifting and Discharge of patients.  
Service Accounting and Bill Printing.  
Management Reports.

## 303. International Business Management.

1. The International business environment-Forces of globalization - Theories of international trade - Trading environment of international business, laws and institutions. The regulatory environment of international business.
2. Country Risk Analysis-Political Risk Responsibilities of International Business.
3. Managing a Multinational Enterprise-Problems and Potential-Integrating diversity into managerial unity - multinational service organizations. Indian MNC's

4. Introduction to International Financial Management-  
International Monetary System-Balance of Payments-Financial  
marks and Instruments.
5. International marketing-Environment-Nature of India's  
Exports-Tasks involved in International marketing-Market  
Selection - Entry Strategies - Pricing - Marketing Research  
Communication Procedural Complexities - Organisational  
Adaptation.
6. A Minimum of 5 cases on international business management.

#### Books Recommended

1. The international business environment- Sundaram and Black.
2. The international Financial management - P.G. Apte.
3. Globalisation-An overview-Hiru Bijlani and Heinemann.
4. Essence of International Business-James A. Taggart, Michael,  
C.M. Dermott.
5. A Guide to Global Joint Ventures and Alliances- Hiru Bijlani,  
Heinemann.

#### 304. M.I.S.

- organisational structure and functions.
- Systems approach to organisation
- Dynamics to Decision - Making
- Control / Control by exception / Feedback control
- Law of requisite variety
- Systems approach to MIS design
- Factoring / Boundaries / Coupling
- Decision support systems
- DSS concepts
- Simple models
- Dialogue Manager
- Executive Information Systems
- Information requirement
- Method of access
- Presentation
- Workflow Management
- Concepts
- Task definition
- Client & Server
- Design

#### 305. Manufacturing & Technology Management

- History and Development of Manufacturing Management
- Importance, nature, scope and functions of Manufacturing  
Management.
- Importance and functions of facilities-location and layout  
Planning.
- Production Planning and Control - functions, scope and  
principles
- Introduction to modern trends in planning.
- Break-even analysis.
- Concept of Appropriate Technology and problems of  
technology absorption.
- Quality Assurance, Introduction to Total Quality  
Management.
- Introduction to Industrial Engineering-Work study,  
incentive schemes.

Books Recommended

1. Production and operations Management - Concepts, Models and Behaviour - Everette E. Adams Jr. and Ronald J. Ebert-Prentice Hall of India Pvt., Ltd. New Delhi.
2. Production and operations Management - Dr. N. G. Nair - Tata McGraw Hill Ltd., Delhi.
3. Production and operations Management - S. N. Chary - Tata McGraw hill Ltd., Delhi.
4. Production and operations Management - E. S. Buffa. Tata McGraw Hill Ltd., Delhi.
5. Production and operations Management - B. S. Goel.

306. PROJECT AND VIVA-VOCE

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