

**NORAH MAHARASHTRA UNIVERSITY, JALGAON**

**Master in Management Studies**

**Syllabus for M.M.S.**

**From Academic year-2004-2005**

**Introduction**

1. The name of the program shall be a part-time three year's Master in Management Studies Consist of 18 paper of 1800 marks (including Praticals and a project work) as mentioned below

**First Year**

- 101. \* Principles and practices 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. \* Organisational 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 award by recognized 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 year is essential in any establishment or office.
2. Any candidate (graduate or diploma holder) who has passed the diploma in Business Management or Diploma in Business Administration of this university or any other Recognized university having minimum duration of one year shall be eligible for admission to the second year of 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. In the performance of the first year only the statement of marks shall be awarded.

(III) **NUMBER OF LECTURES AND PRACTICALS:**

Lectures and Practicals 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 such a nature that it could prove useful to be retained from the commercial management field.

The project report will be duly assessed by internal guide of the subject. It is expected that work on the project should commence from November and shall be over by Feb of that Academic year. Marks will be communicated by the Directors to the university along with the marks of internal credit for theory and particles to be communicated for 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 minimum of two external examinations.

Project work can be carried out in the institute or outside with prior permission of the institute.

The external viva-voce examination for projects work would be held in March/April.

Journals to be prepared for all practicals subject, including commercial Application.

(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 of written test and tutorials.

- (c) The internal marks will be communicated to the university at the end of each year, but he considered for declaration of the results.

(VI) **EXAMINATION:**

Examination shall be conducted at the end the year normally arranged prior to the External Examination.

(VII) **STANDARED OF PASSING CLASSS AWARDED**

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

(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 seats of M.B.A. course of annual basis as would prescribed by the state Government from time to time.

Equivalence

<u>MMS-I Year</u>			
<u>New</u>		<u>Old</u>	
101	Principals and Practices of Management Science	101	Principals and Practices of Management Sciences
102	Personnel Management and Industrial relations	102	Personnel Management and Industrial relations
103	Business Accounting and Financial Management	103	Business Accounting and Financial Management
104	Marketing Management	104	Marketing Management
105	Principles of Managerial Economics and Business Policy	105	Principles of Managerial Economics and Business Policy
106	Computer Awareness	106	Computer Awareness
<u>MMS-II Year</u>			
201	Business Policy & Strategic Management	201	Business Policy & Strategic Management
202	Current Business Scenario	202	Current Business Scenario
203	Financial Management	203	Financial Management
204	Windows 98: Windows Basic	204	MS Office/ Windows
205	Organisational Behaviour	205	Organisational Behaviour
206	Research Methodology	206	Research Methodology
<u>MMS-III Year</u>			
301	Business Law	301	Business Law
302	Business Applications	302	Business Applications
303	International Business Management	303	International Business Management
304	Management Information System	304	Management Information System
305	Operation and Materials Management	305	Manufacturing and Technology Mgt
306	Project and Viva-Voce	306	Project and Viva-Voce

**NORTH MAHARASHTRA UNIVERSITY, JALGAON**

**Master in Management Studies**

**(Three Year Course)**

**Revised Syllabus for M.M.S. 1<sup>ST</sup> YEAR**

**101 -Principles and practices of management science**

**(W.e.f. June, 2005)**

1. **Nature of Management**--Definition, nature and scope of management, functions of management, general principles of management, Administration v/s Management and their respective function.
2. **Development of Management Thought**--Taylor's and scientific management principles of scientific management-- Contribution of Henri fayol, Barnard and social system theory, Contribution of Herbert Simon, Peter Druker, Demings, Contribution of Behavioural Scientist and System Scientist. School 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 feature of planning  
Importance of planning  
Steps in Planning  
Types of plans--Corporate planning, strategic planning, operational planning.  
Limitations of planning -Making Planning Effective  
  
Organizing--  
Concept and feature of organisation theory  
Approaches to Organisation Theory -Modern Organisation Theory  
Design of organisational structure

Feature of good organisational structure, layers in organisation

Organisation chart, Organisation manual

Departmentation, Tall & Flat structure

Authority & Responsibility

Delegation-- Centralization 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--Fundamental of directing

Principles of direction

Co-ordination--Need, importance of Co-ordination & Co-operation Technique for effective Co-ordination.

- Controlling - Meaning, Importance

o Steps in controlling – Essentials of effective control system.

o Control Techniques – Budget and Budgeting Control -- Standard costing, Break even Point, Profit Volume Ratio, PERT, CPM Return on Investment etc.

#### 5. Case Study Technique Approaches.

#### Reference Books

- 1 Management by Stoner and Freeman. Printice and Hall, New Delhi
- 2 Management in Global Perspective by Koontz O' Donnell, Tata McGraw Hill, Bombay
- 3 Management by Martin C. Cathrol
- 4 Modern Business and Organisation by Sarkar and Sharma, Kalyani Publishers, New Delhi

- 5 Principles of Management by L. M. prasac. Himalaya Publication Mumbai
- 6 Modern Business and Organisation by Sherlekar and Sherlekar, Himalaya Publications, Mumbai.
- 7 Management Principles and Practice by Srinwas and Chunawala, Himalaya Publications, Bombay
- 8 Management by Peter Drucker, Printice Hall, N, Delhi.
9. Management and Organisation by Louis A. Allen
- 10 Management Theory and Practice by Earnest Dale
- 11 Management by Hicks and Guilett.

**Syllabus for M.M.S. 1<sup>ST</sup> YEAR**

**102 -Personnel Management and Industrial Relations**

**(W.e.f, June, 2005)**

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

Industrial Relations -- Industrial relation machinery in India Role and methods, negotiations, state conciliation, mediation, arbitration adjudication, collective bargaining - strike and lock out & their effects. Role of Govt. - Management Unions - Tripartite Conferences - Codes of Discipline - Codes of inter-union, code of conduct, industrial Truce resolution - supplementation and evolution machinery. Industrial relation in public sector - state and industrial relations. Problems of trade union, workers participation in management, domestic enquiry, natural justice, charge sheet, grievances, Human Relation.



**103 Business Accounting and Financial Management.**  
**(W.e.f. June, 2005)**

**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 assets, Fixed assets, Intangible assets, fictitious assets, Current liabilities Concept of value - Market value - Replacement values, Book value, Depreciation, Goodwill, Debit, Credit Trial balance, Final Accounting Statements

**2) Accounting concepts - Conventions and standards.**

Introductory Reference to Accounting standards issued by the Institute of Chartered Accountant of India and International Accounting Standards Committee is expected (In-depth study of any specific standard is not expected)

**3) Finl. Accounts of Limited Companies - Provisions Appropriations, Bad debts, prepaid expenses, outstanding expenses and income received in advance, Income receivable.**

**4) Elements of Cost.**

- 4.1 Materials - store ledger - pricing - Economic order quantity - Levels.
- 4.2 Labour - Timekeeping and 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 and normal loss Auditing work in process by product and joint products) - Operating costing.

**Reference Books**

- 1. Advanced Accountancy by Shukla M.C. and Grewal T.S.
- 2. Advanced Accountancy by Jain S.C. and 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. and Narang K.L., Kalyani publishers N Delhi
- 6. Cost Accounting by Jawahar' al
- 7. Advanced Accountancy by Maheshwar S.N. Vol. I, II and III
- 8. Advanced Accounting by Gupta R.L. and M. Radhaswami.
- 9. Principles and Practice of cost Accounting by Prasad N. K.
- 10. Principles of Management Accounting by Manmohan and Goyal.

**Syllabus for M.M.S. 1<sup>ST</sup> YEAR**  
**104 - Marketing Management**  
**(W.e.f. June, 2005)**

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 Based Industries  
Mining and plantation. Industrial Goods, Export trade and Services, Social Marketing
- c) **Marketing of Services** – Nature and characteristics of a service. classification of services sector, 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) **Understanding 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 & scheduling media, Importance, & criticism Advertising & publicity
- d) **Personal selling & sales promotion** –  
Personal selling - Nature, process, Importance  
Sales Promotion Nature & Importance, techniques  
Direct Marketing - Nature, Growth & Advantages.

6) **Distribution Strategy & 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 1975
- 12] The consumer protection act 1986

### **BOOKS FOR REFERENCE**

- 1 Marketing management (Analysis, Planning Implementation and control) By of Marketing –By William J Stantan, Michel J
- 2 Fundamentals of Marketing – By William J Stantan, Michel J Estzel, Bruce Walker, McGraw – 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 Jha and Singh
- 5 Marketing Management – By Rajan Saxena, Tata McGraw Hill.
- 6 Marketing Management – By S. A. Sherklekar, Himalaya Publishing House
- 7 Service Marketing – By S.M.Zha, Himalya Publishing House.
- 8 Service Marketing – By P.K.Sinha, S. C. Sahoo
9. Marketing – By Rajan Nair.

Syllabus for M.M.S. 1<sup>ST</sup> YEAR

105 - Principles of Managerial Economics and Business Policy.

(W.e.f. June, 2005)

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

(15)

welfare - concepts of growth and development Sources of economic growth Benefits and costs of growth · Balanced and unbalanced growth

Concept of Aggregate Supply and Demand - concept of Aggregate Demand - concept of Aggregate Supply.

Determinants of aggregate supply - Macroeconomic equilibrium - consumption and saving function - concepts of APC, MPC, APS, MPS - Determinants of consumption - Investment function - Determinants of Investment The Concept of investment multiplier and Accelerator

Concept of Money - Functions of money - Various Money stock Measures - demand for money and its determinants, the concept of deposit multiplier - Central Bank transmission mechanism - Monetary targets - concepts of CRR, SLR and PLR -

Various concepts of inflation - Inflation Rate - deflation - concept of stagflation - impacts of inflation - The phases of business cycles.

The concept of free market economy - concept of government intervention - the cost of government intervention - optimal government intervention · concepts of balanced and unbalanced budgets - concepts of fiscal deficit, structural deficit and cyclical deficit - The economic consequences of deficit - Meaning of tax - proportional, progressive and Regressive taxes - Direct and Indirect taxes.

## REFERENCE BOOKS

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



**Syllabus for M.M.S. I<sup>ST</sup> YEAR**  
**106-Computer Awareness**  
**(W.e.f.June,2005)**

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, BCDIC, ASCII. Conversions.  
Simple Additions, Subtractions, Multiplications, Division ( in Octal and Hexadecimals).
3. **Boolean Algebra:** (ONLY Basic knowledge and 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 and 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 Address 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 Date Communication:**  
Introduction to LAN and Basic communication concepts :  
OSI 7 layers. Topologies, Protocols, ethernet, Arnet TCP / IP
- 11 Introduction to virus and Vaccines, applications, DTP E- Mail and Internet

**BOOKS :**

- 1 Computer Today, Hunt and Shelly
2. Computer and Comsese, Sander
3. V Rajaraman.

**Syllabus for M.M.S. 2<sup>ST</sup> YEAR**

**201. Business policy & strategic Management**

1. Business policy and General Management, Conceptual foundation, Strategic Framework of an organisation.
2. Mission, purpose and objective-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, Text and Cases-Chrisensen, Andrewe, Bower, Hammermesh and porter.
2. business policy - Azhar Kazma
3. Strategic Management- John Penrce and Richard Robinson, Jr
4. Strategic Management- Samuel Cerco.
5. Competing for the future- C.K. Prahlad

**Syllabus for M.M.S. 2<sup>nd</sup> YEAR**

**202. Current Business Scenario**

**A) Government Policy :**

1. New Economic Policy - Industrial Policy since 1991
2. Banking sector reforms Measures Taken by govt. for privatization of bank
3. WTO and implication for India - Import and export policy, Salient Features.
4. Indian Capital Market Reforms - Malegam Committee Report on Primary Markets - SEBI guideline on investor protection & pricing of public issues- Critical Evaluation of Role of SEBI.

**B) Corporate Strategy :**

1. Corporate Takeovers - Procedures, guidelines & Implications - SEBI guidelines
2. Role of ISO 9000 QM and Kaizen concepts
3. Concept of Globalisation and Management Challenges - Investment of Foreign Capital in India.
4. Privatisation of Insurance sector New trends
  - Tax Avoidance and Tax Evasion
  - Extent of Black Money
  - Implications of Black Money

**Reference Books**

1. Indian Economics- Datt & Sundaram
2. Social and Political Environment Dr Suresh Naik

Syllabus for M.M.S. 2<sup>nd</sup> YEAR

**203. Financial Management**

1. Nature of Financial Management-Scope, Functions, Objectives-organization 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 Receivables-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 Decisions: 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 Financial 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. Kucchal

## Syllabus for M.M.S. 2<sup>nd</sup> YEAR

### 204. Windows 98-Windows Basics:

**Important Features of windows Operating System - Differences between windows 3.x windows 98, difference between Dos and windows operating systems, Differences between a window and a dialog box to Start windows, to exit windows**

#### **Meaning of the following terminologies :**

Desktop, active desktop, applet, cursor, driver, icon, windows, recycle bin, clicking, dragging, dialog box, dropping, concept of file and folders. To create a new folder To rename an existing folder, to delete a folder, to create a new file, to rename an existing file, to delete a file, to copy a file from one folder to another, to move a file from on folder to another. To display file names of a folder, to add use and delete Fonts.

#### **Word Processing with WORD :**

Word Basics, Undo, Redo, Repeat, Inserting, Replacing, and Formatting. Copying and copying text from one word document to another Printing, Autoformat

#### **Working with Headers, Footers and Footnote:**

Tab Tables and Sorting, converting text to tables and vice versa sorting. Working with Graphics, importing graphics Sizing and cropping, Wizards, Sample Documents, writers tools, typing symbol and special bulleted list commands

Syllabus for M.M.S. 2<sup>nd</sup> YEAR  
205. Organisational Behaviour

1. **Organisational Behaviour**
  - 1.1 Scope of O.B.
  - 1.2 **Approaches to O.B.**
    - 1.2.1-Cognitive
    - 1.2.2-Behaviouristic
    - 1.2.3-Social Learning
  - 1.3 **Influence of various disciplines on o.b.**
    - 1.3.1-Psychology
    - 1.3.2-Sociology
    - 1.3.3-Social Psychology
    - 1.3.4-Political Science
    - 1.3.5-Anthropology
    - 1.3.6-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 and 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 McClelland's Learned Needs Theory
- 3.7 Task Characteristic Theory
- 3.8 Reinforcement Theory
- 3.9 Equity Theory
- 3.10 Expectancy Theory
- 3.11 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, Dependence
- 5.6 Power Tactics
- 5.7 Management Influence, Influence Styles
- 5.8 Coalitions
- 5.9 Risks of power, Limitations of power



Syllabus for M.M.S. 2<sup>nd</sup> YEAR

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 workable hypothesis  
Types of hypothesis
3. **Collection of Data-**  
Types of data – Primary and Secondary  
Methods of data collection – Observation, interview and questionnaires 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 Research Report.

Reference Books

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

**M.M.S. III<sup>rd</sup> YEAR(Revised)**

**301. Business Law**

**1] The Contract Act, 1871 : Section 1 to 75**

- 1.1 Nature and Classification of contracts, Essential elements of a Valid contracts
- 1.2 Offer and 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
- 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
- 2.5 Agent's Authority - Revocation, renunciation etc Rights, duties and liabilities of agent and principal
- 2.6 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 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 Disinter of negotiable instrument, noting and protest.

**M.M.S. III<sup>rd</sup> YEAR(Revised)**

**302. BUSINESS APPLICATIONS**

1] **Financial Accounting :**

Introduction to computerized accounting system, coding methods

Dy Books, Ledger, Trial Balance, Balance Sheet, Profit and Loss Account.

Input Controls - Audit Trail.

Management and statutory reporting

2] **Fixed Deposit System:**

Types of deposit schemes – category or depositors statutory provisions

Interest warrants and Deposit Register.

Matrix and Renewal Procedures.

Statutory ad Management Reports

Payroll Processing:

Pay slip Printing

Statutory Reports such as P.F. F.S.I. and Labour Welfare fund

- 3) **Payment of Bonus.**  
Costing and Management Reports
- 4) **Sales Order Processing :**  
Order acceptance and Recording  
Sales Invoicing  
Sales Analysis based on Products Customers and Terms
- 5) **Inventory Management :**  
Purchase order processing.  
Stores accounting
  - o Stores transaction – Receipts, Issues and Adjustments.
  - o Bin Cards and Stock Ledger.
  - o Inventory Levels – EOQ – ABC analysis.
  - o Inventory Control Reports such as slow moving / non-moving items
- 6) **Material Planning:**
  - o Bill of Material
  - o Computing Gross / Net requirements
- 7) **Banking :**
  - o Functions and Reports related to savings bank accounting
- 8) **Hotel Management :**
  - o Department Organisation of Hotel such as room occupancy, room service, restaurants, House – keeping, Conferencing, Exhibitions Parties, etc
  - o Kitchen Stores Accounting.

- o Reservation Check - in and Check - out
- o Service Accounting and Bill Printing
- o Management Reports.

9] **Hospital Management :**

Departmental, Organisation of Hospital such as In-patient, out-Patient, laboratories, Pharmacy, Surgical Room etc.,  
 Medical Stores Accounting.  
 Registration, Shifting and Discharge of Patients  
 Service Accounting and Bill Printing  
 Management Reports.

**M.M.S. III<sup>rd</sup> YEAR(Revised)**

**303. International Business Management**

- 1] Meaning & Definition of International Business, Role of International Business in economic development, Theories of International Trade.
- 2] International Business Environment, regulatory & political environment of international business  
 Country risk analysis - Political risk Analysis  
 Cultural factors involved in international business - Ethical and Social Responsibilities of International Business
- 3] Globalization & world trade - Managing Multinational enterprise - problems faced by multinational - M.N.Cs. in Service Sectors - M.N.C s. in India, Indian Multinationals
- 4] International Institutions of Management & finance - WTO - GATT, UNCTAD , IMF, WORLD BANK, EXIM BANK - financial Management -- Markets & Instruments  
 Balance of Payment & Balance of Trade

- 5] International Marketing Management    Product Planning  
 International Product Life Cycle    International Market  
 Selection    Foreign Market Entry -- International Pricing &  
 Incoterms    -- Marketing Research    International  
 Communication -- International Logistics & Risk Management
- 6] A minimum of five 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 Aliances - Hiru Bijlani, Heinemann.

### **M.M.S. III<sup>rd</sup> YEAR (Revised)**

#### **304-Management Information System**

1. **Introduction to Management Information Systems (MIS)**  
 Evolution of MIS-MIS as an Evolving concept-Why MIS is a  
 subject of Great Interest -Need of MIS -Definitions of MIS-  
 Benefits of MIS -MIS Functions -Objectives of MIS -  
 Characteristics of MIS -The role of an MIS Information Flow  
 in a Typical Manufacturing company- operating elements of an  
 Information Systems-components of an Information System-  
 Three dimensions of Information System- Management  
 Information System means computers?- Various Steps to be  
 followed for Conversion of Manual to computer based  
 Information System-Database as a feature of MIS-

The Relationship between decision making and MIS-  
Management Information System-The logic of Information  
System- Integrating Managerial Levels and Functional area of  
MIS- Major MIS elements-The Technology of Management  
Information Systems-The Data Life Cycle

2) **MIS and Other Subsystems**

Information Generators-Information System levels-**Horizontal and Vertical Integration of an Information System.**-**Framework delineated by Robert Anthony-** Feedback and control-open and closed loop system-MIS Organization-5 types of Information System -Support of Information Systems - Domains of Management Information Systems Types-database Processing - MIS versus data processing -MIS as Federation of subsystems-**Synthesis of a Management Information Structure(Physical structure of Organizational MIS and conceptual structure of Organizational MIS)-The Management Information system as a pyramid- Establishing an MIS (Planning Designing, Implementing and Improving) -Working smarter.**

3. **MIS working and other Disciplines**

Difference between Transaction Processing System (TPS) and Management Information Systems (MIS) -How MIS works?-  
What is an exception report? -Computer Information Systems-  
MIS and Information Resources Management (IRM)- Concept features and ingredients of IRM- MIS Vs IRM -Resistance to the MIS -Implementing an MIS- Managing Information Systems and Organizational Chart -basic Conceptual Frameworks in the Area of MIS- Nolans Stage Hypothesis.

4. **Role and Importance of Management**

Introduction to Management -Approaches of Management-  
Functions of Manager- Managers and the Environment-  
Management as a Control System-Management by Exception -  
MIS: A Support to the Management

5. **Organisation Structure and Theory**  
 Basic model of organization structure- Modifications in the  
 Basic Model of Organization structure -Organizational  
 Behaviour Organization as a System MIS Organization
6. **Decision Making:**  
 Decision making Concepts- Decision Methods, Tools and  
 Practical)- Behavioural Concepts in Decision making -  
 Organizational Decision making- MIS and Decision making  
 concepts

**References:-**

- MIS:C.S V.Murthy  
 MIS:W.S.Jawadekar  
 MIS:Sadagopan

**M.M.S. III<sup>rd</sup> YEAR(Revised)**  
**305.Operation And Materials Management**

1. **Production Management** -  
 History, Development, Meaning and functions of Production  
 Management
2. **Production Planning and Control** -  
 Introduction to planning, levels of planning, objectives, factors,  
 procedure and importance Routing sequencing scheduling  
 and loading Simple numerical problems on sequencing of jobs  
 on 2 and 3 machines Meaning of production control  
 definition, necessity, objectives, techniques and advantages  
 Capacity planning
3. **Manufacturing System** -  
 Introduction, classification, intermittent and continuous system  
 and comparison of various systems



4. **Product design and development** –

Introduction to product design, responsibility, design and cost, factors of influence and characteristics of good design. Product development, stages of product development, factors responsible, tools for product development

5. **Plant location** –

Introduction, importance, nature, factors responsible for plant location, Location analysis and problem associated with plant location.

6. **Plant layout-**

Meaning, objectives and advantages for a good layout, features, factors, types and techniques of layout, building for the plant, facilities management, material handling equipment.

7. **Plant maintenance** –

Meaning of maintenance, necessity, objectives, types of maintenance, break-down, preventive, comparison, advantages and limitations of maintenance

8. **Forecasting and purchasing** –

Introduction and meaning of forecasting, elements, methods of forecasting, pre-requisite and pitfalls in forecasting, technology forecasting, functions of purchasing, objectives, integrated approach for supply, selection of vendors, sourcing, monitoring of vendor and vendor development. Supply management JIT.

9. **Works study and value analysis** –

Introductions, methods and analysis of work management, it's uses and techniques, time study, work sampling, advantages and drawbacks of work sampling, meaning and introduction of value analysis, objectives, benefits, steps and value analysis.

job plan and simple problems on works study and value analysis

10. **Inventory management** –

Meaning, functions, objectives and importance of inventory control relevant cost economic order quantity economic batch quantity, ABC analysis and simple numerical problems.

11. **Materials Management** –

Meaning, definitions, objectives, stages and factors responsible for materials management. Replacement of items, simple problems of replacement materials flow system, supply chain management.

12. **Quality management** –

Quality as a strategy, meaning of quality, statistical methods in quality management statistical process control, control limits control charts Advantages of quality management, statistical process control, control limits, control charts Advantages of quality control, simple numerical problems

**Recommended Books**

- 1) Production management – B.S.Goel
- 2) Production and Operations management - S N Chary  
TATA McGrawhills New Delhi
- 3) Operations Management - Buffa F. S. John Wiley, New York
- 4) The Management of operations – Meredith and Gibbes
- 5) Concept of operation management Wild R. Wiley Interscience
- 6) Operation Management – Schreeder R. G.  
Mc Graw hills New York

**M.M.S. III<sup>rd</sup> YEAR(Revised)**  
**306. PROJECT AND VIVA VOCE**

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