

RS. 10/-

“बंतरी पेट्यू ज्ञानज्योत”

NORTH MAHARASHTRA UNIVERSITY,

JALGAON - 425 001

**DEPARTMENT OF MANAGEMENT STUDIES**

**REVISED SYLLABUS FROM 1994-95**

**SYLLABUS**

**FOR**

**M.B.A. SEMESTER I TO IV**

**PROPOSED SYLLABUS FOR M.B.A. (UNIVERSITY COURSE)**

**STRUCTURE**

**SEMESTER I**

Preparatory Courses		Credit Points	No. of Sessions
I	Accountancy	NIL	24
II	Mathematics	NIL	24
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			48

**Note:-**

i) There shall be internal examination for preparatory courses. The students should pass this examination prior to appearing for the first semester examination.

ii) B.Com. students who have appeared for accounting papers of 300 marks are to be exempted from appearing to accountancy preparatory course

iii) B.Sc. or any other graduate who has appeared for mathematics papers of 300 marks are to be exempted from appearing for Mathematics preparatory course.

**First Semester**

101	Management Science - I	3.00	90
	Theory	60	
	Practical	30	
102	Quantitative Methods & Techniques		
	1021 Mathematics	2.00	50
	1022 Statistics	0.75	40
103	Economic Analysis & Environment		
	1031 Economic Analysis	2.25	40
	1032 Economic Environment - I	0.75	20
104	Financial Accounting & cost Accounting		
	1041 Financial Accounting	1.50	45
	1042 Cost and Works Accounting	1.50	30
105	Introduction to Computer	3.00	75
	1071 Theory	30	
	1072 Practical	45	
106	Written Analysis and Communication skills for Management		
	1051 Theory	0.25	25
	1052 Practicals	0.75	15
107	Organization Behaviour (Human Factor)	1.50	30
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<b>Total</b>		<b>17.25</b>	<b>460</b>

SEMESTER - II

201	Management Science - II	3.00	60
202	Quantitative Methods & Techniques - II	3.00	60
203	Economic Analysis & Environment - II 2031 Economic Environment - II	1.50	40
204	Financial Management and Management Accounting (For decision making)	3.00	60
205	Introduction to Computers		
	2041 Theory	0.75	30
	2042 Practicals	1.50	45
206	Methodology for Social Research	75	20
207	Organization Behaviour	1.50	30
208	Marketing Management	1.50	45
209	Operations Management	2.25	45
Workshop before summer placement to consider.			
	1) Drawing Diagrams, decision, tree models.		
	2) Role Playing, behaviour simulation exercise...		
	3) Interview Techniques, Preparation of questionnaire and its feedback.		
209	Workshop : Participation.		5
		18.75	435

SEMESTER - III

301	Management Science - III	0.50	40
302	Human Resource Management & Industrial Relations	1.00	60
303	Economic Environment & Econometrics		
	3031 Economic Environment III (Liberalization, globalization, GATT, New Economic Policy)	0.50	30
	3022 Econometrics	0.50	40
304	Research and Communication Methodology	0.40	45
305	Functional Elective Computer Programming		
	3041 Systems Analysis & Data Processing	0.25	20
	3042 Management Information System-Theory	0.30	30
	3043 SADP & MIS Practicals	0.30	30
305	Financial Elective : Computer Programming		
	3041 Theory	0.25	20
	3042 Practicals	0.75	60
306	Financial Management - I	1.00	60
307	Functional Elective - II	1.60	60
308	Workshop(after examination of Third Semester) Education Tour (Separate for every functional specilisation) Workshop to assess students observation, analysis and understanding.	0.25	
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		6.50	475

List of Funtional Electives.

- A) Production Management
- B) Coimputr Management
- C) Marketeing Management
- D) Financial Management
- E) Personnel Management

SEMESTER - IV

401.	Strategy Formulation and Implementation	1.00	60
402	Legal Aspects in Management	1.00	100
403	Current Business Scenario	0.50	60
404	Functional Elective : Computer Programming		
	4041 Theory	0.25	20
	4042 Practicals	0.75	60
405	Functional Elective III	1.00	60
406	Functional Elective IV	1.00	60
407	Project Report and VIVA	1.00	
408	Workshop:(after fourth Semester examination)		
	1] To equip students to appear before interview boards		
	2] To coach on etiquettes and to prepare to take new selection technique and manners	0.25	55
		6.75	475

List of Functional Electives.

- A) Production Management
- B) Computer Management
- C) Marketing Management
- D) Financial Management
- E) Personnel Management

## Tentative Suggestions Invited

### 101 Management Science - I

1. Fundamentals of Management Definition, functions, process: management and administration, Nature, Principles, Science, art or profession.
2. Development of Management Thought : Approaches classical school, human relations, systems, social system, mathematical, empirical and contingency approach. Contribution of management thinkers: especially Taylor, Foyal, Bernard to management science.
3. Process of Management: Planning, organizing coordinating, controlling, problem solving and decision making, directing & staffing.
4. Important concepts: Authority and responsibility, delegation, decentralization, performance Appraisal. Structures of organization:- Flat, tall, line, staff functional, committees, matrix (line and staff) span of control, specialization,
5. Case study technique: Approaches:

## QUANTITATIVE METHODS AND TECHNIQUES

### 102 QUANTITATIVE METHODS AND TECHNIQUES

#### MATHEMATICS AND STATISTICS

##### (MATHEMATICS)

1. Permutations and combinations. Binomial Theorem.
2. Determinants, Cramer's rule, consistency of linear equations.
3. Matrices, Algebra of matrices. Elementary transformations. Inverse of a matrix. Rank of a matrix. System of linear equations.
4. Real number system.
5. Sets, subsets, union, intersection. Complement, Difference of two sets. Venn-diagram. Cross product.
6. Relations. Equivalence relation. Functions. One-one onto functions. Inverse function composite function.
7. Limit of a function. Derivatives. Maxima and Minima.

(STATISTICS)

1. The nature of statistical data as a tool of management. Collection of data. Primary and secondary data. Sampling methods. Classification and Tabulation of data. Graphical methods. Frequency distribution. Histogram, Frequency polygon give. Frequency curve.
2. Measures of central tendency and dispersion.
3. Probability and probability distribution Binomial distribution. Poisson Distribution and Normal distribution.
4. Concept of regression and correlation. Regression. Linear. Simple and multiple. Coefficient of correlation. Simple, multiple and partial correlation ratio. Rank correlation.
5. Statistical Quality control. Control charts (X,R,P, np).

Subject :- Economics.

103 ECONOMIC ANALYSIS & ENVIRONMENT

1031 Economic Analysis:

1. Introduction to Economics as a science, The meaning, scope and significance of Managerial Economics.
2. Micro and Macro economic analysis, Firm and Industry. Objectives and size of the firm, Economic concepts relevant to business, Demand and supply, Production, Distribution and Consumption.
3. Cost-Concepts, Market Analysis, Perfect competition, Monopoly. Oligopoly, Price determination under each market. Measuring concentration of economic power. Law of Variable proportions and Returns to scale.

1032 ECONOMIC ENVIRONMENT

4. National Income Analysis. Personal Income and disposable Income, Gross and Net Product - National Income at current and constant prices. Measurement of National Income - distribution of national product, functional distribution. Saving consumption and distribution. Income determination simple multiplier theory.
5. Distribution - Marginal Productivity Theory, Wages. Interest, Rent - Profit - Risk - Uncertainty and Profit. Role of profit in the Economy.
6. Finance - Principle of public finance. sources of finance - Tax - Classification - Monetary Policy Fiscal Policy, Budget - classification, Role of Deficit budget in the Economy. Monetary policies, fiscal policies, credit policies..

7. Keynesian Theory of Employment, Business Cycle, Employment Promotion in the Economy Inflation Causes, effects, Measures to combat inflation.

#### PREPARATORY COURSE

##### Basic Accounting for M.B.A. (Semester - I)

1. Accounting - Meaning, objective and Scope, Basic terms in Accounting, Accounting principles, Concepts & conventions, Double - entry system of book-keeping- Rules of Debit and credit.
2. Journal, Ledger and Trial Balance.
3. Final Accounts with adjustments.
4. Bank Reconciliation Statement.

##### 104 Financial Accounting and Cost Accounting.

###### 1041 Financial Accounting

1. Accounting concepts & conventions - Accounting for F.Assets & C.Assets, C.Liabilities & Term Liabilities, Capital & Revenue expenditure, Capital & operating income, Deferred Revenue expenditure.
2. Methods of Depreciation : Study of various methods.
3. Final Accounts of Limited Companies- Manufacturing Account, Profit and loss Appropriation A/c, Provision of Budgets, taxes, expenses, unexpired insurance.
4. Valuation of Goodwill - Various methods of valuation.
5. Valuation of Shares - Various methods of valuation.

###### 1042 COST AND WORKS ACCOUNTING:

6. Cost Accounting - Scope, elements of cost classification of cost, behaviour of costs. Material, Labour, Direct Expenses & Overheads classification of costs, Introduction methods of costing; cost sheet. Tenders, Quotations. Evaluation of Incremental cost Analysis, Evaluation of Capital Investment proposals:- P.B., DCF, IRR, Social cost benefit ratio, H.R. Accounting, Inflation Accounting.
7. Materials - Purchase procedure : Inventory valuation, EOQ, Material levels, stores organization.
8. Labour - Various methods of wage payment and incentives to workers, time keeping, time booking.



9. Overheads - Classification; Allocation, Apportionment reapportionment and Absorption of over heads, over head absorption rates treatment of under and over - absorption of over heads, blanket and departmental rates.

10. Contract costing Job costing, Batch Costing. Process Costing. Operating costing.

#### DATA COMMUNICATION MANAGEMENT

105. Introduction to computers : Part - I.

Theory : History in brief of Computer. its Components, mini macro computers and main frame systems. Storage management in computer like punching cards, floppy, magnetic tapes and discs and its handling. Data transmission through different codes and its conversion.

Data Communication management through Language. Like COBOL. Developing programs of pay rolls problems and salary bills.

Practical :- At least 10 COBOL programmes which covers data entry program, Quarry package a Sort and report writer and other topics of theory.

106 Written Analysis and Communication only for management.

- 1) Communication - objectives - Principles of communication - Forms of communication - Patterns of communication - Process of communication - Barriers to communication - techniques of effective communication.
- 2) Business letters - functions - How to write effective letters - layout of a business letter.
- 3) Drafting letters - offers & inquiries, quotations, orders/tenders, acknowledgement & acceptance of orders, Fulfillment of orders, settlement of accounts, claims & adjustment letters, sales letters, Banking correspondence, insurance correspondence, Import - export correspondence, agency correspondence, correspondence of a company secretary.
- 4) Application letters, interview letters, references, testimonials, letters of appointment, confirmation, promotion, retrenchment, Resignation.
- 5) Report writing - types of reports - components of a formal report - Business reports. Reports by individuals, reports by committees.
- 6) Oral communication - speaking & listening conducting interviews, conducting meetings, speeches.
- 7) The interviews : The technique of eliciting response, probing questions, recording and closing, observation method and recording techniques.

107 Organizational Behaviour (human factor).

Organizational Behaviour, Scope, influence of various disciplines.

1. Formal and Informal organization group dynamics. Power and politics, sources of power. Hawthorne studies.
2. Individual behaviour, values, attitude, job satisfaction moral: measurement, productivity and morale. performance and satisfaction, Job enrichment, Job enlargement.
3. Theories of Motivation. Need Nirarchy, theory and x,y & z Theory. Motivation - Hygiene Theory, ERG Theory, McClelland's Need Achievement Theory, Cognitive Evaluation Theory, Task characteristic Theory, Need Theory, Goal Setting Theory. Reinforcement theory, Equity Theory, Expectancy Theory. Integrated Theories. Special Motivational Techniques.
4. Leadership: Functions, theories, conflicts, Tension, Trait, Ohio, Michigan studies. Management Grid, Contingencies Theories, Situational theory, leader member exchange theory. Likert. Vroom - Yetton, path goal theory, recent approaches.

## SEMESTER - II

### 201 Management Science - II.

1. Social responsibility of a business, ethics MBO,
2. Entrepreneurship: Concept, approaches, functions psychological factors, training, management practices in different cultures. international experience, Comparative Management, comparison of different cultures of Management.
3. Study of recent developments:- Japanese Management, foreign collaborations, Multinational companies, ISO 9000, zero Inventory, QC, TQM, zero defect, Certification environmental friendly packaging, Environmental changes due to globalization, privatization of Public sector, Asian Tigers emergence, Life time employment, just in time inventory, contribution of management thinkers since 1970's : Peter Drucker, Chris Argyris, Renesis Likert, William Ouchi.
4. indepth study of planning, control, decision making, coordinating.
5. Organizational Development: Need, premises, perspectives, O.D. and training, on job training, internal , external & training, process of O.D.

### 202 QUANTITATIVE METHODS & TECHNIQUES - II

#### OPERATION - RESEARCH

1. Linear Programming: Mathematical formulation of L.P.P. Graphical solution. Simplex method. Big Method. Degeneracy in simplex method. Dual of L.P.P.
2. Transportation Model: Balanced and unbalanced T.P. Basic feasible solution. Methods for finding IBFS. North west corner. Least cost method. Vogel's Approximation method. Optimal solution. Stepping stone method. MODI method. Degeneracy in T.P. Monte Carlo Simulation: two person zero sum games.
3. Assignment Model : Balanced and unbalanced comparison with Transportation model. Solution of assignment model. Hungarian method. Alternate optimal solution. Maximization case in Assignment problem. Prohibited assignment. Traveling salesman - problem.
4. Game Theory: Pure strategy, Mix strategy, Lower value, upper value of game. Saddle point, Optimal strategies. Solution to 2x2 game for mix strategy. Dominance principle. Graphical method to solve 2xn and mx2 games.
5. Sequencing Models: Processing n jobs through two machines Processing n jobs through three machines.

6. Decision Trees for decision making and risk analysis application of decision tree in investment decisions, pricing strategy, and competitive bidding.

7. Net work Analysis, (PERT/CPM): Costing a network and determining of project cost trade off. Scheduling a network with various constraints like manpower, equipments.

8. DCF Techniques, Inventory Control, Waiting line model, Input - output technique, Replacement and maintenance models.

### 203 Economic Analysis and Environment

#### INDIAN ECONOMIC ENVIRONMENT

1. Indian Economy : Salient Features, Basic problems Poverty, Unemployment, Population, Environmental degradation, Inflation, parallel economy.

2. Indian Public finance : Budgetary system Role of deficit budget, Role of Direct and Indirect Taxes, Taxation on Agricultural Income, Centre State financial Relations, Broad review of Finance commissions Monetary and Fiscal Policy in India - Objectives and Limitations.

3. National Income of India : Trends, Estimates and Problems.

4. National planning process, its implication on corporate planning, use of Input - Output Analysis of Economic planning, National Economic Forecasting, Forecasting corporate investment, Structural Analysis of industries, Analysis of industry scenarios, comparative strategy, social cost benefit analysis and its applications.

5. Current International Economic problems (related to corporate world).

### 204 FINANCIAL MANAGEMENT & MANAGEMENT ACCOUNTING.

1. Analysis and interpretation of Financial Statements - Ratio Analysis - Profitability, Turnover, Solvency & Leverage Ratios; Limitations of Ratio Analysis, Funds Flow and Cash Flow Statement.

2. Management of working Capital - Operating cycle concepts; management of cash, Receivables and Inventory.

3. Budgeting & Budgetary Control; Functional Budgets, Finance Budgets, Master Budgets; Fixed and Flexible Budgets; Capital Budgets.

4. Applications of Marginal Costing and Break even Analysis.

5. Introduction of concepts - Stock Market, SEBI, Options & Futures, share issue procedure, cost of capital, Over and Under - Capitalization, leverage, Structure of capital.

205 Introduction to Computers - Part - II.  
DATA BASE MANAGEMENT AND ITS APPLICATION

**Theory:** Operating systems: Memory and Input output management. sequential and Indexed sequential file organization. Programming .

**Tips:** Diagnostics and program testing procedure. Structured programming. Introduction of Data Base Management systems. i.e. dBASE-III and IV.

**Practical:** - Programming with dBASE- III plus: making decisions with IF-ENDIF: Handling multiple choices with DO CASE - END CASE. Inventory control program. At least 5 programmes in COBOL regarding Decision management, Rotary Club planning and Hospital management.

206 METHODOLOGY FOR SOCIAL RESEARCH

1. Meaning and nature of social Research utility of social research. Problems of social research in India due to Proliferation of economic offenses. Methodology for instigators of the domain of Parallel economy.
2. Research Process - Planning. selection of Problem formulation and testing of hypothesis survey of relevant literature.
3. Classification of data : Methods of data collection and the sampling techniques. Observation as the technique of data collection. Interview method, Questionnaire design and case study method.
4. Analysis and interpretation of data. Protective techniques, sculling techniques. statistical and graphic presentation of the data. Use of computer in data processing.
5. Need and problems of marketing research in developing countries as India. Nature of research for industrial, agricultural, international marketing.
6. Research reading application of management techniques in Indian Industries and commercial organizations. Survey of the problems of application of management technique to Indian agriculture.
7. Drafting the research report. Enumeration of details, research procedure as the nature of Universe. sample frame method of statistical analysis. Nature of major findings. contribution research to development of theory.

207 Organizational Behaviour.

1. Change Process: need, problem process, resistance to change. approaches to overcome resistance. macro & microlevel factors. intervention strategies.
2. Situational Leadership:

3. Organizational Development : CD techniques.

4. Work stress causes, duration, frustration, effects, counselling, self hypnosis, rational emotive therapy, meditation.

#### 208 Marketing Management :

1) Marketing - Approaches - concepts - Marketing Management - Marketing environment - Social, legal & ethical issues in marketing.

2) Marketing organization - marketing mix market segmentation - marketing of services.

3) A product & product related strategies -Managing a product - product life cycle pricing policies.

4) Characteristics of consumer & Industrial markets - Behaviour analysis - legislation for consumer protection - consumerism.

5) Market planning & budgeting. Brief introduction to other decision areas - 1) Marketing research 2) Promotion 3) Channels of distribution 4) Physical distribution 5) Management of sales force.

#### 209 OPERATIONS MANAGEMENT

1. Production Function :- Scope and definition of production management. Its relationship with other management function such as marketing, financial and personnel management. Types of production organization for single, multi product and multi location organization. Inter relationship between various production functions such as manufacturing, materials, maintenance, quality control, design Engineering production Engineering.

2. Design of Production system.

a) Product Design: Relationship between production design and product cost. Designing for minimum manufacturing costs, with standardization, simplification, interchangeability, diversification. Function aspect, manufacturing aspect, marketing aspect and Economic aspect. Need for close association between production Engineering and Design Engineering.

b) Location and Layout: Factory Location objectives and principles site selection with consideration of raw materials, marketing, labour, fuel taxes, Labour laws etc.

Types of layout, block Layout, shop layout, work place layout, factor affecting layout.

c) Material Handling: Material Handling activities. Principles of material Handling, Material Handling Analysis.

d) Manpower planning.

e) Capacity Planning: Procedure - Economic analysis - Make or Buy decision.

3. Production Planning, Production control, Manufacturing systems, Production order, Production routing and scheduling, Maintenance of Production equipment.

4. Material Management : Objectives of material management, Analysis of material planning, organization of material management, Purchasing, Vendor, vendor selection, training, development and assessment.

5. Productivity and productivity management different forms of productivity factor productivity, total productivity, labour productivity, measurement of productivity in manufacturing system. Increasing productivity, Quality circle.

#### Reference Books

1. Buffa E.S. - Modern Production Management.
2. Goel H.S. & Gupta O.P. - Production Management.
3. H.B. Maynard - Modern Production Management Han book.
4. James L. Riggs - Production Systems.
5. Mayes - Production Management.

## SEMESTER - III

### 301 Management Science - III

Case Studies on anything and everything under the sun of management.

### 302 HUMAN RESOURCE MANAGEMENT & INDUSTRIAL RELATIONS:

(Unit course No. 301) (Compulsory paper)

#### 1. Human Resource Management - (HRM)

-Nature, scope, importance, Environment affecting HRM at enterprise level Manpower planning and career development planning, Job Analysis, Job description, Job specifications.

-Recruitment and selection, Induction and placement, performance, appraisal, training and Development wage policy, wage and salary administration. Bonus & incentives employee morale and motivation, Creativity, measurement of creativity.

#### 2. Industrial Relations :

Industrial Relations machinery in India grievance, discipline conflict, compensation - Role and methods industrial relation - State conciliation - Mediation Arbitration, Adjudication - Collective bargaining - Strikes and their effects, Role of Government, - Management & Unions codes of discipline.

#### 3. Negotiations :

As decision making process dynamics of negotiating situation, understanding behaviour of negotiating, conceptual framework and skill required for process of negotiation. to develop a check list for evaluating effectiveness of process of negotiations; to understand the modalities of negotiations in different contents. Hierchberg's approach, cohen's approach. Walton and Mackeris's approach, Lariat's approach Halls/ Matrix/Kennedy's Profiles. The prenegotiation phase. The Negotiations stage, The no fault Bargaining model, Principled Negotiations, Review, The seven objectives of the Course, managing renegotiations - concept, context of process revolving around seven course objective.

#### SADP and MIS (Course 302)

##### 3021 - SADP

System analysis - concept, approach, methods and Techniques of System analysis- the purpose- the system studies - organizational arrangements for system studies. Separate department or continuing analysis by sale - use of flow charts and similar techniques - system revisions - pin pointing situations requiring systems studies, personnel problems involved - proformas and records - its preparation use and control. Procedures and manuals, review of organizational structure and management efficiency, the system approach to management.



### 3022 MIS

1. Management Reporting systems, components of total MIS, marketing inventory, manufacturing, financial and long range planning, basic information system development towards integrated MIS, project management, systems audit, preparation of data base, system implementation responsibilities, MIS and mathematical programming techniques, information retrieval, the systematic & statistical analysis of information and accurate presentation

#### 3023 SADF & MIS Practices.

Field study of existing information system prevailing and suggestions and modifications.

### 303 ECONOMIC ENVIRONMENT OF ECONOMETRICS

#### 3031 ECONOMIC ENVIRONMENT.

1. Money and Banking : Role of Banking system in India. Development Banking in India, foreign banks, banking in developed countries.

2. Money Market and Capital Market. Role of financial institutions in economic growth, (RBI, foreign Banks SEBI), Stock Markets, EURO Issues, foreign Financial investors.

3. Exchange Rates - Fixed - Flexible and Floating exchange rates - Indian Exchange rates, Currency Basket, Convertibility of Rupee, hedging future fluctuations.

4. World Trade: Balance of Payments, GATT, IMF, WTO, World Bank, India and SAARC, ADB and EEC, Multi-National Corporations, Market, Export Credit, Insurance, regional blocks.

5. India's Changing Economic Policy. Broad Features. New Economic Reforms. Review of Planning system in India.

#### 3032 ECONOMETRICS

6. Nature of Econometrics - The econometric approach to the study of economic problem - Mathematical models and their classification - deterministic models and static and dynamic models, stock has models.

7. Least square maximum likelihood, instrumental variables. Two stages least squares, small equation and simultaneous equations Identification and other problems.

8. Input - Output analysis - linear programming and its economics applications - The theory of the firm Transportation.

9. Expansion of structural and reduced forms empirical demand functions.

10. Cost benefit analysis techniques.

## 304 RESEARCH AND COMMUNICATION METHODOLOGY

### A) Introductory Knowledge

1. The Nature and Research : Meaning, stages in research. Scientific method. basic elements of scientific method. formulation of research methodology. Research plan/design. distinction between survey and research. research in progress of mankind.
2. Hypothesis meaning. function. formulation in postage utility. characteristics. null hypothesis, good workable hypothesis.
3. Deduction and Induction methods. Distinction, merits, demerits.
4. Research Project : problem area. principles to determine topic, collection of data field data secondary data pilot study training questionnaire. observation personal equation factor presentation and interpretation of data. probability.
5. Sampling stay interview, correspondence technique. scaling techniques. processing data - editing. coding. tabulation applied research. generality of research. foot notes bibliography. appendix.

### B) In depth knowledge of Practical Aspects of market research.

1. Survey market. research questionnaire, interview, objectives parameters pilot survey. product and pealing research. test marketing opinion.
2. Communication in organization: nature, function on research scope and limitations. Managerial communication skills- report writing - practical feedback.

There will be 12 reports to be written by students out of which 6 will be classroom. lecture seminar or news analysis reports and 6 will field survey reports. These 12 reports will carry 60% marks and 40% marks will be allotted in written examination.

## 305 FUNCTIONAL ELECTIVE COMPUTER PROGRAMMING.

### 305 COMPUTER PROGRAMMING [SOFTWARE MANAGEMENT] FOR FINANCIAL MANAGEMENT AND MARKETING MANAGEMENT (COMMON)

**Theory:-** Software Management Analysis, Software Design, Coding, Testing, Maintenance, Software requirements specification, Structuring Information, Computer Simulation of Stochastic System, Cases on Simulation in production. Finance, Marketing and corporate planning.

**Practical :-** Minimum 2 Software package development on the above topics, using COBOL/C.

### 306 Financial Management A

1. Organisational problem of (a) finance department vis-a-vis other functional areas.
2. Capital Budgeting, project appraisal, technical and financial feasibility studies, DCF, IRR, Risk evaluation and sensitivity analysis, effect of changes in profit coefficient capacity constraints computing simulation risk evaluation, cost of capital, determination of minimum rate of return for project design, social cost and social cost benefit, analysis of project, linear programming and capital budgeting decision.
3. Disinvestment as a financial strategy exporting opportunities of disinvestment, factors influencing disinvestment decision, financial analysis.
4. Expansion : Diversification strategy : market, customer product process, developing conglomerates and subsidiaries, financial tax and government policies governing mergers and amalgamations, determination of fair value of shares, premium, issue of bonus shares and its financial implications.
5. Industrial sickness - causes, effect and remedies.

### 306 Marketing Management B

#### Marketing Research (Functional elective)

- 1) Marketing research - origin - need - objectives - applications - scope - limitations - marketing information system - organization of marketing research - Branches of marketing research.
- 2) Sources of marketing information - primary & secondary data - Designing a questionnaire
- 3) Definition - Research design - planning & collection of information - Hypothesis - sampling designs - presentation of research findings & follow up.
- 4) Sales analysis & forecasting.
- 5) Market Research as an aid to decision making, setting survey objectives, other parameters, Questionnaire, development of questionnaire, sample, drawing the sample, types, draw debate, confidence level, sample size field work, pilot survey, survey results, tabulation, analysis and interpretation of findings.
- 6) Product and Packaging, Research, Option survey, Blind product testing marketing, Industrial Research.

### 307 Financial Management

1. Financial goal setting, Analysis of incremental ROI, Analysis framework for responsibility budgeting - ROI concept in financial planning and control.

2. Sources of company finance, share issue, deposits, debentures, term loans, factoring, preference capital, Euro issue, commercial papers, derivative instruments, negotiating Term loan proposals, approval by banks, underwriting of securities, current practice in India, Internal funds as a source of finance, dividend policy and rate of retention, bonus shares, equity shares as a source of finance. Right issue, issue at premium SEBI regulations issue of securities.
3. Price level changes and financial decisions.
4. Investment Portfolio management investment environment saving and finance flows, financial intermediaries, money market, capital market, investment decisions, investment analysis.
5. Management of lease finance.
6. Venture capital.
7. Market Banking mutual funds.

### 307 Marketing Management B Advertising (Functional elective)

- 1) Promotion mix - Advertising - origin - Role of advertising - Benefits of advertising - need for advertising - Economic, social & ethical issues in Advertising - criticism of advertising.
- 2) Planning & managing advertisement campaign - Media Decisions - Designing individual advertisement - Evaluation of advertisement effectiveness
- 3) Advertising appropriation /budget Advertising Agency - functions, selection, co-ordination
- 4) Industrial advertising - institutional advertising, non-commercial advertising - scope of rural advertising in India - Future of advertising in developing countries.
- 5) Layout - positioning - balancing - illustration movement - appeals in advertisement.

### 401. STRATEGY FORMULATION AND IMPLEMENTATION

1. Firm and its environment, corporation, objectives, strategies, policies and programmes, need and scope of corporate planning.
2. Corporate strategies and resources, strategies and values, strategies and ethics, industry structure, analysis, evaluation of corporate strategy, strategy for growth and diversification. Process of strategic planning, stages of corporate development, strategy implementation through structure, values and ideologies, Mckincy's Zs framework, impact of social responsibilities on strategic decisions, acquisition of resources and competence.
3. Techniques of analysis - SWOT analysis, sensitivity analysis, MBO, flexibility in planing, adaptability, to cope with different environment, amalgamation, collaboration and mergers, impact of technology and research on corporate planning, nature of forthcoming changes and competition on planning.

## 402. LEGAL ASPECTS IN MANAGEMENT

1. Indian contract Act- Valid, void, voidable, illegal contract, offer and acceptance, consideration, capacity, free consent, legality of objects, performance and discharge of contract, breach of contract, quasi contract, indemnity and guarantee, bailment and pledge, agency.
2. Sale of Goods Act.
3. Negotiable Instruments Act-
4. Partnership Act.
5. MRTP, FERA, Trade and Merchandise Marks Act (1958).
6. Indian companies Act- Incorporation, Memorandum, Articles of Associations, Alterations, Membership, Issue of Capital, Prospectus, Registration, Classes of Capital, Commission, Discount, Premium, Redemption, Underwriting, Transfers, Transmission, Rights of Shareholders, Dividends, Interest, Directors Meetings, Borrowing Powers, Management, Mismanagement, Arrangement and compromise, Amalgamation and Reconstruction.
7. Essential commodities Act 1955 relating to Govt. price control and administered prices.
8. Industrial Dispute Act. 1947.

## 403. Current Business Scenario

Discussion, analysis, impact, evaluation of recent developments and events in the business and economic world, recent changes, policy decisions, collaborations, legal government financial and fiscal decisions, budget, import, export policy as applied to business.

Note - All recent developments occurring not less than thirty days prior to the date of examination are covered in the syllabus.

## 404 FUNCTIONAL ELECTIVE : COMPUTER PROGRAMMING.

### SOFTWARE MANAGEMENT

#### COMPUTER PROGRAMMING FOR FINANCIAL MANAGEMENT & MARKETING MANAGEMENT (COMMON):

**Theory:** Playing a software project, Cost estimation, project chelating, staffing and personnel planning, Team structure, software configuration management, Quality assurance Plans, Project Monitoring plans, Risk Management, Quality control or the software Management.

**Practical:** At least one time bound software project covering any of topics like financial Accounting, Cost Accounting, Economic Analysis, Ecology Effect on Business, Marketing Managements, Industrial Planning, Development export, Import etc.

#### References

1. COBOL : Raja Ramanna, I.I.Sc. Bangalore.
2. Introduction to Computers: Raja Ramanna, I.I.Sc. Bangalore.
3. dBASE III plus : Ravikant Taliti, Tata McGraw hill Pvt. Ltd.
4. An integrated Approach to Software Engineering: Pankaj Jalote, Narosa Pub. 1991.

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International Marketing (Functional elective)

- 1) International Marketing - meaning - scope - objectives - Recent trends in India's foreign trade - composition & direction - Latest import - export policy - impact of social, political, economic, legal & cultural factors on international marketing.
- 2) Export documents & export procedure import documents & import procedure.
- 3) Foreign exchange - commercial rates of exchange - Balance of payment.
- 4) Trade Barriers - Economic integrations & regional grouping - international economic organizations & forums (e.g.) GATT, UNC-TAD) Generalized system of preferences.
- 5) Export incentives - Institutional infrastructure to promote export; role played by government & its agencies in promoting trade (agencies e.g. S.T.C., I.I.F.T., export promotion councils, commodity boards, export houses etc.)
- 6) Export Pricing - price quotation terms used in foreign trade/terms of delivery

Export finance including role played by E.C.G.C., terms of payment in export.

Export Market Research.

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Marketing Case Studies (Functional elective)

- 1) Cases in Marketing Management on the topics covered in compulsory Marketing paper & other topics covered in marketing specialization.

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