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**NORTH MAHARASHTRA UNIVERSITY,
JALGAON - 425 001**

Revised Syllabus for

M.B.A. (Master of Business Administration)

Semester I to II.

(With effect from June, 1998)

Department of Management Studies
North Maharashtra University,
P.O.Box No. 80, Umavinagar, Jalgaon - 425 001.

NORTH MAHARASHTRA UNIVERSITY, JALGAON.

REVISED STRUCTURE FOR M.B.A. COURSE

WITH EFFECT FROM JULY, 1998.

SEMESTER - I

- 101. : Management Science - I
- 102. : Management Accounting - I
- 103. : Basic Economics Concepts
- 104. : Communication Skills
- 105. : Computer Applications - I
- 106. : Managerial Mathematics & Statistics
- 107. : Organisational Behaviour - I

SEMESTER - II

- 201. : Management Science - II
- 202. : Management Accounting - II
- 203. : Managerial Economics & Econometrics
- 204. : Research Methodology
- 205. : Operation Management
- 206. : Marketing Management
- 207. : Organisational Behaviour - II

M.B.A PART . I

SEMESTER - I

101. MANAGEMENT SCIENCE - I

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.
 - Organising -
 - Concepts and features of organisation theory
 - Approaches to organisation Theory - Modern Organisation Theory
 - Design of Organisational structure
 - Features of good organisational 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
 - Print 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.

M.B.A. SEM I
(102) MANAGEMENT ACCOUNTANCY I

- 1] ACCOUNTING
 - 1.1 Financial Accounting - Meaning - Objectives - uses
 - 1.2 Cost Accounting - Meaning - Objective - 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. (In depth 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, aududing 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.

BASIC ECONOMIC CONCEPTS (103)

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.Chrysal ELBS (8th ed) 1995.

M.B.A. SEM. I
104. BUSINESS COMMUNICATION

1. Communication - Meaning Importance objectives-
 - Principles of communication - Forms of Communication
 - Patterns of communication - Process of communication
 - Barriers to communication - Techniques of effective communication
2. Business letter - Functions - Planning a letter - Layout of a business letter.
Drafting Letter - Offers a inquiries, circulars, Quotations, Orders/Tenders, acknowledgement & acceptance of orders, Fulfillment of orders & Settlement of accounts, sales letters, claims and their adjustments, collection letters, Banking correspondence, Insurance correspondence, Agency correspondence, correspondence of a company secretary
3. Application letters, Interview letters, References letters of Appointment, confirmation, promotion Refrenchment. Resignation.
4. Report Writing - Types of Reports, components of formal Report - Business Reports. Reports by Individuals, Reports by Committees.
5. Oral Communication - Speaking & Listening Conducting Interviews, Meetings, Speeches The Interviews. The techniques of eliciting response. Probing questions, recording & closing, observation method and recording techniques.
6. Application of Electronic Media for Communication -
 - Use of comuters for Information Handling. Telecommunication
 - Teleconferences, E-Mail Fax, etc.

Reference Books

1. Organisational Communication by Arnold E. Schneider, William C. Donaghy, Pamela Jane, Newman McGraw Hill co. New York.
2. Basic Business Communication By Robert M. Archer, Ruth Person Amos. Prentice Hall Inc. New Jersey.
3. Business Communication by Shiv Kumar.
4. Effective Business Communication by Murphy
5. Excellence in Business Communication by Thill
6. Handbook of Business Correspondence by Frailey
7. Business English & Communication by Clark
8. Business Communication by Balsubramanyam M.
9. Business Communication by Homai Pradhan & Thakur
10. Communication & Society by Kamlesh Mahajan.

(105) : COMPUTER APPLICATIONS I
Windows and MS-Office

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 settings, 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.

MATHEMATICS

1. Permutation and combination :-
 - 1.1 Factorial notation, addition and multiplication rules of counting. Meaning of permutation and combination.
 - 1.2 Statement of formulae to find (1) permutations of n different objects taking r at a time. (2) Permutations of n objects taking r at a time when all the n objects are not different. (3) combinations of n different objects taking r at a time.
 - 1.3 Simple numerical problems.
2. Sets, Functions and limit of a functions :
 - 2.1 Concept of a set, methods of representing a set, types of a set :- null set, subset, compliment of a set, universal set, disjoint sets, equality of two sets, operations on sets :- union and intersection.
 - 2.2 Variable, constant (absolute and arbitrary), meaning of a functions, domain, range, characteristics of a function types of a function :- one-one function, onto function, polynomial function, linear function, quadratic function, constant function, rational function, exponential function.
 - 2.3 Functions used in business and economics :- demand functions, supply function, cost function, revenue function, Profit function, break even analysis.
 - 2.4 Meaning of limit of a function, statement of laws of limits, evaluation of limit of polynomial function, rational and irrational functions, exponential function
The following standard results without proof are expected:-

$$\lim_{x \rightarrow a} \frac{x^n - a^n}{x - a} = n a^{n-1} \quad \lim_{x \rightarrow 0} (1+x)^{1/x} = e$$

$$\lim_{x \rightarrow a} \frac{a^x - 1}{x - a} = \log a$$
 - 2.5 Simple problems based on the above concepts
3. Derivatives.
 - 3.1 Meaning of derivative, standard results of derivative (Trigonometric functions are not expected) basic rules of derivative, derivative of implicit functions, derivative of parametric functions, second order derivative.
 - 3.2 Application of derivative to business and economics :- derivative as rate measurer, marginal cost, marginal revenue, maximisation and minimisation using second order derivative.
 - 3.3 Simple numerical problems based on the above concepts.

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.

4. Matrices and determinants.
 - 4.1 Meaning of matrix, order of a matrix, types of a matrix :- square matrix, diagonal matrix, unit matrix, zero matrix, transpose of a matrix. Equality of two matrices.
 - 4.2 Basic operations on matrices :- scalar multiplication of a matrix, addition, subtraction and multiplication of matrices.
 - 4.3 Meaning of a determinant, evaluation of second and third order determinants, minors, cofactors, adjoint of a matrix.
 - 4.4 Inverse of a matrix, to find inverse of a matrix by using determinant and adjoint of a matrix, solution of linear equations by matrix-inversion and cramer's rule. Rank of a matrix, to find rank of a matrix.
 - 4.5 Simple numerical problems based on the above concepts.

STATISTICS:

1. Basic concepts:-
 - 1.1 Meaning of data, raw data, primary and secondary data, array, variable, attribute.
 - 1.2 Population, sampling, requirements of a good sample, methods of sampling:- simple random sampling without replacement, stratified random sampling.
2. Correlation and regression.
 - 2.1 Meaning of correlation, positive correlation, negative correlation, and perfect correlation.
 - 2.2 Methods of studying correlation :- Scatter diagram, Karl Pearson's coefficient of correlation.
 - 2.3 Simple numerical problems on the above concepts for ungrouped data only.
 - 2.4 Meaning of regression, linear and non-linear regression; statement of simple linear regression equations, meaning of regression coefficients, important properties of regression coefficients (without proof), coefficient of determination, standard error of estimate (without proof), explained and unexplained variations.
 - 2.5 Simple numerical problems based on the above concepts for ungrouped data only.
3. Probability and probability distributions:-
 - 3.1 Concepts of sample space, event, sure event, impossible event, elementary event, complimentary event, mutually exclusive events, equally likely events, exhaustive events.
 - 3.2 Mathematical definition of probability, axioms of probability, statement of addition theorem of probability.

- 3.3 Concept of independent and dependent events, conditional probability, multiplication theorem of probability.
 - 3.4 Random variable, discrete and continuous random variables, probability distribution of a random variable, expected value and standard deviation of a random variable, binomial, poisson and normal probability distributions.
 - 3.5 Simple numerical problems based on the above concepts.
4. Testing of hypothesis.
 - 4.1 Meaning of hypothesis, null and alternative hypotheses, two types of errors in testing of hypothesis, level of significance, meaning of test of hypothesis, one tailed and two tailed tests.
 - 4.2 Large sample tests for testing single mean, two means, single proportion and two proportions.
 - 4.3 Chi-square tests for testing independence to two attributes and goodness of fit.
 - 4.4 T-test for testing single mean, two means, Paired T-test.
 - 4.5 Willcoxon signed rank test, Mann whitney U-test
 5. Statistical quality control.
 - 5.1 Chance and assignable causes, process and lot control, specification limits, tolerance limits, three-sigma limits.
 - 5.2 Control charts, basics of control charts, construction of X-bar chart, R chart, C chart and np chart.
 - 5.3 Simple numerical problems on the above concepts.

Reference Books

1. Business Mathematics by Q. Zameeruddin, V.K.Khanna, S.K.Bhambri, Vikas Publishing house Pvt. Ltd.
2. College Mathematics by Frank Ayers, Schaum Publishing Co.
3. Business Statistics by S.G.Gupta, Mrs. Indra Gupta, Himalaya Publishing House.
4. Statistical Methods by S.P.Gupta, Publi,Sultan Chand and Sons.

(107) ORGANISATIONAL BEHAVIOUR I

Objectives :

1. To provide Organisational Behaviour perspective to management students.
2. To relate various theoretical frame work that serve as foundation for practising managers.
3. To be familiar with conceptual frame work for the study of Organisational Behaviour, interpersonal behaviour, motivation, and power in organisation.
4. To understand major content & process theories of work motivation and application of motivational techniques.

ORGANISATIONAL BEHAVIOUR I

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

3. 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.

M.B.A SEM. II
201. MANAGEMENT SCIENCE II

1. Decision Making - Meaning - Importance - Types of Decisions-
Decision Making process - Effective Decision
.Rationality in Decision- Making- Limits on
Rationality - Creativity and Decision making
Qualitative & Quantitative Techniques used
for Decision making.
2. Emerging Concepts in management
Liberalisation, Privatisation, Foreign
collaborations & Multinationals. Trans
National Corporations,
Globalisation - Japanese Management. TQM.
Zero Defect, Zero Inventory, ISO-
Certification Series -
- Certification Environmental Friendly
packaging - Life Time Employment Just in
Time Inventory -
- Contribution of Management Thinkers since
1970.s - Drucker, Chvis Argyvis, Renesis
Likert. William Ouchi.
3. Role and Development of public Enterprise in Indian Economy
Control and Accountability of public sector. Criteria of
measurement of Efficiency.
Management structure of public Enterprises - Forms of
Organisation - Management Problems of public sector
undertaking - Privatisation of public sector.
4. Management of S.S.I. Units.
Meaning and Definition of S.S.I.
(S.S.I. Registration Procedure) - Role of S.S.I. in
Economic Development - management problems of S.S.I.units.

Reference books

1. Management by Stoner & Freeman
2. Management in Global Perspective by Koontz & Donnell
3. Management by Cathrin C. Bartol
4. Just in Time Inventory by Thakur
5. Public Enterprise by Vasant Desai, Vol.I,II,III,IV,& V
6. Public Enterprise by L.M.Prasad
7. Indian Small scale Industries by Vasant Desai
8. Business Environment & Strategy Formulation by Ashwathappa.

1. Ratio Analysis - Meaning & Significance
 - 1.1 Liquidity Ratios
 - 1.2 Leverage Ratios
 - 1.3 Activity Ratios
 - 1.4 Profitability Ratios
 - 1.5 Solvency ratios
 - 1.6 Limitations of ratio analysis
2. Statements of changes in financial position
 - 2.1 Fund flow statement
 - 2.2 cashflow statement
 - 2.3 Uses & limitations of above statement.
3. Management of working capital.
 - 3.1 Management of current Assets
 - 3.2 Financing of working capital
 - 3.3 Estimation of working capital requirement
4. Budgeting & Budgeting control
 - 4.1 Meaning - Uses
 - 4.2 Financial Budgets.
 - 4.3 Master Budget
 - 4.4 Cash Budget
 - 4.5 Flexible Budget
 - 4.6 Limitations of budgetary control
5. Marginal costing & break even analysis
 - 5.1 Meaning - Utility
 - 5.2 Tool of decision making - Make or buy- own or lease-
fresh or replace - export- Versus local sale - shut
downor continue - expand or contract etc.
 - 5.3 Limitations
6. Standard Costing
 - 6.1 Meaning - uses - limitations
 - 6.2 Material cost variances
 - 6.3 Labour cost variances

Reference books

1. Principles of Management Accounting by Manmohan & Goyal
2. Management Accounting by Jain & Khan
3. Elements of Management Accounting by Pandey I.M.
4. Management Accounting by Vinay Kumar
5. Financial Management by Pandey I.M.
6. Advanced Accountancy by R.L.Gupta
7. Financial Management by Bhalla.

M.B.A. SEM. II
(203) MANAGERIAL ECONOMICS & ECONOMETRICS

A: Managerial Economics

1. Introduction - [a] Definition, meaning & scope of managerial economics [b] Its relationship to other sciences.
2. Demand Forecasting - [a] Meaning [b] importance [c] various methods.
3. Pricing policy & practices - [a] Theory V/s Practice [b] Pricing objectives [c] pricing procedures [d] cost - plus pricing [e] Going rate pricing [f] price discrimination [g] Transfer pricing [h] pricing in public enterprises [i] Basing point system of pricing [j] limit pricing [k] multiple product pricing.
4. Analysis of Non-price competition - [a] Price V/s nonprice competition [b] the concept of marketing mix. [c] meaning & aspects of product differentiation [d] the product mix decisions. [e] Concept of getting costs [f] Difference between selling cost & production cost [g] Impacts of selling cost on the demand [h] Importance of location [i] Factors influencing location [j] Location analysis of Weber, August lasch & Tord polomder.

REFERENCE BOOKS

1. Business Economics - The Application of economic theory
P.P.Ferguson. G.L. Ferguson &
R.Rothchild - Macmillan - 1993
2. Managerial Economics : For Business, Management &
Accounting (2nd ed)
by Howard Davis, ELBS (1991)
3. Managerial Economics (3rd ed) H.Craig Peterson & W.Cris
Lewis- (Prentice Hall of India- 1995)

The Role of Govt. & Private Business

- a) Regulatory Measures & Private Business.
- b) Promotional Role & Private Business.
- c) Private Business relationship in the Govt. as rival, buyer & supplier.
- d) Impacts of regional policy, Trade policy, monopoly policy - Merger policy, Environmental policy on Business.
- e) Impacts of Tax policy on - work efforts savings - Investment & Prices.

B: ECONOMETRICS

1. Econometrics :
 - a) Definition, objectives, scope & limitations.
 - b) Basic concepts of econometrics.
 - c) Concept of a model - characteristics of a good model - Types of models - deterministic & non - deterministic model-Mathematical, statistical & econometric models.
2. Estimation of parameters in econometric models.
 - a) Estimator and estimate - properties of a good estimator.
 - b) Methods of estimation - Least squares estimation - maximum likelihood estimation - Two stages least squares method.
3. Single & Simultaneous equation models -
 - a) Meaning of autocorrelation - Durbin-Watson test for autocorrelation - concept of multicollinearity - Heteroscedasticity
 - b) Structural and reduced forms of simultaneous equation model.
4. Identification of Model.
 - a) Method of identification by using rank and order conditions - Just, over and under identification.
5. Input - Output Analysis -
 - a) Meaning & main features of analysis
 - b) Assumptions - Leontief's static & dynamic model.
 - c) Limitations of input-output analysis- importance and application of the analysis

REFERENCE BOOKS

1. Klein, L.R. - Introduction to econometrics
2. Tinbergen - Econometrics
3. Goldberger A.S. - Econometric Theory
4. Koutsoyiannis A. - Theory of econometrics
5. Singh, Parashar & Singh - Econometrics & Mathematics economics.

(204) RESEARCH METHODOLOGY

01. Meaning, Nature and utility of Social Research, Research in Management, Research process - Formulation of Research Methodology, Research design.
02. Hypothesis - Meaning & Function
Criteria for a workable hypothesis
Types of hypothesis.
03. 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.
04. Analysis and interpretation of data - protective techniques, Sculling techniques, statistical and graphical presentation of the data. Use of computer in data processing.
05. Drafting of a Research Report.

Reference Books

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

205. OPERATIONS MANAGEMENT

1. History and development of Production Management
Scope and definition of Production Management
Functions of Production Management
Modern Trends in Production Management
Inter relationship between various production functions such as manufacturing materials, maintainance, quality control, Design Engineering, Production Engineering, Types of location organisation.
2. (a) Site Selection
Objectives & principals of site selection with consideration of raw materials, marketing, labour, Fuel taxes, labour laws etc..
(b) Layour : Types of Layout - Block layout, shop layout, work place layout, factors affecting layout.
(c) Product design : Relationship between production design and product cost. Designing for minimum manufacturing costs with staudardization, simplification, interchangeability, diversification. Function aspect, manufacturing aspect, marketing aspect and economic aspect. Need for close association between production Engineering and Design Engineering.
3. Forecasting purchasing, Value analysis / engineering, Inventory control - Inventory models, classification of materials, work in process and Inventory Management
4. Production planning - Production control, manufacturing systems, Production order, production routing and scheduling, maintainance of production equipment.
5. (a) Materials Management : Objectives of materials management, Vender, Vender selection, training, development and assessment, capacity planning, Procedure - Economic Analysis - make or Privy decision.
(b) Productivity, Factors affecting Productivity.

Reference Books

1. Modern Production Management by Buffa E.S.
2. Production Managment by Goel B. S.
3. Production Management by Mayes.

MARKETING MANAGEMENT (COMPULSARY PAPER) SEM. II

TITLE : MARKETING FOR MANAGER'S (206)

-
- 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) 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 - Koilat - 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, Himalya Publishing House.
8. Service Marketing - By P.K.Sinha, S.C.Sahoo
9. Marketing - By Rajan Nair.

SEM. II

(207) ORGANISATIONAL BEHAVIOUR II

OBJECTIVES :

1. To provide Organisational Behaviour perspective to Management students.
2. To relate various theoretical framework that serve as foundation for practising managers.
3. To be familiar with conceptual framework for the study of leadership
4. To know the basic nature of groups & group dynamics
5. To analyse interpersonal conflicts and to relate dimensions of organisation and conflict
6. To know the change process
7. To discuss effects of stress and strategies to cope with stress.

ORGANISATIONAL BEHAVIOUR II

1. Leadership
 - 1.1 Leadership, meaning
 - 1.2 Leadership studies
 - 1.21 The Iowa leadership studies
 - 1.21 The Ohio State leadership studies
 - 1.23 The Michigan leadership studies
 - 1.3 Functions of leadership
 - 1.4 Leadership styles
 - 1.5 Theories of leadership. Evaluation, Comparison, contradiction and integration of theories.
 - 1.51 Traits in leadership
 - 1.52 Participative leadership Theories
 - 1.421 Theory x and Theory y
 - 1.422 Likert's Theory of system 4
 - 1.422 Likert's Theory of system 4T
 - 1.53 Contingency Theory of leadership
 - 1.431 Autocratic-Democratic continuum model
 - 1.432 Fiedler's model
 - 1.433 Hersey- Blanchard's situational theory
 - 1.434 Fiedler-Garcia's cognitive Resource Theory.
 - 1.435 Leader-Member Exchange Theory
 - 1.436 Path Goal Theory
 - 1.437 Vroom & Yetton's Leader-participation model
 - 1.44 Attribution Theory
 - 1.45 Charismatic Leadership Theory
 - 1.46 Transformational leadership Theory
 - 1.47 Ohio State Leadership Quadrants and Management grid
2. Group Dynamics
 - 2.1 Groups in Organisation, nature, membership, types of groups.
 - 2.2 Theories of Group Formation

- 2.3 Group structure
 - 2.31 Role. Role Identity, Role Perception, Role Expectation, Role conflict
 - 2.32 Group Norms, Group Conformity
Group cohesion, Group size, Social loafing, Group Think, Group shift, Teams, Quality circles.
- 2.4 Conflicts
 - 2.41 Genesis of conflicts
 - 2.42 Interpersonal conflicts
 - 2.43 Group level conflicts
 - 2.44 Structural conflicts
 - 2.45 Conflict due to frustration
 - 2.46 Goal conflict, Role conflict
 - 2.47 Formal & Informal Authority conflict
 - 2.48 Impact of conflicts
 - 2.49 Different views about conflict functional versus Dysfunctional conflicts
 - 2.410 Conflict Management:
Avoidance, defusion, containment, confrontation,
 - 2.411 Implications on performance and satisfaction:
Managing group productivity.
- 3. Change Process
 - 3.1 Forces for change
 - 3.2 Resistance to change
 - 3.3 Approaches to overcome resistance
 - 3.4 Managing planned change.
- 4. Organisational Development
 - 4.1 O.D.: Concept, Process
 - 4.2 O.D. Techniques
 - 4.3 Structural and Human Process Techniques.
 - 4.4 Assertiveness Training
 - 4.5 Process consultations
 - 4.6 Sensitivity Training
 - 4.7 Team Building
 - 4.8 Career Scheduling
 - 4.9 Management of Succession
 - 4.10 Implications for performance and satisfaction
- 5. Work Stress
 - 5.1 Stress. Fatigue, Boredom & strain,
 - 5.2 Nature and sources of stress.
 - 5.3 Physical Problems, effects: frustration, withdrawal,
 - 5.4 Stress Management
 - 5.41 Counselling
 - 5.42 Self hypnosis
 - 5.43 Rational Emotive Therapy
 - 5.44 Meditation
 - 5.45 Relaxation
 - 5.46 Rogers Client Centered Therapy
 - 5.47 Palliative strategies.
 - 5.5 Coping with stress
 - 5.6 Organisational Approach
 - 5.7 Implication for performance and satisfaction

PREScribed BOOKS O.B. Sem I & II

1. "Organisational Behaviour. Concept, controversies and applications". Stephen P. Robbins; Prentice Hall & India Pvt. Ltd.
2. "Organisational Behaviour" Fred Luthans. McGraw-Hill International Editions. New York.
3. "Industrial - Organisational Psychology" John B. Miner. McGraw Hill International Editions
4. "Management of Organisational Behaviour, utilising human resources" Paul Hersey & Kenneth H. Balchard Prentice Hall of India Pvt. Ltd.
5. "Organisational Behaviour" Hellriegel. Slocum, Woodman, West Publishing Company. New York.
6. "Organisational Behaviour Text and Cases" Uma Sekharan. Tata McGraw-Hill Publishing Co. Ltd. New Delhi
7. "Human Behaviour At Work" Keith Davis. Tata McGraw-Hill Pub. Co. New Delhi.
8. "Psychology of Industrial and Organisational Behaviour". P.A. Bhagwatwar. Sheth Publishers. Bombay.
9. "Human Behaviour at Work" Keith Davis & John W. Newstrom. McGraw-Hill
10. "Organisational Behaviour" P.A. Bhagawatwar. Pune Vidyarthi, Grana. Pune.
11. "Human Relations, an Organisational Approach. Hallaran Jack. Prentice Hall of India Pvt. Ltd. New Delhi.
12. "Hand Book of Rational Emotive Therapy, Ellias A & Grieger R.
13. "Reason & Emotion in Psycho-therapy" A. Ellis. Lyle Stuart. New York.

RECOMMENDED BOOKS FOR REFERENCE

1. "Interpersonal Behaviour" ed. A.G. Athos & J.J. Gabarro. Prentice Hall; Engelwood-cliff.
2. "The Interpersonal Underworld" Schutz. W.C. Science and Behavior Books. Palo Alto.
3. "Organisational Behaviour" J. Kellit' Rev. Ed Irwin: Hornewood.
4. "Functional Role of Group Members" Benne K and P. Sheats. Journal of Social Issues. (Spring) 1984, pp4149
5. "Group Dynamics and the individual". In Organisational Psychology: A Book of Readings' Eds. D. Kolb, I. Rubin & J. McIntyre. Prentice Hall; Engelwood-cliffs.
6. "Leadership. Psychology and organisational Behaviour". Bass H.M.. Harper & Brothels. New York.
7. "Theory of leadership effectiveness". Fiedler F.E. McGraw-Hill New York.
8. "New Forms of work Organisation" International Labour Organisation Geneva.