

**First Semester**  
**Curriculum**  
**MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore**  
**For**  
**Affiliated Institutions**

**DEVI AHILYA VISHWAVIDYALAYA, INDORE**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**CURRICULUM FOR FULL-TIME COURSES**

**FIRST YEAR**

**First Semester**

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**COURSES AND SYLLABUS FOR SECOND, THIRD AND FOURTH SEMESTER SHALL BE COMMUNICATED LATER.**

# FT-101C MANAGEMENT PRINCIPLES AND PRACTICES

## Course Objective

The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

## Examination

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

## Course contents

### 1. Concept of Management

Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers. Cross cultural issues in management.

**Case:Shui Fabrics.**

### 2. Planning

Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

**Case:Planning for Diversified Activities in a Changing Environment**

### 3. Concept and Nature of Objectives:

Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.

**Case:Detroit and Toyota**

### 4. Strategies and Policies:

Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies. The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive, Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.

**Case: Coke versus Pepsi**

### 5. Organizing

Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

**Case:Bajaj Auto**

## 6. Controlling:

Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

**Case: Controlling Information At Frito-lay, INC.**

### Text Readings

1. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, **Fundamentals of Management**, Pearson Education, 2009
2. Kreitner, **Management Theory and Applications**, Cengage Learning, India, 2009
3. Robbins, **Management**, 9<sup>th</sup> edition Pearson Education, 2008,
4. Griffin, **Management Principles and Applications**, Cengage Learning, India First Edition
5. Harold Koontz, O'Donnell and Heinz Weihrich, **Essentials of Management**. New Delhi, Tata McGraw Hill, 2006
6. Stoner, **Management**, PHI Learning, 2008
7. Richard L. Daft, **Principles Of Management**, Cengage Learning, India, 2009

### Suggested Readings

1. Anil Bhat & Arya Kumar **Principles Processes and Practices** 1<sup>st</sup> Edition 2008 Oxford Higher Education
2. Satyaraju & Parthsarthy, **Management Text and Cases**, PHI Learning, 2009
3. J.S. Chandan, **Management Theory and Practice**, 1<sup>st</sup> edi, Reprint 2007 Vikas Publishing House.
4. Kanishka Bedi, **Management and Entrepreneurship**, 1<sup>st</sup> Edition 2009 Oxford Higher Education

# FT 102C MATHEMATICS AND STATISTICS FOR MANAGERS

## Course Objective

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

## Examination

The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student (8 marks for internal test and 12 marks for cases / class participation). The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part I-Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well numerical and/or cases/ practical problem(s). All questions will carry equal marks.

## Course Contents

### PART I – BUSINESS MATHEMATICS

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

1. Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.
2. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.
3. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.
4. Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.
5. Discounting, Compounding, and Annuity.
6. Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis.

### PART II – BUSINESS STATISTICS

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion- mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

1. Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,
2. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications
3. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)
4. Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).
5. Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

### **Text Reading**

- 1 J.K. Sharma, "**Mathematics for Management and Computer Applications**", New Delhi, Galgotia Publication,
- 2 R. K. Ghosh and S. Saha, "**Business Mathematics and Statistics**", Calcutta, New Central Book Agency
- 3 S. Saha, "**Business Mathematics and Quantitative Techniques**", Calcutta, Central Book Agency,
- 4 Anderson, "**Statistics for Business & Economics**, 9<sup>th</sup> edition, Cengage Learning, India
- 5 David Levine, T. Krenbil, P.K. Viswanathan, "**Business Statistics**", Pearson Education, 2008.
- 6 S.P. Gupta, "**Statistical Methods**", New Delhi, Sultan Chand and Sons, 2007
- 7 S.C. Gupta, "**Business Statistics**", Himalaya Pub House, 2008
- 8 T.N. Srivastava, "**Statistics for Management**", TMH, 2008

### **Suggested Readings (Latest Edition books)**

1. J. N. Kapur and H. C. Saxena. "**Mathematical Statistics**", New Delhi, Sultan Chand and Company Ltd.,
2. R. Jayprakash Reddy and Y. Mallikarynna Reddy, "**A Text book of Business Mathematics**", New Delhi, Ashish Publishing House
3. K. B. Dutta, "**Matrix and Linear Algebra**", New Delhi, PHI Learning
4. D. C. Sancheti and V. K. Kapoor, "**Statistics: Theory, Methods and Applications**", New Delhi: Sultan Chand and Sons.,
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "**Fundamentals of Statistics**", Allahabad: Kitab Mahal

# FT-103C ACCOUNTING FOR MANAGERS

## Course Objective

The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

## Examination

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation) The semester examination carrying 80 marks will have two sections A and B. Section A worth 20 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 60 marks will contain five practical/numerical problem(s), out of which a candidate is required to attempt any three. These questions would require the candidates to take decision on management problems considering quantitative and non-quantitative factors both and to defend their decisions. Relevant data leading to simple calculations for arriving at relevant figures will be given to them.

## Course Content

### Part I: Financial Accounting

1. Basic Accounting Concepts and Fundamental Conventions.
2. Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Closing Entries, Opening Entries, Subsidiary Books and Rectification of Errors.
3. Preparation of Final Accounts with Adjustments: Manufacturing, Trading and Profit and Loss Account and Balance Sheet.
4. Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.
5. Bank Reconciliation.

### Part II: Cost Accounting

1. Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.
2. Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.
3. Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

### Part III: Management Accounting

1. Basic Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting.
2. Break Even Analysis, Contribution Analysis and Segment Contribution and their use in Profit Planning.
3. Standard Costing and Variance Analysis – Material Variance, Labour Variance, Overhead Variance, Sales Volume Variance, Margin Variance and Profit Variance, Use of these Variances.
4. Managerial Decision Making through Accounting Information.

### **Text Readings**

1. P.C. Tulsian, **Financial Accounting**, Pearson, 2008
2. S.N. Maheshwari, **Introduction to Accountancy**, New Delhi, Vikas Publishing House, 10th Edition, 2009
3. Hansen, **Management Accounting, 7<sup>th</sup> edition** Cengage Learning, India
4. N. Ramchandran and Ramkumar Kakani, **Financial Accounting for Management**, New Delhi, Tata-Mac Graw-Hill, 2<sup>nd</sup> Edition, 2008.
5. Paresh Shah, **Basic Financial Accounting for Management**, New Delhi, Oxford University Press, 2008.
6. Anthony Robert N., Hawkins David F., Merchant Kenneth N., **Accounting Text and Cases**, Tata McGraw Hill Publication, New Delhi, 12<sup>th</sup> Edition, 2007.
7. O.S. Gupta and Pankaj Kothari, **Accounting for Managers**, New Delhi, Frank Bros. & Co., Reprint, 2007.
8. Banerjee, **Financial Accounting**, PHI, 2009.
9. M.N. Arora, **Cost Accounting: Principle & Practices**, 10<sup>th</sup> edition, Vikas Publishing House, 2007

### **Suggested Readings**

1. Paresh Shah, **Management Accounting**, 1<sup>st</sup> edition, Oxford University Press, 2008.
2. John Wild, **Financial Accounting Information for Decisions**, New Delhi, Tata-Mac Graw-Hill, 2008
3. James Jiambalvo, **Managerial Accounting**, Wiley India, 2<sup>nd</sup> Edition, 2007.
4. S.N. Maheshwari and S. K. Maheshwari, **A Text Book of Accounting for Management**, New Delhi, Vikas Publishing House, 10th Edition, 2009
5. Louderback, **Managerial Accounting** 10<sup>th</sup> edition, Cengage Learning, India
6. S.K. Bhattacharyya, **Accounting for Managers**, Reprint 2009, Vikas Publishing House Pvt. Ltd.



# FT-104C IT and E-Business Fundamentals

## Course Objective

The objective of this course is to help students to understand the basics of Information Technology and eBusiness Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment

## Examination Scheme:

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). An External viva-voce will be of 30 marks. The end semester examination will be worth 50 marks having theory and cases/practical problems. There will be 7/8 questions out of which a student will be required to answer 5 questions.

## Course Content

Prerequisites for Course

### 1. **Introduction to Computer :**

Hardware: Input / output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.

Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

### 2. **Operating Systems**

WINDOWS XP: Basic Operations, utilities and features.

UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.).

(Students should be familiar with these concepts but there will be no questions from topics)

#### 1. **Application Software (MS-Office XP 2003)**

MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating "what-if" projects.

MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

#### 2. **E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business.**

#### 3. **Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.**

#### 4. **E-Business Models: Elements of Business models, B2B, B2C models**

5. Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment
6. Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.
7. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANS (value added net work) Internet based EDI
8. Online Marketing Concepts: Process, Marketing Communication, Marketing Tools.
9. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization

### **Text Readings**

1. Ravi Kalakotta & Whinston B., "**Frontiers of E-Commerce**", Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, "**E-Business: Roadmap for Success**", Pearson Education Reprint 2009, New Delhi.
3. lauden and Traver. **Ecommerce: Business Technology Society**, 4<sup>TH</sup> Edition 2009 Pearson Education, New Delhi
- 3 Schneider, **E-Commerce Strategy technology and implementation**, 1<sup>st</sup>, edition, 2008, Cengage Learning, India
- 5 Elias M. Awad, **Electronic Commerce**, PHI Learning. 2009
- 6 Rayudu C. S. **e-Business**, 2007, Himalaya Publishing House.

### **Suggested Readings**

- 1 Daniel Amor, "**The E-Business (R) Evolution**", PHI Learning, New Delhi,
- 2 Hanson, **E-Commerce & Web Marketing**, Cengage Learning, India, 1<sup>st</sup> edition, 2009
- 3 Kamlesh K. Bajaj & Debjani Nag, "**E-Commerce**", Tata McGraw Hills, New Delhi,
- 4 Joseph, **E-commerce, Indian Perspective**, PHI, 3<sup>RD</sup> Edition, 2009
- 5 Chaffey, **E-Business & E- Commerce Management**, 3<sup>rd</sup> edition, Pearson Edu, 2008
- 6 Murthy C. S. V., **e-Commerce**, 2007, Himalaya Publishing House.
- 7 Parag Kulkarni & P.K.. Chande, **IT Strategy for Business**, 1<sup>st</sup> edition Oxford University Press 2008

# FT-105C BUSINESS ENVIRONMENT

## Course Objective

To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business

## Examination

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

## Course Contents

### 1. Business Environment

Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

#### Case Study: Lucent in the Era of Economic Reforms

### 2. Economic Planning & Development

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world,

#### Case Study: Mahindra and Mahindra

### 3. India and the world

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India,

#### Case Study: Global Expansion Strategy of Indian Firms in China

### 4. International Tread

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Tread Barriers and Tread Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

#### Case Study: Finolex's Focus on Exports

## **5. Strategies for going Global**

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India.

### **Case Study: Softcore Consultancy Services**

## **6. Theory of Demand, Firms & Market Structure**

Demand function, Income and substitution effects, Revealed preference approach and Demand forecast. Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control. Competition, Monopoly, Oligopoly and Non-Price Competition

### **Case Study: Is Coca Cola in “Perfect” Business**

#### **Text Readings:**

1. Mark Hirschey, **Economics for Managers**, Cengage, 2006
2. Palwar, **Economic Environment of Business**, PHI, New Delhi, 2009
3. Justin Paul, **Business Environment: Text & Cases**, New Delhi, Tata McGraw Hill, 2008
4. D.N. Dwivedi, **Managerial Economics**, Vikas Publishing House, 2009.
5. Shaikh Salim, **Business Environment**, Pearson Education, 2009

#### **Suggested Books**

- 1 Sundaram & Black: **International Business Environment** Text and Cases, PHI, 2009
- 2 Avid W. Conklin, **Cases in Environment of Business**, Sage Response Books. 2007
- 3 Czinkota, Ronkainen, Moffett, **International Business**, Cengage, 2008
- 4 Govt. of India, Latest Economic Survey.

# FT-106C ORGANIZATIONAL BEHAVIOUR AND PROCESSES

## Course Objectives

Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

## Examination

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

## Course Contents

### 1. Foundations of Individual Behavior:

The organization and the individual: Personality: Determinants and Attributes , Job Attitudes, Learning and Learning Theories, Perception , Cross cultural issues in OB.

**Case: Right Man, Wrong Job?**

### 2. Motivation:

Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.

**Case: Frustrated at age 30.**

### 3. Foundations of Group Behavior:

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

**Case: A virtual team at Nanavati Associates.**

### 4. Leadership:

Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles : Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.

**Case: Narayanmurthi and Infosys**

### 5. Conflict and Negotiation

Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process ,Bargaining strategies ,Global implications.

**Case: The making of the Brooklyn Bluebirds.**

#### **6. Organizational Culture:**

Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

**Case: Amazon.Com : Innovation via the”Two –Pizza Team.”**

#### **7. Organizational Change and Stress Management:**

Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

**Case: Innovating innovation.**

#### **Text Reading**

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi “**Organizational Behaviour**”, Pearson Education, 13<sup>th</sup> Ed., 2009.
2. Nelson, **Organisational Behaviour**,1<sup>st</sup> Edition, Cengage Learning, India
3. R. S. Dwivedi, “**Human Relations and Organizational Behavior: A Global Perspective**”, Macmillan 5<sup>th</sup> edition,2009
4. Jerald Greenberg and Robert A.Baron, **Behaviour in Organisations**, PHI Learning 9<sup>th</sup> edition 2009.
5. Hitt, Millar, Colella, **Organizational Behaviour A Strategic Approach**, Wiley India edition

#### **Suggested Reading**

1. Fred Luthans, “**Organizational Behaviour**”, New York, McGraw Hill, 8<sup>th</sup> Edn.,
2. Udai Pareek, **Understanding Organizational Behavior**, Oxford Higher Education, 2<sup>nd</sup> Edition,2008
3. John W. Newstrom and Keith Davis, “**Organizational Behaviour: Human Behaviour at Work**” New Delhi, Tata McGraw Hill,.
4. Jai B P Sinha, **Culture and Organizational Behaviour**, Sage Publication ,2008
5. Kavita Singh **Organizational Behaviour Text and Cases**, New Delhi, Pearson Education,2009
6. M.N. Mishra, **Organizational Behaviour**, Vikas Publishing House, Reprint 2008

# FT-107C BUSINESS COMMUNICATION

## COURSE OBJECTIVE

The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

## EXAMINATION

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

## COURSE CONTENTS

### I. Basics of Communication

- Defining Communication.
- Distinguishing between Business Communication and General Communication.
- Process of Communication explained through various Models; Importance of Feedback.
- Purpose of Organizational Communication.
- Introduction to Corporate Communication.

### 2. Communication Networks

- Channels of Communication - Formal : Upward, Downward, Lateral.  
Informal : Grapevine; Advantages and Disadvantages of the grapevine.
- Comparing Formal and Informal Channels for Communication Situations.
- Principles of Effective Communication.
- Verbal Communication : using words, addition and obsolescence of words from the dictionary, Language as a tool for Communication.
- Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage.
- Cultural differences in Non-Verbal Behaviour.

### 3. Factors affecting Communication

- Barriers to Effective Communication and ways to overcome them.
- Listening : Importance of Listening
  - Types of Listening
  - Barriers to Listening and overcoming them
  - Listening situations
  - Developing Listening Skills.

- Understanding Communication through Transactional Analysis.

#### 4. Business Writing

- Basic patterns of business letters.
- Cover letters, Sales and Credit letters, Applications, etc..
- Directness in good news and neutral situations.
- Indirectness in bad news and persuasive messages.
- Choosing appropriate channels and media for effective communication.

#### 5 Office Management

- Writing the perfect resume; tailoring the content to suit the requirements.
- E-mails, Memos and Circulars.
- Writing Reports and Proposals.

#### 6 Presentation Strategies

- Preparing for and conducting Presentations.
- Interviewing and being interviewed.
- Group Discussions.
- Speeches and Public Speaking.

#### Practicals :

- Case analyses, discussion and presentation.
- Role plays.
- Group discussions.
- Comprehension skills based on reading and listening using audio- visual media.

#### TEXT READINGS

- 1 Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India
- 2 P.D. Chaturvedi, **Business Communication Concepts Cases & Applications**, First Edition Pearson Education.
- 3 Debashish & Das **Business Communication**, PHI, 2009
- 4 Krizan, **Effective Business Communication** 7<sup>th</sup> edition. Cengage Learning, India.
- 5 Courtland L. Bovee, **Techniques of Writing Business Letters, Memos and Reports** Jaico Publishing House ,2008

#### Suggested Readings

1. Asha Kaul, **Business Communication**, 2<sup>nd</sup> edition, 2009, PHI Learning
2. Courtland L. Bovee **Business Communication Today**, 9<sup>th</sup> edition, 2008
3. Urmila Rai & S.M. Rai, **Business Communication**, 2008, Himalaya Publishing House
4. Madhukar **Business Communication**, Vikas Publishing House, 2008
5. Sushil Bahl, **Business Communication Today**, Response Books, Reprint 2009
6. Meenakshi Raman & Prakash Singh **Business Communication**, Oxford Higher Education, 2006



## FT-108C BUSINESS LEGISLATION

### Course Objective

The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

### Examination

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

### Course Contents

- 1 The Indian Contract Act, 1872: Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts.
- 2 The Sale of Goods Act. 1930: Formation of a Sales Contract.
- 3 The Negotiable Instrument Act, 1881: Nature and Types, Negotiation and Assignment. Holder in Due Course, Dishonor and Discharge an Negotiable Instruments.
- 4 The Companies Act, 1956: Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.
- 5 Consumer Protection Act: Consumer Rights, Exploitation of Consumer, Consumer Protection, Utility of Consumerism.
- 6 LAW OF PARTNESHIP:
  - Definition and Nature of Partnership.
  - Formation of Partnership.
  - Rights, Duties and Liabilities of Partners.
  - Dissolution of Partnership Firm.

### Text Readings

1. Avtar Singh, **Mercantile Law**, Eastern Book Company
2. Chandra Bose, **Business Laws**, PHI, 2008
3. Bulchandani, **Business Law for Management**, 2009, Himalaya Publishing House.
4. Kumar, **Legal Aspect of Business** 1<sup>st</sup>, edition 2009, Cengage Learning
5. Taxman's **General and Commercial Laws**, 2009
6. M.C. Kuchhal **Business Legislation for Management** 2<sup>nd</sup> edition Vikas Publishing House, 2008

### Suggested Readings

- Mazumdar, A.K. and Kapoor, G.K., **Company Law and Practice**, Taxman, 13<sup>th</sup> Ed., 2008
- Rohini Aggrawal, **Mercantile & Commercial Law**, Taxmann, 2007
- M.C. Kuchhal, **Business Law**, 5<sup>th</sup> edition Vikas Publishing House 2009
- Indian Contract act 1872
- Negotiable Instruments Act 1881
- Sale of Goods Act 1930
- Consumer Protection Act 1986
- Companies Act 1956

**Second Semester**  
**MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore**  
**For**  
**Affiliated Institutions**

Chairman  
Board of Studies in Management  
Devi Ahilya Vishwavidyalaya  
Indore

**DEVI AHILYA VISHWAVIDYALAYA, INDORE**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**CURRICULUM FOR FULL-TIME COURSES**

**Second Semester**

<b>SUBJECT CODE</b>	<b>LIST OF SUBJECTS</b>	
<b>FT 201C</b>	<b>Operation Research for Business Decisions</b>	<b>17-18</b>
<b>FT 202C</b>	<b>Fundamentals of Operations Management</b>	<b>19-22</b>
<b>FT 203C</b>	<b>Entrepreneurship</b>	<b>23-24</b>
<b>FT 204C</b>	<b>Fundamentals of Financial Management</b>	<b>25-26</b>
<b>FT205C</b>	<b>Fundamentals of marketing Management</b>	<b>27-28</b>
<b>FT 206C</b>	<b>Fundamentals of Human Resource Management</b>	<b>29-30</b>
<b>FT-207C</b>	<b>Business Ethics &amp; Indian Ethos in Management</b>	<b>31-32</b>
<b>FT 208C</b>	<b>Business Research Methods</b>	<b>33-34</b>

**COURSES AND SYLLABUS FOR THIRD AND FOURTH SEMESTER SHALL BE COMMUNICATED  
LATER.**

# FT-201C Operation Research for Business Decisions

## Course Objective

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

## Examination

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A, worth 20 marks, will consist of three theory questions out of which student will be required to attempt any two questions. Section B, worth 60 marks will have five numerical/practical problems out of which a student will be required to attempt any four questions.

## Course Contents

### 1 : Quantitative Techniques and Operations Research

Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques ,OR Models

### 2 : Linear Programming

Meaning of Linear .Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.

### 3 : Transportation Model

Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

### 4 : Assignment Problem

Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization ) Route Allocation.

### 5 : Dynamic Programming

Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack, Traveling Salesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting. Integer linear programming: Meaning, Application, integer programming algorithm (branch and bound algorithm, cutting plan algorithm).

## **6 : Waiting Line Models**

Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population)

## **7 : Replacement Models**

Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement.

## **8 : Game Theory & Markov Chain Analysis**

Introduction to Games, Maxim in and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using-Algebraic and Graphical Methods. Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

## **9 : Simulation & Computer Solutions**

Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

## **Text Readings**

- 1 Anderson, **Introduction to Management Science** Cengage Learning 4<sup>th</sup>edi, 2008
- 2 Hamdy A.Taha, **Operations Research: An Introduction**, Pearson 2008
- 3 H.M. Wagner, **Principles of Operations Research with Application to Managerial Decisions**, PHI Learning, 2nd Ed., 2009.
- 4 Chawla, **Operation Research**, Kalyani Publication Ludhiana, 2009
- 5 Sharma Anand, **Operation Research**, 2008, Himalaya Publishing House
- 6 Kalawati, **Operations Research**, Vikas Publication Pvt.ltd.2008

## **Suggesting Readings**

1. Winston, **Operation Research Application and Algorithm**, Cengage Learning 2008
- 2 Krajewski, Ritzmen, Malhotra, **Operations management: Process & value**, Pearson 2008
- 3 V. K. Kapoor, **Problems and Solutions in Operations Research**, New Delhi, Suitan Chand and Sons, 2001
- 4 F. Hillier, **Introduction to Operation Research**, TMH, 2005
- 5 Bobby Srinivasan and C.L. Sandblom, **Quantitative Analysis for Business Decisions**, Singapore, McGraw Hill Publications, 2001.
6. C.R. Kothari, **An Introduction to Operational Research** , New Delhi, Vikas Publications, 3rd Ed., 2009.

# FT-202C FUNDAMENTALS OF OPERATIONS MANAGEMENT

## Course Objective

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

## Examination

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/ practical problems.

## Course Contents

### 1. Introduction to Production and Operations Management:

Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function; Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving Productivity; Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy.

### 2. Facilities Planning:

Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

### 3. Layout of Manufacturing/service facility:

Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

### 4. Resources Requirement Planning:

Capacity Planning, Concept and Application of Learning Curve.

5. **Production Planning and Control:** Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

### 6. Operations Scheduling:

Production Activity Control for Mass Manufacturing.( Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on m-machines (Graphical method – Aker's Algorithm)

#### 7. **Quality Management :**

Evolution of Quality Concept, TQM, Quality Gurus ( Juran , Crosby, Deming ), Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications, Quality Circles, Six Sigma, ISO 9000 & ISO14000.

#### 8. **Emerging Trends in Operations Management:**

Business Process Reengineering (Principles and guidelines for implementation), Theory of constraints.

#### **Text Readings (Latest Editions)**

1. Evans, **Operations Management Concepts Techniques and Applications**, Cengage Learning,
2. B. Mahadevan; **Operation Management; Theory and Practice'** Pearson Education, Fifth Edition, New Delhi
3. Joseph G Monks, **Operations Management**, McGraw Hill International Publication, New York.
4. Ashwathappa, **Production and Operation Management**, Himalaya Publishing House.
5. S.N. Chary, **Theory and Problems in Production and Operations Management**, TMH
6. .A.K. Chitale and R.C. Gupta, **Materials Management-Text and Cases**, PHI Learning, 2009

#### **Suggested Readings ( Latest Editions)**

1. Norman Gaither, **Operations Management**, Cengage Learning, India,
2. Slack, **Operations Strategy**, Pearson Education
3. R. Paneerselvam, **Production and Operations Management**, PHI Learning, 2009
4. LeeJ. Krajewski and Larry P. Ritzman, **Operation Management**, Pearson Education; Sixth Edition, New Delhi

# FT- 203C Entrepreneurship

## **Course Objective:**

The objective of this course is to familiarise the students with the ground realities of starting & managing their own Entrepreneurial ventures.

## **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

## **Course contents**

### **Unit1: Introduction to Entrepreneurship**

Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur.

### **Case Study:- Entrepreneurship---Luck or Persistence**

### **Unit II: Creating and Starting the Venture**

Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

Case Study: - **180s**

### **Unit III: The Business Plan**

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

### **Case Study:-(1) Dealing with the Competition, (2) A New Spin On Music.(Kuratko)**

### **Unit IV: Financing and Managing the new venture**

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls.

Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising

. Case Study: - **Darshan Enterprises**



## **Unit V: New venture Expansion Strategies and Issues**

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Case Study: - **Satyam and GE**

## **Unit VI: Institutional support to Entrepreneurship**

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Case Study:- **Project Planning A Case Study (V.Desai)**

## **Unit VII: Choice of organisation:**

Sole proprietorship, partnership, joint stock co., and co-operatives

## **Unit VIII: Exit strategies and social responsibilities**

Introduction, Reasons for existing and long-term preparation, short-term preparation, Introduction of social responsibility, corporate social responsibility, Dimensions of CSR

Case Study: - **Air Asia**

### **Text Readings:**

1. Charanthimath, **Entrepreneurship development small business enterprises**, Pearson education, 2008
2. Kuratko & Hodgetts, **Entrepreneurship in The New Millennium**, 2<sup>nd</sup> Indian Reprint, 2009, Cengage learning
3. Vasant Desai: **Small scale Industries and Entrepreneurship**, Himalaya Publishing House, 2009.
4. David H Holt **Entrepreneurship: New Venture Creation**, PHI 2009
5. Rajeev Roy, **Entrepreneurship**, Oxford University press 2009

### **Suggested Readings:**

1. Greene, **Entrepreneurship** 3 rd edition cengage learning, 2008
2. B. K. Mohanty **Fundamentals of Entrepreneurship** PHI 2009
3. Barringer, **Entrepreneurship** Pearson education, 2008
4. Kanishka Bedi, **Management and Entrepreneurship**, Oxford University Press.
5. Desai Vasant, **Dynamics of Entrepreneurship Development and Management**, 2008, Himalaya Publishing House
6. Coulter, **Entrepreneurship in Action**, PHI Learning, 2008

# FT-204C FUNDAMENTALS OF FINANCIAL MANAGEMENT

## Course Objective

The Objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

## Examination

Internal Marks: 20 by way of class participation of 8 marks and 2 class tests for 12 marks.

External exam: 80 marks. There will be two sections. Section A, theoretical, is worth 32 marks with 3 questions out of which student will attempt any 2. Section B will contain practical, numerical and case(s) having 5 questions and will be worth 48 marks and student will be required to attempt 3 questions with or without choice.

## Course Content

### Unit 1: Introduction

Financial Concepts and Nature, Scope, Function and Objectives of Financial Management. Understanding the concepts of Value Maximization and Profit Maximization, Basic Financial Decisions: Investment, Financing and Dividend Decisions

### Unit 2: Sources of Finance

Understanding about short term and long term sources of funds and their characteristics

### Unit 3: Financial Statement Analysis

Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency. Understanding and computation of various tools of financial analysis-- such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

### Unit 4: Statement of Changes in Financial Position

Concepts of Funds, and its Sources and Uses. Preparing and analyzing Fund flow statement and Cash Flow Statement for financial Decision

### Unit 5: Leverage Analysis

Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision Making.

## **Unit 6: Operational Budgeting**

Understanding the importance and process of Budgeting, Budget : Programme Budget, Fixed budget, Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based Budgeting, Rolling budget, Cash Budget and Operating budget.

## **Unit 7: Cost of Capital and Capital Structure Decision**

Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

## **Unit 8: Investment Decisions**

Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing

## **Unit 9: Understanding Working Capital**

Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.

## **Unit 10: Dividend Decision**

Practices and Forms of Dividend in a Company, Residual Theory of Dividend. MM Model of Irrelevancy of Dividend.

## **Text Readings**

1. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009
2. M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007
3. Brigham, Fundamentals of Financial Management, 10<sup>th</sup>, edition 2008, Cengage Learning,
4. Kulkarni, **Financial Management**, 2008, Himalaya Publishing House
5. Sharan.V. Financial Management, Pearson Education; Second Edition, New Delhi.
6. Chandra Bose Fundamentals of Financial Management, PHI, 2009

## **Suggested Readings**

1. Prasanna Chandra, Financial Management, New Delhi, TMH, 2004.
2. Keown, Financial Management- principles & application 10<sup>th</sup> Ed Pearson Education, 2008
3. Shapiro, **Capital Budgeting & Investment Analysis**, Pearson Education 2008
4. Reddy G. S., **Financial Management**, 2008, Himalaya Publishing House

# FT–205C FUNDAMENTALS OF MARKETING MANAGEMENT

## Course Objective

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

## Examination

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

## Course Contents

### Unit-1 Marketing Concepts

Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

**Case Study: Maruti Udyog limited I & II**

### Unit-2 Market Segmentation, Targeting, Positioning

Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.

**Case Study: Indian Air force**

### Unit -3 Product Decision

Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. New Product Development Process,

**Case Study: Indian home products (P) ltd**

### Unit-4 Pricing Decision

Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework, Factors Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing, Transfer Pricing, High Sea Pricing

**Case Study: Ajanta shoes company ltd**

### **Unit-5 Distribution Decisions**

Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems, Wholesaling and Retailing, introduction to Logistics,

**Case Study: Anand distributors (P) Ltd**

### **Unit-6 Promotion Decisions**

Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

**Case Study: Promotion of fairy Queen Express**

### **Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers**

Expanding to Market, Defining Market Share, and Expanding Market Share. Defining the Strategic Object and Openness. Choosing Goal Attacking Strategies. Market Follower Strategies.

### **Unit-8 Emerging Trends in Marketing**

An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

### **Text Readings**

1. Kotler, Keller, Koshy, Jha, **Marketing Management– A South Asian Perspective**, Pearson, 13th Edition, 2008.
2. Kurtz, **Principles of Marketing**, Cengage Learning, India, 2008
3. S. Neelamegham, **Marketing In India**, 3<sup>rd</sup> Edition, Vikas publishing house, 2009
4. Biplo Bose, **Marketing Management**, 2008, Himalaya Publishing House.
5. Paul Baines, Chris Fill, Kelly Page, **Marketing**, Oxford University Press, 1<sup>st</sup> Edition 2009
6. Winner **Marketing Management**, 3<sup>rd</sup> edition Pearson 2009

### **Suggested Books**

1. William L. Pride and O.C. Ferrell, **Marketing Concepts and Strategies**, Boston, Houghton Mifflin Co., 8<sup>th</sup> Ed., 1993.
2. Czinkota and Kotabe, **Marketing Management**, Cengage Learning, India 2007
3. West, Ford, Ibrahim, **Strategic Marketing**, Oxford University, 2009
4. Evans, **Marketing Management** Cengage Learning, India, 2008

# FT-206C FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

## Course Objective

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

## Examination

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

## Course Content

### 1: HRM Concept

Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indian and Global Scenario. Human Resource Policies.

### Case:Vindhya Steels Ltd

### 2:Human Resource Acquisition Process

Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning Concept and Process of HRD, HRP Process at National and Corporate Level, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment, Selection, Stages in selection process. Global Scenario in HR Acquisition

### 3: Human Resource Training and Development.

Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organisational Effectiveness

### 4: Appraising and Improving Performance:

Basic Concepts Objectives and Process of Performance Appraisal Systems, Performance verses Potential Appraisal, Types of Employee Appraisal Systems, New Trends in Performance Appraisal Systems at Global level, Succession Planning, Career Planning and Assessment Centers.

### Case: Appraising the Secretaries at Sweetwater U

## **5: Maintenance of Human Resources:**

Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management, Cross-national variation in reward structures.

### **Case: Swati Textile India Limited.**

## **6: Knowledge Management & International HRM**

Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer, knowledge management in multinational companies, knowledge management & International HRM.

## **Text Readings**

- 1 Bohlander, **Human Resource Management**, 14<sup>th</sup> edition Cengage Learning, India, 2009
- 2 Dessler, Verckey, **Human Resource Management**, Pearson Education, 2009
- 3 Monir H. Tayeb, **International Human Resource Management**, Oxford, 2009 5
- Patnaik, **Human Resource Management**, 3<sup>rd</sup> edition, PHI, 2009
- 6 Subba Rao, **International Human Resource Management**, 2009, Himalaya Publishing House.

## **Suggested Readings**

- 1 Tony Edwards, Chrisrees, **International Human Resource Management**, Pearson Education, 2008
- 2 K. Asawatthapa **International Human Resource Management**, TMH, 2007
- 3 Jeffery Mello, **Human Resource Management**, Cengage Learning, India, 2008
- 4 Subba Rao, **Essential of HRM and Industrial Relation**, 2008, Himalaya Pub. House.
- 5 Methis & Jackson **Human Resource Management 12<sup>th</sup> edition, 2008** Cengage Learning
- 6 Dowling, **International Human Resource Management** Cengage Learning, India, 2007

# **FT - 108C-BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES**

## **Course Objectives**

The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

## **Examination**

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

## **Course Contents**

### **Section A**

#### **PART – I BUSINESS ETHICS**

1. The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.
2. Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.
3. Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.
4. Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.
5. Duty ethics in the Business Environment.
6. Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.

#### **PART - II MANAGEMENT BY INDIAN VALUES**

1. Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound.
2. Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Puranas, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth



Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts.

3. Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.
4. Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.
5. Karma Theory, Nishkama Karma Yoga and Professionalism.
6. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.
7. Cultural Heritage of India and its relevance for Modern Management: Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushttheya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self.
8. Work Place Spirituality.

### **Section B**

#### **Cases in Business Ethics and Management by Indian Values.**

#### **Text Readings**

1. A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009
2. Weiss, **Business Ethics concept & cases**, 1st edition, 2009, Cengage Learning
3. Velasquez, **Business Ethics, Concepts & Cases**, 6<sup>th</sup> edition, 2009, PHI
5. Murthy, **Business Ethics**, 2009, Himalaya Publishing House
6. Al Gini, **Case Studies in Business Ethics**, 6<sup>th</sup> edition 2009, Pearson Education.

#### **Suggested Readings**

1. Shashtri J.L., **Ancient Indian Traditions and Mythology** , 1<sup>st</sup> edi, Motilal Banarsidas, New Delhi
2. F. Max Muller , **Sacred Books of East** ,Motilal Banarsidas, New Delhi
3. S.K. Chakraborty, **Ethics in Management-Vedantic Approach**, New Delhi, Oxford India Ltd.,
4. Swami Jitatmananda, **Indian Ethos for Management**, Rajkot, Ramakrishna Ashrama, 1996.
5. Swami Someswarananda, **Indian Wisdom for Management**, Ahmedabad, AMA. 2000.
6. Swami Rangnathananda, **Universal Message of the Bhagvad Gita**, Vol. 1 , 2 and 3, Caicuna Advaita Ashrama, 2001.

# FT-208C RESEARCH METHODOLOGY

## Course Objective

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper (s).

## Examination

The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

## Course Contents

### Unit I: Introduction.

1. Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

### Unit II: Research Design:

Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

### Unit III: Measurement Methods:

Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.

### Unit IV: Data Analysis:

Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

### Unit V: Sharing the Results.

Reporting Research, Types of reports and Characteristics of a research report.

### Text Readings

1. William G. Zikmund, **Business Research Methods, 7<sup>th</sup> edi.** Cengage Learning, India.

2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, **Management Research Methodology: Integration of Principles, Methods and Techniques**, Pearson Education 2008
3. J. K. Sachdeva, **Business Research Methodology**, 2008, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, **Research for Marketing Decisions**, PHI. 5<sup>th</sup> edition 2008
5. Ranjeet Kumar, **Research Methods**, Pearson Education 2009

### **Suggested Readings**

1. Donald S. Tull, Del I. Hawkins, **Marketing Research, Measurement and Methods**, 6<sup>th</sup> edition, PHI Learning,2009
4. Naresh Malhotra and Satya Bhushan Das, **Marketing Research: An applied Orientation**, Pearson Education, 2008.
5. Mcburney, **Research Methods**, 7th edition, Cengage Learning, India.

