



**M.S. PATEL INSTITUTE OF MANAGEMENT STUDIES**

**(Faculty of Management Studies)**

**The Maharaja Sayajirao University of Baroda**

Opp. University Main Office, Fatehgunj, Vadodara-390002.

Ph. 0265-2791179 / 2793229

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## **Syllabus of MBA Programme**

### **First Semester**

#### **MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR**

- Unit - 1      Concept and modern view of management, trend and development, management as science and art, different approaches to management. Planning as a function of managers, objectives, environment, policies and types of plans.
- Unit - 2      Organizing : Authority and responsibility, span of control, line and staff relations, departmentation, Staffing, Selection of managers, sources of staffing.
- Unit - 3      Leading : Leadership styles, motivating staff, training and appraisal.  
Control : Budgetary control, non-financial control, human aspects of control.
- Unit - 4      Concept of organization behaviour : Understanding Human behaviour, individual, group and intra-group. Attitude and perception, personality and related it to performance.
- Unit - 5      Concept and basis of motivation, understanding poor performance, interpersonal development, TA, Organizational change, Conflict, giving and receiving feedback.
- Unit - 6      New trends in behaviour at work, IT and human behaviour, modern methods and changes in behaviour, organizational climate and behaviour, international behaviour.

#### **References:**

1. Dwivedi RS : Human Relations and Organizational Behaviour, MacMillan, 1995.
2. Davis, Keith : Human Behaviour at work, Tata McGraw-Hill, 1976.
3. Luthans, M : Organizational Behaviour, 1996.
4. Prasad LM : Principles and Practice of Management, Sultan Chand, 1996.



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### MANAGERIAL ECONOMICS

#### Unit – 1

##### Demand

- Demand Theory and Analysis
- Demand forecasting.

#### Unit – 2

##### Techniques of Production & Cost

- Production theory – Cost theory – Economics of Scale & Scope
- Estimating the production function.

#### Unit – 3

##### Marketing Structure

- Perfect competition – Competition and monopoly
- Monopolistic competition, Oligopoly and Barrier to entry
- Game theory and Strategic behaviour

#### Unit – 4

##### Pricing Decisions

- Pricing of multiple products
- Price discrimination and types of price discrimination.
- Product bundling, Peak load pricing, Cost plus pricing.
- Pricing and employment of inputs.

#### Unit – 5

##### Long-term Planning Decisions

- Risk and decision-making.
- Capital budgeting
- Mergers and acquisitions.

#### Unit – 6

##### Business Decisions & Government

- Taxes and decision making – Excise Taxes, Taxes on profit, taxes on inputs, property taxes.
- Antitrust and regulation

#### References:

1. Managerial Economics by H. CRAIG Peterson and W. Cris Lewis, Prentice Hall of India Pvt. Ltd., 1995.
2. Managerial Economics by GS Gupta, published by Tata McGraw Hill.
3. Micro Economics for Management Students, by Dr. RH Dholakia and AN Oza, published by Oxford University Press.



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### QUANTITATIVE METHODS

The course deals with application of various quantitative techniques relevant to management studies and decision-making. The objective is to develop skills in structuring and analyzing management problems.

- Unit – 1      Functional relations  
Linear, non-linear – exponential, stochastic relations, sources and assumptions of error term.
- Unit – 2      Moments  
Frequency, relative frequency and probability distributions. Measures of central tendency, measures of dispersion and mathematical expectation.
- Unit – 3      Sampling Distribution  
Central limit theorem, Normal distribution,  $X^2$ ,  $t$  and  $F$  – Distributions, Null-Hypothesis.
- Unit – 4      Estimation and Testing  
Regression and correlation analysis, goodness of fit, Adjusted  $R^2$ , Significance level, confidence interval, hypothesis testing and analysis of variance in matrix notation, Decision making.
- Unit – 5      Problems of regression equation models – introduction.
- Unit – 6      Introduction to simultaneous equation models.

#### References:

1. AL Nagar and PK Das : Basic Statistics
2. Damodar Gujarati : Basic Econometrics
3. Mik Wisniewski : Quantitative Methods for Decision Makers.



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### **FINANCIAL AND COST ACCOUNTING**

- Unit – 1      Accounting : Nature and scope, Generally accepted accounting principles. Transaction analysis: Meaning of Debit & Credit, Recording of Transactions.
- Unit – 2      Preparation of Profit and Loss Accounts and Balance sheet.
- Unit – 3      Depreciation : Concept, Methods, Policy choices and practices, inventory valuation, Methods and policy choices.
- Unit – 4      Financial Statements : Concept, structure and contents, Analysis of financial statements, Profitability, liquidity solvency and activity. Statement of changes in financial position : working capital basis, cash basis, total resources basis.
- Unit – 5      Cost Accounting : Concept, application and system. Cost components, Functional, Purposive and behavioural analysis.
- Unit – 6      Methods of costing : Elementary introduction, Break-even analysis.

#### **References:**

1. Maheshwari SN : Fundamentals of Accounting, Vikas Publishing Houses Pvt. Ltd., New Delhi.
2. Charles t. Horngren and Gary L Sundem : Introduction to Financial Accounting, Prentice Hall International Inc., New Jersey.
3. Hingorani, Ramanathan and Grewal : Management Accounting, Sultan Chand & Sons, Delhi.
4. Bhattacharya Asish K : Principles and Practice of Cost Accounting, Wheeler Publishing, Allahabad.



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### HUMAN RESOURCE MANAGEMENT

- Unit – 1      Concept and Principles of HRM, HRM and Business Objectives, Characteristics and significance of Human Resources, HRD Networks, NIPM, HRD in Indian organizations – Video show and discussion. Organization of Human Resource Department.
- Unit – 2      Manpower Planning  
Policy, relevance, Demand and supply of Human Resources and Human Resource Audit at Macro and Micro level. Human Resource Information System, HR – Audit and Accounting. Recruitment and Selection : Methods and Sources : Induction.
- Unit – 3      Training & Development : Need, Relevance, Methods – on the job and off the job training. Managerial Development, Bench marking.  
Performance Appraisal : Job rotation, Promotions, Transfer and Separation.
- Unit – 4      Compensation System, Performance related pay, Wage and Salary determination – Different methods, pay structure, Fringe benefit, profit sharing. Morale, Motivation and Productivity : Definition, Methods to improve and sustain high level of morale and motivation, measure to find out the level of morale.
- Unit – 5      Industrial Relation System : History, other countries & India, changes after independence, Elements of Industrial Relation. Trade Unions and Unionism – History, other countries and India, Trade Union movement, Trade Union Act, 1926, Roles of Trade Union in Industries.
- Unit – 6      Industrial Democracy and Participative Management. Employers' Association and While Collar Trade Unionism. Industrial Disputes Act, 1947 – Industrial disputes and Machineries for their prevention and Resolution viz., conciliation, arbitration and adjudication. Statutory regulations and non-statutory bodies of Industrial relations. Discipline and Disciplinary Actions. Domestic Enquiries. Grievance and Grievance handling procedure (Video on grievance procedure and discussions). Conflict and Conflict resolution. Collective Bargaining and its process. Video show on collective Bargaining and discussions.

#### References:

1. Monappa Arun & Saiyaddin Mirza S : Personnel Management, Tata McGraw Hill
2. Davis, Kaith and Werther, William B : Human Resources & Personnel Management, McGraw Hill International Edition.
3. Leap, Terry L and Crino, Michael D : Personnel/Human Resource Management, Maxwell Macmillan International editions.
4. Dr. Joseph, Jerome : Industrial Relations towards a transformational process model, Global Business Press.
5. Chalapathirao PV : Labour Management Relations and Collective Bargaining, Anmol Publications Pvt. Ltd.



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### **TAX LAWS**

- Unit – 1 Distinction between tax avoidance and tax evasion selected definitions – Residence and incidence of tax exempted income.
- Unit – 2 Income under the head ‘Salaries’ and ‘Profits and gains from Business or Profession’.
- Unit – 3 Income under the head ‘House Property’. ‘Capital gains’ and ‘Income from other sources’.
- Unit – 4 Deductions from GTI and Tax Administration.
- Unit – 5 Under CST Act meaning of inter-state Sale, Sale by transfer of documents, Stock-transfer or Branch-transfer, ‘Sale’, ‘Goods’, quantum of CST payable.
- Unit – 6 Under Central Excise Act meaning of goods, ‘Deemed – Manufacture’. Assessable value. Exemptions from Excise duty. An Introduction to concept of VAT and MODVAT. Under Customs Act nature of customs duty, types of customs duty, classification for customs and rate of duty, valuation for customs duty and payment of customs duty.

#### **Readings:**

Bhagwati Prasad : Direct Taxes, Wishwa Prakashan

Datey VS : Indirect taxes – Law and Practice, Taxmann

Singhanian VK Students Guide to Income Tax, Taxmann



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### **BUSINESS ENVIRONMENT**

- Unit – 1      Business, Government & Society and their interrelationships. Model of BGS relationships – Micro & Macro environment – Techniques for environmental analysis – Role of Govt. as a regulator, Controller, Promoter, facilitator and as a Welfare State in the economy.
- Unit – 2      Social & Political environment of Business
- Unit – 3      Legal environment of Business.  
Consumer Protection Act (1996), Foreign Exchange Regulation Act and Foreign Exchange Management Monopolies Restrictive Trade Practices Act.
- Unit – 4      Indian Economy  
Structure of the economy – Growth performance – Problems & prospectus for future growth.
- Unit – 5      Govt. Policies & Business:  
Industrial policy, Agricultural Development policies, Trade policy, Fiscal policy, Monetary policy, Exchange Rate policy.
- Unit – 6      Economic reforms and its impact on business.  
New economic policy & its evaluation. Tax reforms, Financial sector reforms, Insurance sector reforms, Public sector disinvestment program & public sector management reforms. Trade Sector reforms, Capital market reforms etc.

#### References:

- Kirit Parikh : “ Indian development report” Published by Indira Gandhi Institute of Development Studies.
- World Bank Publication : “ Indian Economy”, Country Report 1995.
- RBI Monthly Bulletin, Currency Finance Report published by R.B.I.
- “Economic Survey” published by Govt. of India
- Francis Cherunilam “ Business Environment”, Himalaya Publishing House
- A. N. Agrawal Indian Economy – “Problem of Development & Planning” Published by Wishwa Prakashan, New Delhi.



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### **BUSINESS COMMUNICATION**

- Unit – 1 Nature and scope of business communication : Definition and uses of business communication, Systems view of business communication, Communication as a management tool.
- Unit – 2 Business Communication Process : Basic model of communication process: Intra personal and interpersonal communication, Communication variables.
- Unit – 3 Patterns of communication flow : Formal, informal, downward and upward, One – way and two – way communication, barriers to effective communication, communications boosters.
- Unit – 4 Types of Communication : Verbal and non-verbal; oral and written; visual communication, uses of media in communication; corporate image and visual communication; future communication.
- Unit – 5 Business Communication in Action : Presentation skills – speeches, meetings and interviews, guidelines for effective written communication – letters, reports, uses of research data for report writing; advertisement and public relations as communication tools.
- Unit – 6 Qualities of an effective communicator.





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## Second Semester

### FINANCIAL MANAGEMENT

- Unit – 1      The Finance Function : Concept and Objectives : Logic of Wealth Maximization.
- Unit – 2      The Financial System : Overview of Markets and Institutions.
- Unit – 3      Techniques and Analysis of capital expenditure decisions; Optimal investment decisions. Problem of uncertainty and capital rationing.
- Unit – 4      Dividend and retention Policies : Concepts, Factors and determinants – Theories of valuation of shares.
- Unit – 5      Financing Decisions : Leasing and borrowing – Capital Structure – Determinants of optimal capital structure – Theory of leverage.  
Working Capital decisions : Management of cash, inventories and receivable.
- Unit – 6      Problems of Industrial Sickness, Financial Failures and reorganisations. Mergers and Acquisitions.  
Financial Engineering : New instruments and techniques.

#### References :

1. Vanhorne, James C : Financial Management and Policy, 10<sup>th</sup> Ed. (Prentice – Hall, 1995)
2. Brealey, Richard & Stewart Myers : 5<sup>th</sup> Ed., Principles of Corporate Finance, Tata McGrawHill , New Delhi, 1997.
3. F. Weston & Brigham ; Essentials of Managerial Finance, The Dyrden Press, Chicago, 1982.
4. Solomon E.: Management of Corporate Capital, (Free Press, New York, 1966)
5. Levy, H. and Sarnal M. : Capital Investment and Financial Decisions, (Prentice – Hall, 1982)
6. Bierman, J.R. : Harold Lease Versus Buy Decisions. (Prentice – Hall, N. J. 1982)



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### MANAGEMENT ACCOUNTING

- Unit – 1      Management Accounting – An Overview.  
Nature of management accounting.  
Understanding Financial Accounting, Cost Accounting and Management Accounting and their key differences.
- Unit – 2      Foundations of Management Accounting:  
Quantitative and Behavioral issues.  
Reviewing cost concepts and costing methods.
- Unit – 3      - Absorption v/s variable costing  
- Cost behavior and Cost-volume – Profit relationship  
- Cost concepts for decision making – alternative choice decisions.
- Unit – 4      Profit planning and control  
Standard costing and variance analysis  
Budgetary control systems.
- Unit – 5      Activity based Costing – Concept, methodology and applications.
- Unit – 6      - Responsibility Accounting, divisional performance, measurement and control, transfer pricing.  
- Management Control – structure, process and reporting.

#### References:

1. CL Moore and RK Jaedicke, Managerial Accounting, (South Western), 1980.
2. CT Horngren, Introduction to Management Accounting, (Prentice Hall), 1984.
3. RS Kalplan, Advance Management Accounting, (Prentice-Hall), 1982
4. National Association of Accounting (USA), Cost Volume Profit Relationship, Research Reports, 16, 17, 18, 19.



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### ORGANISATIONAL DEVELOPMENT

- Unit – 1      Concept and assumption of organization development, resistance to change, planned change, theories of change and development.
- Unit – 2      Strategies of Change : Different models of change, pre-requisites for change, preparing for change, changes in different types of organization like : Private companies, Family managed organization, PSU, Government.
- Unit – 3      Change as a need or forced, global perspective of change, change and its effect on the industries.
- Unit – 4      Interventions and changes : Quality of work life, TQM, ISO-9000, Training, TA, Feedback and change, competition, Benchmarking and change.
- Unit – 5      Managing Change : How to make it successful, time factor, top management view, making it as a culture, role of consultants, change agents.
- Unit – 6      Action Research, Continuous evaluation, long-term plan, dynamic process, learn from failure; focus on objectives, large scale changes, speed of change.

#### References:

1. French WL and Bell CH : Organisation Development, Prentice-Hall, 1995.
2. Burke WW : Organistaion Development, Little Brown, Boston, 1982.
3. Mehta P : Participation and Organisation Development, Rawat, 1989.
4. De, Nitish : Organisation Scanning, PHI, 1991.
5. Mohrman MA and Others : Large Scale Organisational Change, Jossey Bass, 1990.
6. Conner DR : Managing at the speed of change, Villard Books, 1992.



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### OPERATIONS RESEARCH & SYSTEM MODELLING

- Unit – 1      Operations Research  
Nature and significance of operation research, Scope and phases of operations research.  
Basic operations research models, Role of Computers in operations research.
- Unit – 2      Linear Programming (LP)  
Generalized Linear Programming Models. Solutions to LP Models by Graphical methods and Simplex methods. Duality in LP Models, Sensitivity analysis of LP problems.
- Unit – 3      Special Types of Linear Programming.  
Transportation models and their solutions. Assignment models and solutions.  
Sequencing Models and solutions.
- Unit – 4      Special Operation Research Techniques  
Decision Theory and Decision tree, Theory of games, Quening problems and models.  
Sequencing Models and solutions.
- Unit – 5      Project Management PERT & CPM  
Programme Evaluation Review Technique and critical Path Methods. Basic difference between PERT and CPM. Use of PERT & CPM in Project Management. Resource allocation.
- Unit – 6      Simulation & System Modelling  
Introduction to simulation, Role of computers in simulation. Application of simulation techniques in various systems like inventory Quening, Investment, Maintenance and PERT problems. Systems Modelling and Goal Programming.

#### References:

1. Hiller Lieberman: Introduction to Operation Research, McGraw Hill Book Co., New York, 1989
2. Androw Vagsonyl & Herbert F Spirer : Quantitative Analysis for Business, Prentice-Hall of India Pvt. Ltd., New Delhi, 1987.
3. JK Sharma : Operations Research – Theory and Applications, Macmillan India Ltd., New Delhi, 1997.
4. PK Gupta & DS Hira : Operations Research, S. Chand & Co. Ltd., New Delhi
5. Richard I Levin, David S Rubin, Joel P, Stuson, ES, Gardner Jr : Quantitative Approaches to Management, McGraw Hill Book Co., New York, 1989.



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### PRODUCTION & OPERATIONS MANAGEMENT

- Unit – 1      Production Management  
Nature and Scope of Production and Operations Management. Types of Industries and types of productions. Production Planning and Control Functions. Production and manufacturing organizations. Methods and procedures in Production departments. Factory/plan location and plan layout. Production scheduling techniques.
- Unit – 2      Work Study  
Method study, methods improvement and work simplifications. Work measurement and production standards. Production Incentive Schemes.
- Unit – 3      Quality Control and Value Engineering  
Total Quality Management, Quality circle and quality control methods ISO-9000. Value Engineering and Value analysis and cost reduction.
- Unit – 4      Materials Management  
Principles of Materials Management, Inventory Control and Inventory models. Selective Inventory control, ABC, VED, FNS Analysis. Standardization, Simplification, Variety reduction and Codification.
- Unit – 5      Purchase and Stores Management  
Principles of Purchasing and Purchase Management. Stores layout and stores location system. Stores handling equipments and storage methods. Stock verification. Waste and Scrap control and disposal surplus management.
- Unit – 6      Maintenance Management  
Reliability – Maintainability and availability. Periodic preventive maintenance and breakdown maintenance. Various maintenance programmes.

#### References:

1. Butta, ES & Rakesh Sarin : Modern Production Management, John Wiley & Sons, New York, 1987.
2. Adam E Jr. Ebert, RJ : Production & Operations Management concepts, Models and Behaviour, Prentice-Hall of India Pvt. Ltd., New Delhi, 1993.
3. Schmenner, RW : Production/Operations Management Concepts and Situations, Macmillan Publishing co., New York
4. Steven Nahmikas : Production and Operations Analysis, IRWIN Inc., Bostom, 1989.
5. James B Dilworth : Operations Management – Design, Planning and Control for Manufacturing & Services, McGraw Hill Inc., New York, 1992.



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## COMPUTER APPLICATION IN MANAGEMENT

- Unit – 1      Introduction to computers  
Overview of information technology today and its relevance to management.  
Operating system and hardware overview.  
Application software overview.
- Unit – 2      P C Tools  
Word Processing.  
Spreadsheet  
Presentation packages
- Unit – 3      Database Management system  
Introduction, concept and applications  
File management and query language concepts  
Architecture of a database system  
Application and exercises
- Unit – 4      Networking and Data Communication  
Advantages and problems of networking  
Networking protocols, Networking techniques.  
Applications of networking.  
OSI seven layer model of networking.
- Unit – 5      Statistical analysis software applications in management  
Strategic use of IT  
Future trends in IT  
Internet and electronic commerce applications.



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### RESEARCH METHODS IN MANAGEMENT

- Unit – 1      Concept and nature of research, objectives and scope of research for managers, types of researches, scientific research and criteria for good research.
- Unit – 2      Problem faced by the researchers in management, research problem, criteria for scientific research problem, hypothesis : Sources and types of hypothesis, Types of variables.
- Unit – 3      Research design : Features of good design, Ex-facto research design, factorial design, Pre-post design, experimental research design, survey research .
- Unit – 4      Theory of measurement, reliability, validity of measures, scaling techniques, norms, attitude scale construction, sampling techniques.
- Unit – 5      Methods of data collection : Primary and secondary data, problems with data collection, techniques of data collection, observation, interview, projective technique, questionnaire.
- Unit – 6      Data Analysis : Statistical techniques and interpretation of data, report writing, style and format of research report.

#### References:

1. Kothari, CR : Research Methodology : Methods and Techniques, Wiley Eastern, 1995.
2. Kerlinger FN : Foundations of Behavioural Research : Applied Approach, Rinehart Winstan, 1995.
3. Patel AS and Lulla BP : Essentials of Writing Research Report, CASE, Baroda 1980.
4. Emery WC : Business Research Methods, Richard Irwin, 1980.



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## MARKETING MANAGEMENT

### Unit – 1

#### Understanding Marketing Management

- Critical role of Marketing in Organizations and Society
- Core concept of marketing.
- Company orientation towards market place
- Market oriented strategic planning.
- Marketing process and marketing planning

### Unit – 2

#### Analyzing Marketing Opportunities

- Marketing Information system and Marketing Research
- Analyzing the Marketing Environment
- Analyzing Consumer Market and buyer behaviour
- Analyzing Industries and Competitors.

### Unit – 3 Researching & Selecting Target Markets

- Measuring and forecasting market demand
- Identifying market segments and selecting target markets.

### Unit – 4

#### Developing Marketing Strategies.

- Differentiating and positioning
- Developing a new product
- Managing product life cycle
- Strategies for Market Leaders, Challengers, Followers and Nichers.

### Unit – 5

#### Planning Marketing Programmes

- Managing Product lines, Brands & Packaging
- Marketing Channels Management
- Designing communication and Promotion Mix Strategies
- Designing Effective Advertising Programme
- Managing Sales Promotion
- Managing the Sales Force

### Unit – 6

#### Organizing, Implementing & Controlling Marketing Efforts

- Organizing and implementing Programmes
- Evaluating and Controlling Marketing Performance.

### References

1. Kotler Philip : Marketing Management, Prentice-Hall of India, 1996.
2. McCarthy, Jerome : Essential of Marketing, Richard & Irwin Inc.
3. Stanton, WJ : Fundamentals of Marketing,
4. Ramaswamy and Namakumari : Marketing Management
5. Donalds and Tull : Marketing Management
6. Berkwitz : Marketing
7. Gandhi JC : Modern Marketing.







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## STRATEGIC MANAGEMENT

### Unit – 1

#### Introduction

- Understanding strategy
- Conceptual framework of strategic management
- Visioning and building corporate mission statement
- Strategic business units

### Unit – 2

#### Strategy analysis

- Environmental scanning, General and industry specific environment
- Five forces model, Strategic mapping
- Developing a comprehensive ETOP

### Unit – 3

#### Internal analysis

- Analysis of strengths and weaknesses, Value chain model
- Developing a strategic advantage profile
- Aligning internal profile to emerging environmental context

### Unit – 4

#### Strategy formulation

- Generic strategy alternatives
- Building an overall strategy, after considering all strategic options
- Strategic choice
- Vertical integration and horizontal diversification
- Special focus on strategic alliances, mergers and acquisitions

### Unit – 5

#### Strategy Implementation

- Portfolio management and resource allocation
- Understanding strategy implementation process
- Functional strategies, Strategy and structure
- Leadership, Evaluation and control of strategy

### Unit – 6

#### Special strategic management issues

- Leadership, Organization cultural
- Corporate governance
- Technology management, Knowledge management

### References:

1. Cliff Bowman : Essence of Strategic Management, Prentice Hall of India, New Delhi, 1995
2. Gerry Johnson & Kevan Scholes: Exploring Corporate Strategy (Text & Cases), Prentice Hall of India, New Delhi, 1994.
3. Henry Mintzberg and JB Quinn : The Strategy Process-Concept, contexts, cases, Prentice Hall, New Jersey, USA, Second Edition, 1991.
4. Miles & Snow : Organizational Strategy Structure and Process, McGraw Hill, International Students Edition, 1978.
5. William Glueck & Lawrence Jauch: Business Policy & Strategic Mgt, McGraw Hill, 1988.



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6. Alan Rugman & Richard Hodgetts: International Business – A Strategic Management Approach, McGraw Hill, International Edition, New York, 1995.
7. Michael E Porter: Competitive Strategy – Techniques for Analyzing Industry and Competitors, Free Press, New York, 1980.

## HR Electives

### ADVANCE PERSONNEL MANAGEMENT

- Unit – 1
- Personnel Management and Human Resource Management
  - Changing trends in HRM
  - HRM in context
  - Emerging profile of HRM professionals and professionals institutes of PM and HRD.
- Unit – 2      Resourcing of Organization
- Labour Market – theories and analysis
  - Job analysis, design, description and specification.
  - Recruitment
  - Equal employment opportunities, definition, Act and controversies.
  - Selection method, techniques, barriers, decisions.
  - Case study
- Unit – 3      Developing the Human Resource
- Training need, planning, international training, trends, policy.
  - Development
  - By learning, outcomes and process of learning.
  - Management development – definition, organizational approach, organizing and implementing, issues and controversies.
  - Case study.
- Unit – 4      The Employment Relationship
- The Employment Relationship and contractual Regulations.
  - Collective bargaining and participative management
  - Remuneration and reward
  - Employee involvement
- Unit – 5      Workers participation in Management
- Constitutional requirement
  - Works Committee and other worker committee
  - Workers in B. O. Ds
  - Case Study
- Unit – 6      International HRM



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- International HRM
- HRM & Europe
- HRM & US
- HRM & Japan
- HRM & contingent issues

### References:

- (1) Beardwell, Ian and Holden : Human Resource Management – A contemporary perspective, Macmillan India Ltd.
- (2) Pareek, Udai & Rao RV : Designing and Managing Human Resource System, Oxford & IBM Publishing Co. Pvt. Ltd

### **HUMAN RESOURCES DEVELOPMENT**

- Unit – 1 Concept of HRD, Philosophy and its importance, differences between HRD and Personnel. Its linkages with other business goals. Role of HRD in growth and development of the organization. Scope of micro and macro level of HRD and its impact on new economic environment.
- Unit – 2 Training and Development, on line training, Career planning goal, setting and successor planning, developing and retaining fast track employees, start performers, assessment center, benchmarking of training Qualities against the best. Training index, training and work climate, human potential, profit centers.
- Unit – 3 Manpower Planning, right sizing according to the future plans and technological changes. Downsizing, layoffs, VRS and managing post VRS senior Employee's relation, job description (Hay Index), out sourcing of different activities, HRD audit, Employees participation schemes such as suggestion scheme etc.
- Unit – 4 Compensation management, survey of compensation and different agencies involved. Performance Related Pay, Fixed and Variable Pay and its proportion, its impact on the organization, society and country. Compensation pattern in different countries. Role of incentives in performance management, financial and non-financial incentives and the future prospects.
- Unit – 5 Social security of the employees, types, and its economic impact on the organization and the country at large. Different index related to HRD as Human Development Index, EQ, SQ, etc. HRD practices across the globe.



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Unit – 6 Different organization which are actively contributing for development and growth of HRD in the country and elsewhere. Role of HRD in twenty first century. Impact of HRD in the society and the nation, and in the development of mankind.

### References:

- (1) Rao TV : Human Resource Development, Sage, New Delhi, 1996.
- (2) Prasad LM : Human Resource Management, Sultan Chand, New Delhi, 2001.
- (3) Rao TV, Abraham SJ and Nair BV : HRD Philosophies and Concepts: The Indian Perspective (Eds), National HRD Network, Ahmedabad, 1994.
- (4) Wilson JP : Human Resource Development, Kogan, London, 1999.

## COMPENSATION MANAGEMENT

Unit – 1 Compensation meaning, purpose and trend in different organization, organization and employees view on compensation. Difference between wage and salary. Wage policy and its different components.

Unit – 2 Different theories and methods of compensation, recent trend in compensation, its social psychological and economic impact on employees and organization. Concept of Minimum Wages, equitable wages, regular payment Act, equal pay for equal work and unequal pay for equal work (Bill Gate concept).

Unit – 3 Factors influencing the designing compensation package. How much percent of the profit can be part with compensation in different sector such as NGO, IT, PSU, service organization, manufacturing, etc., special pay for special job, demand and supply of manpower and compensation.

Unit – 4 Policy makers and their own wages, process of wage settlement like AGM, Board, Ministry, Union, etc. Wages for special group like MLA/MP, Judges, Pilots in airlines, CEOs, etc. Hidden pay or perks, Income Tax and pay structure, wage limits, duration of wage revision etc. In case of large organization, separate wage board for each subsystem or same for all like banks.

Unit – 5 Compensation according to the accountability, risk involve and criticality of the job. Ratio between highest and lowest pay and its impact on employees' moral. Best pay masters companies, variable pay organizational performance. Wags to young managers, wages and honorarium in voluntary organization and its consequences.

Unit – 6 Wage survey and different organizations involved in it, highest pay in the world, compensation in different countries such as Japan (need based), China (communist) and Western countries.

### References:



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- (1) Divecha A : Remuneration of a Manager : Dilemma, dimensions, and directions, Sterling, New Delhi 1990.
- (2) Kappochi RM : Appropriate Remuneration in Developing Countries, Sage, 1990.
- (3) Milkovich GI and Newman JM : Compensation, IRWIN, 1990.
- (4) Pattern TH : Fair Play, Jossey-Bass, London, 1988.
- (5) MaKenzie RB and Lee DR : Managing Through Incentives, Oxford University, New York, 1998.

### INDUSTRIAL RELATION AND TRADE UNIONISM

- Unit –1 Concept and Nature of Industrial Relations, Public policies and International Labour Organisation, Constitutional framework on Industrial Relations, Industrial Relation systems, Government and Corporate approaches and strategies on IR.
- Unit – 2 Socio-Economic-Political context of Industrial Relations, Management perspective s on IR, Cultural aspects of IR, Impact of changing economic environment on IR.
- Unit – 3 Comparative Industrial Relations : Themes of divergences and uniqueness in Industrial Relations Systems in a comparative perspective.
- Unit – 4
- Trade Union : Industrial setting, growth, structure and strategies, functions, recognition.
  - Employers' organization and their working.
  - White collar Trade unionism.
- Unit – 5 Dispute & Conflict
- Industrial Disputes : Prevention and settlement machinery
  - Labour – Management Cooperation
  - Structure : Statutory and non-statutory
  - Conflict resolution
  - Industrial democracy and workers' participation in Management.
- Unit – 6
- Collective bargaining and negotiation
  - Skills : Bipartite and Tripartite, Collective Bargaining, Conciliation, Arbitration and Adjudication, Charter of Demand and Settlement.

#### References:

1. Kedia AK: Workers' Ownership and Participative Management, Deep & Deep Publications, New Delhi, 1992.
2. Punekar SD, Deodhar SB, Sankaran Saraswathi : Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House, Delhi, 1995.



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3. Dayal S : Indian Industrial Relations System, Sterling Publications, New Delhi, 1982.
4. Michael VP : Industrial Relations in India and Worker's involvement in Management, Himalaya Publishing House, Delhi, 1991.
5. Salamon Michael : Industrial Relations – Theory and Practice, Prentice Hall, 1987.

### LABOUR LEGISLATION IN INDIA

#### Unit – 1      Laws Relating to Wages and Bonus

- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Payment of Bonus Act, 1965

#### Unit – 2      Laws Relation to Social Security

- Workmen's Compensation Act, 1923
- Employees' State Insurance Act, 1948
- Employees' Provident Fund Act, 1952
- Payment of Gratuity Act, 1972

#### Unit – 3      Industrial Relations

- Trade Unions Act, 1926
- Industrial Disputes Act, 1947

#### Unit – 4      Conditions of Work

- Factories Act, 1948
- Shops and Establishment Act
- Industrial Employment (Standing Orders) Act, 1946

#### Unit – 5      Contemporary Legal Issues on Labour Laws

#### Unit – 6      Case Laws

#### References:

1. Bare Acts
2. Taxmann's Labour Laws, Taxmann Allied Services (P) Ltd.



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### INDUSTRIAL PSYCHOLOGY

- Unit – 1
- Nature, scope and methods of Industrial Psychology.
  - Individual difference and their evaluation.
- Unit – 2
- Job analysis and its by-products in selection and strategy
  - Personnel tests and development
  - Training and Development
- Unit – 3
- Accident prevention and safety
  - Attitude, morale and job satisfaction
  - Motivation, incentives, fatigue, monotony and boredom.
  - Personnel counseling.
- Unit – 4
- Psychological aspects of labour relations
  - Industrial unrest
  - Psychological principles applied to communications.
  - Psychology of individual within a work group
- Unit – 5
- Group dynamics and influence processes
  - The complexity of human problem solving and decision making
  - Conflict and change within an organization
- Unit – 6
- Psychological principles and concepts applied to advertising, package Designing and selling.
  - Motivation research and its application

#### References:

1. Davis K : Human Behaviour at work, Tata McGraw Hill.
2. Bulm M & Naylor J : Industrial Psychology, Harper International Publishers, New York
3. Gilmer BVH & Deli EL : Industrial & Organizational Psychology, 4<sup>th</sup> Ed. McGraw Hill, New York, 1977.
4. McCormick EJ & Iiegan DR : Industrial Pshychology, 7<sup>th</sup> Ed., Prentice-Hall, New Delhi, 1983.
5. Chatterjee NR : Industrial Psychology, Sudha Publications, New Delhi, 1969.
6. Harell Thomas W : Industrial Psychology, Oxford & IBM Publishing co.
7. Srivastava Suryakumar : Industrial Phychology, Printwell Publishers, Jaipur (India).





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### HUMAN RESOURCE DEVELOPMENT – (Old)

- Unit – 1      Concept, nature and scope, aims and context : Impact of organizational culture and climate and changing economic environment, learning organizations.
- Unit – 2      Training strategy and planning : Strategic issues – Responsibility for training – Identification of training needs through career planning – Performance and potential appraisal – Preparation of candidate list – In house / outside training. Training index – the trainer : Need, role, style, credibility of the trainer, training for trainer.
- Unit – 3      Process of Training : Establishing objectives of training programme – Designing the training programme : Programme sequence and themes, composing the detailed syllabus, modular approach to programme design :  
- Training schedules and time table.  
- Monitoring and improving training during the programme.
- Unit – 4      Training methodologies :  
- Training methods and selecting appropriate methods.  
- Training methods compared with objectives, learning process & facilities.  
- Faculty for the programme.  
- Developing group and the climate during training.
- Unit – 5      Evaluation of training :  
- Measuring training effectiveness  
- Evaluating programmes, participants and objectives  
- End evaluation and process evaluation  
- Follow Up  
- Cost effectiveness and benefits
- Unit – 6      Training System Development :  
- System goals and approaches to system development  
- Dynamics of developing training system  
- Training centers and like institutions and their environment  
- Institutionalization of training.  
- Action research by training  
- Trainer – researchers  
- Building support system and climate.

#### References :

1. Samanta RK : Training Methods for Management and Development, MD Publications Pvt. Ltd., New Delhi, 1993.
2. Lynton Rolf P, Pareek, Udai : Training for Development, Vistaar Publication, New Delhi 1990
3. Lynton, Rolf P, Pareek, Udai : Facilitating Development, Sage Publication, New Delhi, 1992.



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### LABOUR WELFARE

- Unit – 1      Labour Welfare : History, principles, concepts, objectives, scope and limitations.
- Unit – 2      Labour welfare Officer : Role, qualifications, functions, duties and responsibilities. Statutory and non-statutory requirements of Labour Welfare Officer.
- Unit – 3      Social security policies and programmes in India, objectives, definition, social insurance and social assistance, public policies and public service. Theories of Labour Welfare.
- Unit – 4      Labour welfare Provisions under following legislation and rules:
- Factories Act, 1948 (Welfare)
  - ESI Act, 1948
  - The Employees Provident Fund Act, 1952
  - Payment of Gratuity Act, 1972
  - Maternity Benefit Act, 1961
  - Workmen’s Compensation Act, 1923
  - Employees Family Pension scheme, 1971
- Unit – 5      - Impact of industrialization on society
- Non-statutory Welfare Policy and practice of management
  - Labour Welfare and productivity
  - Labour Welfare practices in India
  - Employees’ and Employers’ view on Labour Welfare
  - ILO Convention Labour Welfare
- Unit – 6      Workers’ participation in Management : Government approaches, legislation and practices.

#### References:

1. Verma RK & Sinha PRN : Workers’ participation in Management, Oxford & IBM Publishing Co. Pvt. Ltd., New Delhi, 1991.
2. Bare Acts of Labour Laws and Rules of each Act.
3. Joshi RP : Participation in Management, Aalesh Publishers, Jaipur, 1990.
4. Panekar, Deodhar, Sankaran : Labour Welfare Trade Unionism and Industrial Relation, Himalaya Publishing House, Bombay, 1995.



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### LEADERSHIP AND GROUP DYNAMICS

- Unit – 1 Nature and significance of leadership, developments of effective leadership behaviour.
- Unit – 2 Leadership Styles : Autocratic, democratic, benevolent, parent, task nurturant leadership.
- Unit – 3 Theories of leadership: Training, goal, attribution, life cycle theory, path goal theory.
- Unit – 4 Models of leadership : Victor, Vroom, Fiedler, Yelton
- Unit – 5 Developing leadership Skills : Leading a meeting, group discussions, listening, initiating personal change, sensitivity training, Johari Window, TR-group theory, Laboratory method.
- Unit – 6 Group Dynamics : Interpersonal and intra-personal processes of behaviour, emotional expressions, Transactional Analysis, Team Building – Makings of effective interpersonal relationship. Effective organization – Survey of climate and motivation levels.

#### References:

1. Guest R, Hersey P & Blanchard K : Organizational change this Effective Leadership, Prentice Hall, New Jersey, 1977.
2. Yukl GA : Leadership in Organization, Prentice-Hall, New Jersey, 1981.
3. E;ezmol A : The Dynamics of Inter-personnel Behaviour, John Wiley & Sons., Inc., New York, 1969.
4. Adair John : Effective Leadership, Rupa & co.
5. Davar, Rustom S : Creative Leadership, UBS Publishers' Distributors Ltd.



## **Marketing Electives**

### **STRATEGIC MARKETING**

**Unit – 1**      **Corporate and Business Unit Strategy :**

Conceptual frame work of strategic marketing, strategic planning, business unit analysis and strategy, financial analysis, some key issues.

**Unit – 2**      **Marketing Situation Analysis :**

Defining and Analyzing Markets, analyzing consumer and organizational buyers, Analyzing strategic situation and competition.

**Unit – 3**      **Marketing Strategy Development :**

Market target strategy, Marketing Programme positioning.

**Unit – 4**      **Strategic Marketing Programming.**

Product strategy, New Product Planning, Distribution Strategy, Pricing Strategy, Promotion and Advertising Strategy, Selling and Sales Promotion strategies.

**Unit – 5**      **Strategic Marketing in Action :**

The strategic marketing plan, Moving from plan to implementation, Strategic evaluation and control.

**Unit – 6**      **Seminar on contemporary issues in strategic marketing such as service marketing.**

**References:**

- (1) Strategic Marketing : by Davind W. Cravens, Irwin Toppan, 1987
- (2) Strategic Marketing Planning : by George S Day (St. Paul West Publishing), 1984
- (3) Strategic Marketing – A European Perspective, Jean Jaques Lanbin, McGraw Hill, 1983.



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## INTERNATIONAL MARKETING

- Unit – 1 Definition, concepts and distinguishing features of domestic and International Markets – Identification and classification world markets – international Marketing Mix – Product Planning and Policy – Product life cycle and Promotion strategy – various forms of international business : Joint Ventures, Foreign collaboration, turnkey projects and MNCs.
- Unit – 2 Evolution of India’s Trade policy – major objectives, instruments of trade policy – important provisions – export incentives and import facilitation.
- Unit – 3 Trade promotion measures and institutional infrastructure for export promotion : MOC, DGFT, EPCS, Commodity Boards, ITPO, MPEDA, APEDA, FIEO, ECGC, Exim Bank, D.G. Shipping etc. – International trading system and Institutions : WTO, UNCTAD, EMF, World Bank and Trade Blocks.
- Unit – 4 Export Marketing Management – Types and forms in export import business – Direct and indirect methods of exports – overseas distribution system – marketing plan – export pricing – cost and non-cost factors – full cost and marginal cost pricing – export pricing – cost and non-cost factors – full cost and marginal cost pricing – export finance. Pre-shipment and post-shipment – documentary bills and credit under LC terms and conditions – Exchange control and Liberalization of FERA and convertibility of Rupees – Legal aspects relevant to foreign trade transactions – Management of various risks : physical, political and financial.
- Unit – 5 Export and Import procedure and documentation – Rationale of regulatory and operational requirements – Important documents : Commercial Invoice, Letter of Credit, Bill of lading, Shipping Bill, Bill of entry, Marine Cargo Insurance Policy, etc. Procedural requirement – enrolment with RBI and DGFT and EPCs – Securing & processing of an export order – preparation of an export consignment – Customs, Excise & Port procedures – Banking and Insurance procedure – Import procedure and documentation – Customs and excise clearance – Warehousing and transportation.
- Unit – 6 Marketing Logistics : Conceptual framework – organization of transport services, infrastructures and facilities at posts, ICDS and CFS – Warehousing and inventory control and management – common and contract carrier services, formulation of freight rates – containerization and international transport system – Cargo loss and carrier’s liability.

### References:

- (1) Dr. RL Varshney & Prof BB Bhattacharya : International Marketing Management – Indian Perspective (each chapter of this book gives exhaustive list of further readings)
- (2) TAS Balagopal : Export Marketing Management
- (3) JS Rathor and BS Rathor : Export Marketing
- (4) Dr. HB Dsai : Search Light on Marketing Logistics.
- (5) Business Dailies : Economic Times, Financial Express, Business Standard.
- (6) Express Exim Review (Weekly).



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### CONSUMER BEHAVIOUR

- Unit – 1 Introduction – the need for and applications of Consumer Behaviour. Problems and models in Consumer Behaviour.
- Unit – 2 Understanding consumers and implications for segmentation – Consumer research and gathering information – characteristics of market segmentation product positioning.
- Unit – 3 Environmental factors in Consumer Behaviour – Culture and cultural values – Cross culture influence – Sub cultures and social class, Measurement and categorization – social groups – family – personal influence – diffusion of innovations.
- Unit – 4 Individual factors in Consumer Behaviour – Motivation and involvement motives and motivation research – information processing – learning – self consent and personality – attitudes and changing attitudes.
- Unit – 5 Consumer decision, process types of consumer decision – recognition of a problem information, research and evaluation process – making choice and purchase Behaviour – post purchase evaluation and product disposition
- Unit – 6 Consumer Behaviour and its application to profit and non-profit service, non-profit marketing and issues in Consumer Behaviour

#### References:

- (1) Engel F James and Blackwell D Roger : Consumer Behaviour, Hold Sem\_\_\_\_ International editions, Japan.
- (2) Bennet Peter D and Kesser\_\_ H Harold : Consumer Behaviour :Foundation on Marketing Series, PHI, New Delhi.
- (3) LL David Bitte Albert J Della : Consumer Behaviour : Concept and Application, McGraw Hill Book Company, New York.
- (4) Kanuk Leslie Lazar : Consumer Behaviour, PHI, New Delhi
- (5) Howard John A : Consumer Behaviour – Application of Theory, McGraw Hill, New Delhi



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### MARKETING RESEARCH

- Unit – 1      The nature of Marketing Research – Information and Decision Making – the Marketing Research Department, Industry and areas of applications, Marketing Information System V/S Decision Support systems.
- Unit – 2      Research objectives, plans, process and design-nature and types of research design – research design process and errors.
- Unit – 3      Sources of marketing information – data objectives, types-communication approaches – formulating a data plan – Primary V/S Secondary sources – surveys, audits, panels, survey research, experimentation, environmental experiments.
- Unit – 4      Measurement and scaling – levels, scales, components of measurement – measurement accuracy and development – rating scales, attitude scales and choice of scales, questionnaire as a tool of measurement, qualitative techniques, observation and physiological measures.
- Unit – 5      Sampling – the choice in sampling – managerial objectives and sampling process – determining sample size – sampling distribution – issues in sampling and sample size – data reduction and estimation.
- Unit – 6      Data Analysis, report writing and follow-through, analysis of differences and experiments, univariate and multivariate tests – tests of associations – sales forecasting, preparing research reports – ethical issues in marketing research.

#### References:

1. Green Paul E & Tull Donald S : Research for Marketing Decisions, PHI, New Delhi
2. Boyd W, Harper Jr., Westfall Ralph, Statsch F, Stanely : Marketing Research – Text and Cases, Richard D Irwin, Illions, All India Book Traveller, New Delhi.
3. Luck David J, Rubin Ronald S : Marketing Research, PHI, New Delhi
4. Aakar A David & Day George S : Marketing Research, John Wiley & Sons., New York
5. Freud John J : Modeern Elementary Statistics, PHI, New Delhi
6. Ferbur Robert (Ed) : Hand book of Marketing Research, NJ, McGraw Hill, New York



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### **SALES FORCE AND DISTRIBUTION MANAGEMENT**

- Unit – 1      Frame work for understanding of sale management, personal selling, salesmanship and distribution decisions.
- Unit – 2      Organizing the sales efforts : Sales organization, Sales department relations, Distributive network decisions.
- Unit – 3      Sales Force Management : Recruitment, selection, planning, executing and evaluation sales training programme, Motivating and compensating sales personnel, Sales-meeting and contests, managing expenses, controlling sales personnel.
- Unit – 4      Controlling the sales efforts : Sales budget, territory management, sales control and cost analysis.
- Unit – 5      International Sales Management
- Unit – 6      Distribution Management : Channel Member selection and development, problems of working with channel members including motivating and compensation. Channel evaluation and control, issues in physical distribution/ logistics, some issues pertaining to retail management.

#### References:

1. Marketing Channel by Louis Western, Adell, EL Anasary
2. Sales Management, Decisions, Policies & Cases by Still RR and others
3. Sales Management by Wortuba Thomas R
4. Problems in Sales Management by Tosdal
5. Sales Force Performance and Turn over by Newton, Derek
6. The Field Sales Manager by New Garden Albert





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### **INDUSTRIAL MARKETING MANAGEMENT**

- Unit – 1      The Industrial Marketing System  
Concept of Industrial Marketing, Industrial and consumer marketing a comparison, classification of industrial products and services – industrial marketing system.
- Unit – 2      Industrial Customers and Market Behaviour  
The standard industrial classification system – The demand for industrial goods and services – understanding industrial buying behaviour.
- Unit – 3      The Industrial Marketing Process  
Segmentation, planning, strategy and intelligence gathering. Segmentation in the industrial market – planning the industrial marketing strategy – industrial marketing intelligence.
- Unit – 4      The industrial marketing mix  
Product strategy in industrial marketing channel strategy in industrial marketing, physical distribution strategy in industrial marketing – promotion strategy in industrial marketing – pricing strategy in industrial marketing.
- Unit – 5      Industrial marketing performance  
Controlling and evaluating and internal implications  
Industrial marketing control and evaluation – industrial marketing in the international environment.
- Unit – 6      Contemporary issues in Industrial marketing and industrial marketing in India.

#### References:

1. Robert W Haas : Industrial Marketing Management, Texts and Cases, PWS Kent Publishing co, 1990.
2. Michael D Huff, Thomas V Spch : Industrial Marketing Management – A Strategic view of Business Markets, The Dryden Press, USA, 1991.



## **Finance Electives**

### **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

- Unit – 1 Investment Management – Nature and Scope  
Investment : Types of Vehicles
- Unit – 2 Securities Market in India : Structure and Regulation
- Unit – 3 Security Analysis  
Approaches to Security analysis Technical and Fundamental Efficient Markets Hypotheses.
- Unit – 4 Risk – return Analysis  
Valuation Models, Equity and preference shares, convertible debt securities, Mutual funds.
- Unit – 5 Derivatives, Options, Commodities and Financial Futures.
- Unit – 6 Portfolio Designing and Management, Portfolio-risk and return. Diversifiable and un-diversifiable risk. Portfolio construction models, methodology and uses. Problem of appropriate selection. Portfolio evaluation, Need, Process and the problem of revision.

#### References:

- (1) JC Francis : Investment Analysis and Management, 5<sup>th</sup> Ed. McGraw Hill Book, Co. New York.
- (2) Fischer & Jordon : Security Analysis and Portfolio Management, 6<sup>th</sup> Ed. (Prentice Hall, New Delhi, 1995).
- (3) Gitman & Joehnk : Fundamentals of investment, (Harper & Row, 1981).
- (4) Burton Malkiel A Random Walk down Wall Street, WW Norton & Co.
- (5) Robert Hagin : The Dow Jones – Irwin Guide to MODERN PORTFOLIO THEORY , Dow-Jones-Irwin, Homewood,



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### INDIAN FINANCIAL SYSTEM

- Unit –1 Financial Markets : Nature, function and efficiency.
- Unit- 2 Financial Intermediation – its role and importance.
- Unit – 3 Funds flow analysis for financial markets study : Construction and uses of funds, Sectoral analysis, Constraints in the flow of funds.
- Unit – 4 Term structure of interest rates.
- Unit – 5 Commercial Banks : Credit system for cash credit. Bill Market scheme, Development in Credit information system.  
Development Banks : Structure and philosophy, Promotional and other development roles. Operation – An overview.  
Non-bank financial intermediates : Role, investments and operational policies of LIC, UTI, GIC, P
- Unit – 6 The significance of the Chakravarty committee, Narasimham Committee, A.C Shah Committee and Tarapore Committee, to the Indian Financial System.

#### References:

- (1) LM Bhole : Financial Markets and Institutions (TMH, 1992)
- (2) Suraj B Gupta : Monetary Economics; Institutions Theory & Policy, (S Chand, 1982)
- (3) Robinson and Wringtsman : Financial Markets, McGraw Hill Book Co., New York.
- (4) MY Khan : Indian Financial System, A Primer, Tata McGraw Hill, 1996
- (5) LV Chandler : The Monetary Financial System, (Harper and Row, 1979).
- (6) LC Gupta : Changing Structure of Corporate Financial in India, Oxford.
- (7) LC Gupta : Reading in Industrial finance, (MacMillon, 1976).



**MANAGEMENT PLANNING AND CONTROL SYSTEMS**

Unit –1      Nature of management planning and control system

- Basic concept
- Boundaries of management control
- Overview of MPCS
- Linkages of MPCS with other systems.

Unit – 2      Support Systems

- MPCS as the confluence of other organizational system
- Financial Accounting system
- Cost Accounting system
- Strategic Cost Management approaches
- Computerized Management Information systems

Unit – 3      Management Control Structure

- Responsibility center framework
- Responsibility accounting
- Revenue and expenses centers
- Profit centers
- Transfer Pricing
- Investment centers

Unit – 4      Management Control Process

- Strategic planning
- Programming and budgeting
- Management control and operations
- Management by objectives
- Zero based budgeting
- Analysis and reporting of variances
- Management reporting system

Unit – 5      Special issues in management control

- Information theory
- Control behaviour in organizations
- Activity based management
- Management compensation.

Unit –6      Special Control situations

- Differentiated controls for differentiated strategies
- Control in
  - o Service organizations
  - o Multinational organizations
  - o Project organizations
  - o Financial service organizations



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### **CORPORATE TAX MANAGEMENT**

- Unit – 1 Distinction between Tax evasion, Tax avoidance and Tax Planning. Area of Tax Planning, Relationship between Corporate Planning and Corporate Tax Planning.
- Unit – 2 Tax Planning for new set up / undertaking  
Tax benefits with reference to location, area and industries
- Unit – 3 Tax benefits with reference to exports
- Unit – 4 Tax aspects and forms of organization. Capital Structure and Tax Planning. Investment and Tax Planning.
- Unit – 5 Tax implications for foreign collaborations, Tax implications for DTAA.
- Unit – 6 Tax implications for managerial decisions like lease, hire purchase, buy export V/s. domestic sales.  
Method of accounting, Maintenance of books of Accounts, Valuation of Stocks, Tax implications in case of holding subsidiary, Minimum Alternate Tax, Contemporary issues.

#### References:

1. Kanga & Palkhiwala : Law and Practice of Income Tax in India
2. Chaturvedi and Pithisaria : Income Tax Law, Wadhwa
3. Bhagwati Prasad : Direct Taxes – Law & Practice, Wishwa Prakashan
4. Singhanian VK : Direct Taxes – Law & Practice, Taxmann



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### **PROJECT MANAGEMENT**

Unit – 1 Concept – Project Development Cycle – Project Management Process, Basis for resource allocation, generation and screening of project ideas.

Unit – 2 Government Regulatory frame work. Market Analysis, Technical Analysis.

Unit – 3 Financial Analysis–with reference to sources of funds, norms-SEBI, Financial Institutions, Foreign Lines of Credit, and method of projecting cash flows.

Unit – 4 Cost of capital, Appraisal Criteria for Capital Budgeting, decision, Analysis of Risk.

Unit – 5 SCBA, Project implementation, CPM – PERT, Resource Scheduling and Resource leveling.

Unit – 6 Organisational aspects of Project Management, Project Time and Cost Management, Project Control Contemporary issues.

#### References:

1. Chandra Prasanna : Projects – Planning analysis, Selection, Implementation and Review, Tata McGraw-Hill.
2. Choudhury : Project Management, Tata McGraw-Hill.
3. Lock Dennis : Hand Book on Project Management, Jaico Publishing House.



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### **INTERNATIONAL ACCOUNTING**

- Unit – 1      Concept, Dimension and foundations.
- Unit – 2      Legal, social and environmental problems of currency translation.
- Unit – 3      Accounting reporting : Consolidation of accounting reports – Corporate reporting.
- Unit – 4      Problems of harmonization issues and trends in transnational corporate reporting.
- Unit – 5      Transfer pricing – allocation of corporate office overheads and measurement of divisional performance.
- Unit – 6      International accounting standards, contemporary issues in international accounting.

#### References:

1. FDS Choi and GC Muller : An Introduction to Multinational Accounting, Prentice Hall, 1984.
2. International Accounting Study Group : International Finance Reporting
3. FASB, Accounting for Foreign currency translation connectint, \_USA, 1983.



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### CHANGING PRICES & FINANCIAL DECISIONS

- Unit – 1      Changing prices and validity of traditional income and asset measurement models.
- Unit – 2      Effect of changing prices on depreciation, Income, taxes and dividends, Approaches to the maintenance of capital.
- Unit – 3      Price changes and replacement policies.
- Unit – 4      Financial Statements and changing prices.
- Unit – 5      Alternate measures of incomes and models of valuation of assets & liabilities.
- Unit – 6      Corporate reporting practices for changing prices : Internal and External.

#### References:

1. RL Mathews & J McB Grant : Inflation and Company Finance, Law Book Co. of Australia, Sydney, 1962.
2. Mathews Committee Report : Committee of Inquiry into Inflation and Taxation. Government Printer, Wellington, 1975.
3. K MacNeill : Truth in Accounting, Schollor Book Co., Houston
4. Robert R, Sterling & Kenneth W Lemeke : Maintenance of Capital, Financial versus Physical , Schollor Book Co., 1983.
5. Robert R Sterling : Asset Valuation and Income determination, Schollors Book Co., 1983.
6. D Mallinson : Understanding Current Cost Accounting, Butterwoth
7. Ramesh Gupta : Inflation Accounting, Tata McGraw-Hill, New Delhi, 1984.
8. PK Ghosh, GC Maheshwari & RN Goyale : Studies in Accounting Theory, Willey Eastern, New Delhi, 1984.





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### Fourth Semester -Compulsory Subjects:

#### BUSINESS POLICY

- Unit – 1      Theoretic Presentations by team of students on  
A. Industry structure analysis  
B. Contemporary theme in business policy and strategic management.
- Unit – 2      Team presentations on selected books in strategic management.
- Unit – 3      - Understanding, essential differences between POLICY AND STRATEGY.  
- Business Policy framework.  
- Functional policy guidelines.
- Unit – 4      Role Play Exercise by teams based on a MANAGEMENT GAME. The same presents a simulated business setting, wherein the exercise involves EIGHT STRATEGIC DECISIONS during one year of Corporate life. The context is the point of view of a Senior executive taking these decisions.
- Unit – 5      General Management Game.  
Strategic Business Plan and annual operating plan development and presentations by teams, each team representing a company belonging to an industry.
- Unit – 6      General Management Game (continued..)  
- Four quarterly union plan presentations by team, including based on experiment in strategy implementation.  
- The course concludes in this unit with a detailed feedback on the GAME and a comprehensive overview of both courses – STRATEGIC MANAGEMENT and BUSINESS POLICY.

#### References:

- (1) Cliff Bowman : The Essence of Strategic Management. Prentice Hall of India, New Delhi, 1995.
- (2) Gerry Johnson and Kevan Scholes : Exploring Corporate Strategy (Text & Cases), Prentice Hall of India, New Delhi, 1994.
- (3) Henry Mintzberg and JB Quinn : The strategy Process – concept, contexts, cases, Prentice Hall, New Jersey, USA, Second Edition, 1991.
- (4) Miles and Snow : Organization Strategy Structure and Process, McGraw Hill, International students Edition, 1978.
- (5) William Gluek and Lawrence Jauch : Business Policy and Strategic Management, McGraw Hill, 1988.
- (6) Alan Rugman and Richard Hedgetts : International Business – A Strategic Management Approach, McGraw Hill, International Edition, New York, 1995.
- (7) Michael E. Porter : Competitive Strategy – Techniques for Analyzing Industry and Competitors, Free Press, New York, 1980.



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- (8) Michael E. Porter : Competitive Advantage – Creating and Sustaining Superior Performance, Free Press, New York, 1985.
- (9) Adrain Slywotzky : Value Migration, Harward Business School Publishing Boston, 1996.

### MANAGEMENT INFORMATION SYSTEM

- Unit – 1 Introduction to computers, Information systems and management information systems.  
Essential computer concepts.  
Objectives, decisions and information-Linkages  
Management uses of information.
- Unit – 2 MIS and Business Functions, MIS and Business Processes, Impact of MIS on business, Using Information Systems for competitive advantage.
- Unit – 3 Developing MIS for various business applications.  
System analysis.  
Structural system development life cycle.
- Unit – 4 System design and implementation  
Post implementation audit and maintenance  
Evaluating MIS
- Unit – 5 Case studies on MIS applications and exercises  
Data base management systems  
Decision – support systems  
Expert systems  
Managing the information system resource.
- Unit – 6 Special Topics :  
Business process reengineering  
Knowledge management systems  
Internet and electric commerce  
Enterprise resource planning (ERP) solutions.

### References:

1. Davis Gordon : Management Information System : conceptual Foundations, McGraw Hill, Tokyo.
2. Murdick and Ross : Information Systems for Modern Management, Prentice Hall of India, New Delhi.
3. Triker, R.L. : Management Iformtion and Control Systems, John Wiley and sons.
4. James Hicks Jr.,l : Information Systems in Business : An Introduction, West Publishig Company, USA.



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5. Banerjee and Sachdewa, Management Information System – A New Framework, Vikas Publishing.

### **CONTEMPORARY ISSUES IN MANAGEMENT**

These issues can relate to themes such as:

General Management

Finance Management

Marketing Management

Human Resource Management

Organization Behaviour

Information Systems management

Strategic Management

Business Environment – incl. macro – Economic Environment

E – Business Management

Business Transformation in the Internet Age

Corporate Governance.

They will thoroughly research the available academic and practical knowledge base on the chosen topic / issue and submit a detailed written report. They will also present a Seminar on the same theme. The Written Presentation and the oral seminar presentation will carry 25 marks each.

Evaluation will be done by all the Faculty members whose marks awarded will be averaged out to ascertain the marks and grade obtained by the student for that Course.

The course will have 100 marks weightage, just like the Public Enterprise Management course which is being replaced.

The Board of Studies and the Faculty Board have approved the proposal. It is now being placed for the University Syndicate Approval please.

Students are requested to chose Two themes with Specific topics (please ensure that the topics chosen are not too general) and inform the office immediately. You may choose industry specific, ‘applied’ themes / topics also.